



# **Survey Evidence on Skills Policies and Practices**

**The Roadmap for Preventing Skill Mismatch in the Labor Markets  
of OIC Member Countries**

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# What the questionnaire measures

PURPOSE

The 23-question instrument maps how OIC skills systems function in practice and identifies policy gaps that can shape the Roadmap.

|                |                                                |                                                                                                  |
|----------------|------------------------------------------------|--------------------------------------------------------------------------------------------------|
| 01             | Respondent context                             | Country, institution type and direct involvement in skills or labor-market policy                |
| Profile + Q1-2 |                                                |                                                                                                  |
| 02             | Recognition and policy commitment              | Priority given to mismatch, awareness activity and the national skills strategy                  |
| Q3-5           |                                                |                                                                                                  |
| 03             | Governance and coordination                    | Legal framework, lead institution, coordination quality, platforms and stakeholder participation |
| Q6-8, Q13-14   |                                                |                                                                                                  |
| 04             | Employer engagement and institutional capacity | Employer roles, public-private partnerships, finance, staffing and analytical capacity           |
| Q9-12, Q15-17  |                                                |                                                                                                  |
| 05             | Guidance and mismatch profile                  | Career guidance, mismatch type and severity, affected sectors and recruitment difficulty         |
| Q18-23         |                                                |                                                                                                  |

**ANALYTICAL ROLE**      The survey complements labor-market indicators with stakeholder evidence on implementation.

# The survey diagnoses the implementation gap

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It complements labor-market indicators by examining the institutions that are expected to prevent mismatch—governance, employer engagement, finance, analytical capacity, and guidance.

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**877**

stakeholders invited

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**113**

accessed the survey

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**43**

complete responses

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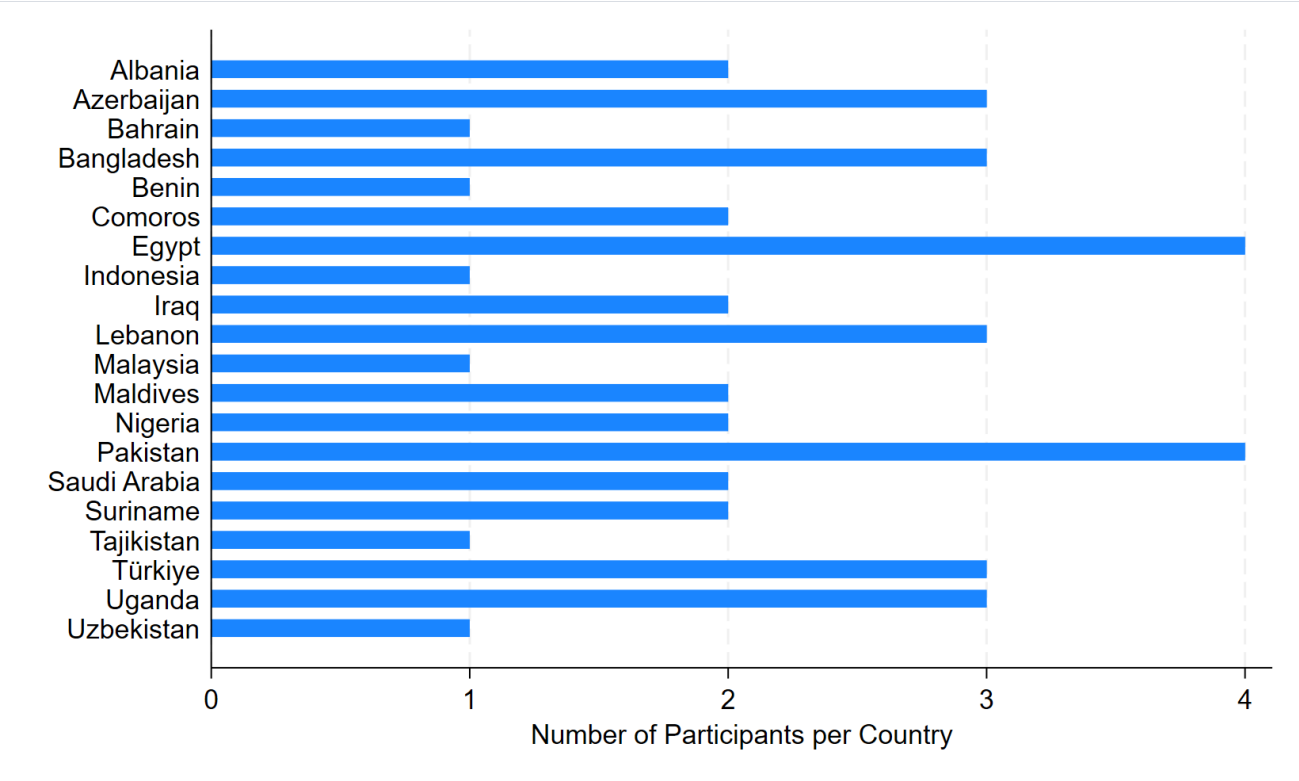
**20**

