After four years of existence and inter-country cooperation, the ICQN needs to upgrade its organisational and developmental capacity in order to take on a wider range of tasks over and above the organisation of the ministerial conferences and experts’ seminars, which have been taking place regularly since 2010. It needs to adopt a new institutional structure and become a genuine centre of information and research on changes in technical and vocational skills development (TVSD) at the African level. In sum, it must become a central point of reference for all African countries wishing to work together and share information in order to promote vocational training as part of efforts to pursue the continent’s economic and social development.

The ICQN’s development outlook for the 2014-2017 period
The ICQN’s outlook over the next three years can be summed up in the form of three priority actions.

Action 1: The ICQN must become a forum for the pooling and promotion of TVSD policies and practices
The work accomplished since 2010 has generated extensive information on the countries’ efforts with regard to employment schemes and national qualifications frameworks. However, the ICQN has lacked the means to enhance these efforts and publish the results of its work. It has not been able to give its work sufficient visibility. This situation must therefore be rectified by making the ICQN a permanent and interactive forum for information, dialogue and cooperation in the field of TVSD in Africa. Thus:

- the ICQN/TVSD should create an online resources centre on TVSD that would be accessible to all;
- the ICQN/TVSD should disseminate original material on TVSD practices in Africa.
**Action 2: the ICQN must become a platform for inter-country expertise on TVSD at national and regional levels**

The ICQN has thus far been able to establish the current situation in the various member countries, but it has lacked the means to further develop the results of the meetings and dialogue by conducting research and developing action proposals to provide the countries with strategic and technical support. They need this support to make progress. Several of them who have participated in the various events organised would like the ICQN to be able to advise and assist them in the design and implementation of their reforms. It is therefore vital for the ICQN to become a hub of expertise and a central point of reference in the field of reference TVSD, and it therefore needs the human and financial resources to:

- further develop research on priority themes and common areas of action for the countries;
- establish a platform of expertise to respond to countries wanting advice and support.

**Action 3: The ICQN should review its current modes of management and organisation**

The ICQN has thus far worked operated in close partnership with the Côte d’Ivoire Ministry of State, Ministry of Employment, Social Affairs and Vocational Training (MEMEASFP) and key ADEA staff. Events have been organised under the responsibility and supervision of the Minister’s Private Office, with the assistance of a Scientific Committee, an Organising Committee and a Communication Department. All of these partners have accomplished the necessary tasks with utmost quality and efficiency.

A wider ICQN remit as outlined in Actions 1 and 2 requires the following changes:

**Change 1: The ICQN/TVSD should strengthen its coordination team**

As well as the MEMEASFP current ICQN/TVSD Coordinator, a bilingual and part-time junior expert should also be hired, to prepare and follow up ICQN activities and interact regularly with member countries. S/he would enable the ICQN to gain some institutional autonomy and help it obtain external, African and international financial support.

**Change 2: The ICQN/TVSD should create an Advisory Board to approve its action programme**

This Advisory Board would consist of the Côte d’Ivoire Minister, the ICQN Coordinator, an English- or Portuguese-speaking minister (to be designated), representatives of technical and financial partners wishing to support the ICQN and a representative of the ADEA Secretariat. The Board would be consulted by email to validate each ICQN annual work programme.

**Change 3: The ICQN/TVSD should set up a Scientific Council to assess the relevance of its work on TVSD**

To perform its tasks properly, the ICQN’s coordination and management team would have support from a small team of senior experts, a Scientific Council, whose mission will be to assess and approve the ICQN’s decisions, actions and reports.
Change 4: The ICQN/TVSD should adopt a regular and sustainable work schedule

The ICQN should have the following three-year work schedule:

- Year 1: organisation of the Ministerial Conference and agreement on a medium-term action plan;
- Years 2 and 3: organisation, in collaboration with the ICQN member countries, of thematic seminars in accordance with the action plan agreed by the Ministerial the Conference.

In conclusion

At present, the ICQN is a unique African forum for inter-country cooperation and work allowing the various member countries to jointly develop their TVSD policies and practices. Its development outlook for the 2014-2017 period opens up new goals and opportunities. The MEMEASFP and ADEA therefore suggest that Ministerial Conference should adopt some decisions to guarantee the ICQN’s future and enhance its ability to support the member countries, who want to have strong and renewed cooperation on TVSD. These decisions should be of both a financial and organisational nature.