countries covered

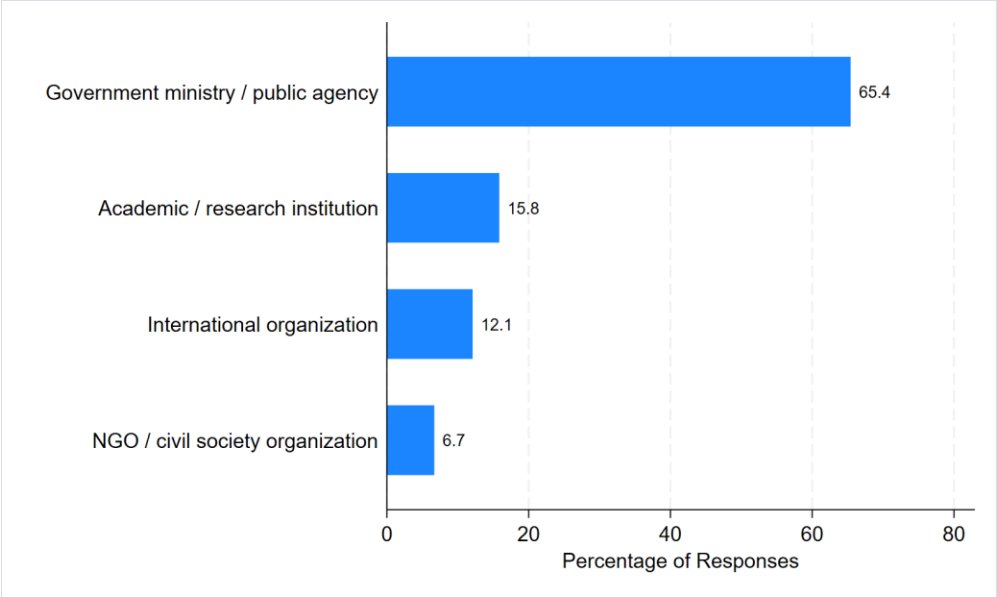
## Country-equal weighting

Completed responses were weighted by the inverse of the number of respondents from each country. Results map stakeholder perceptions; they are not statistical country rankings.

# The sample is diverse—and strongly policy-facing



Country coverage: 20 OIC Member Countries



**65.4% represent government**

Academic and research institutions account for 15.8%, international organizations 12.1%, and NGOs or civil society 6.7%.

# Respondents are close to the policy system

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## 83.7%

report that their institution is involved in skills development or labor-market policies

Most responses come from institutions directly involved in skills development or labor-market policy. The findings therefore reflect implementation experience and observed institutional constraints

# Awareness is high; implementation is the real test

## Perceived priority of skill mismatch

**58.3%**

high priority

**35.4%**

moderate priority

**6.2%**

low priority

**75.4%**

report national  
awareness activities

## The policy challenge has shifted

Most responding contexts already recognize the issue. The Roadmap therefore needs to connect awareness to coordination, finance, guidance, employer input, and labor-market intelligence.

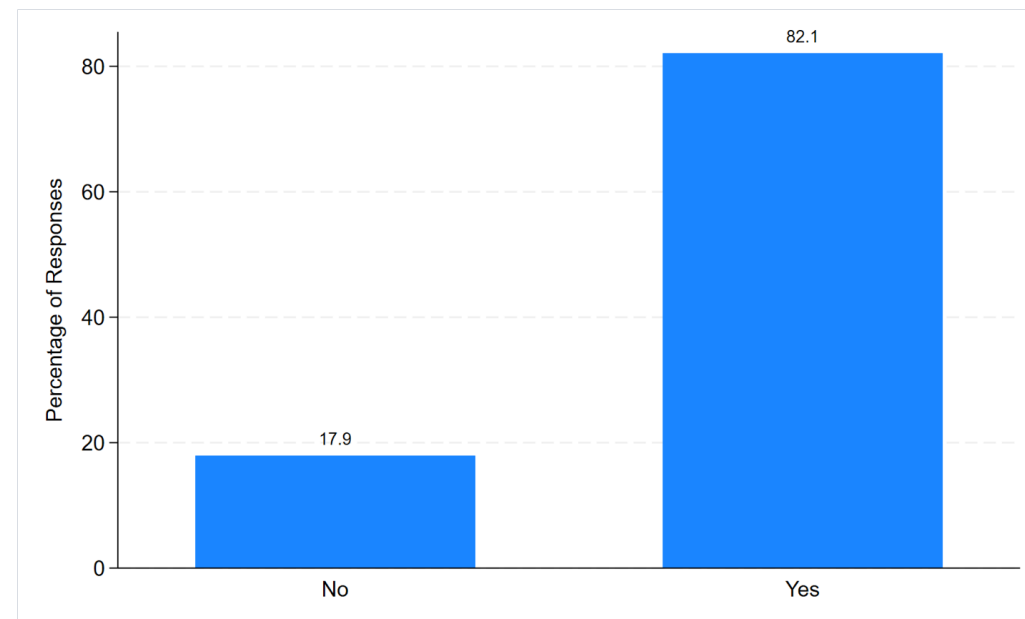
# Institutional architecture is widespread

**77.1%**

report a national skills strategy

**13.3%**

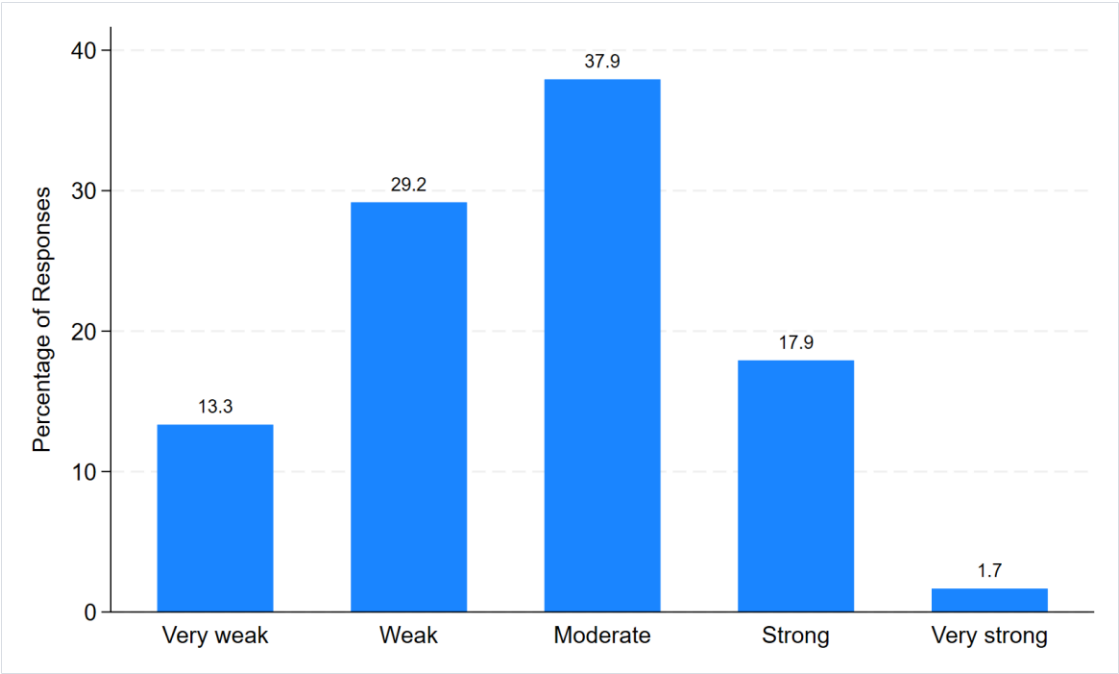
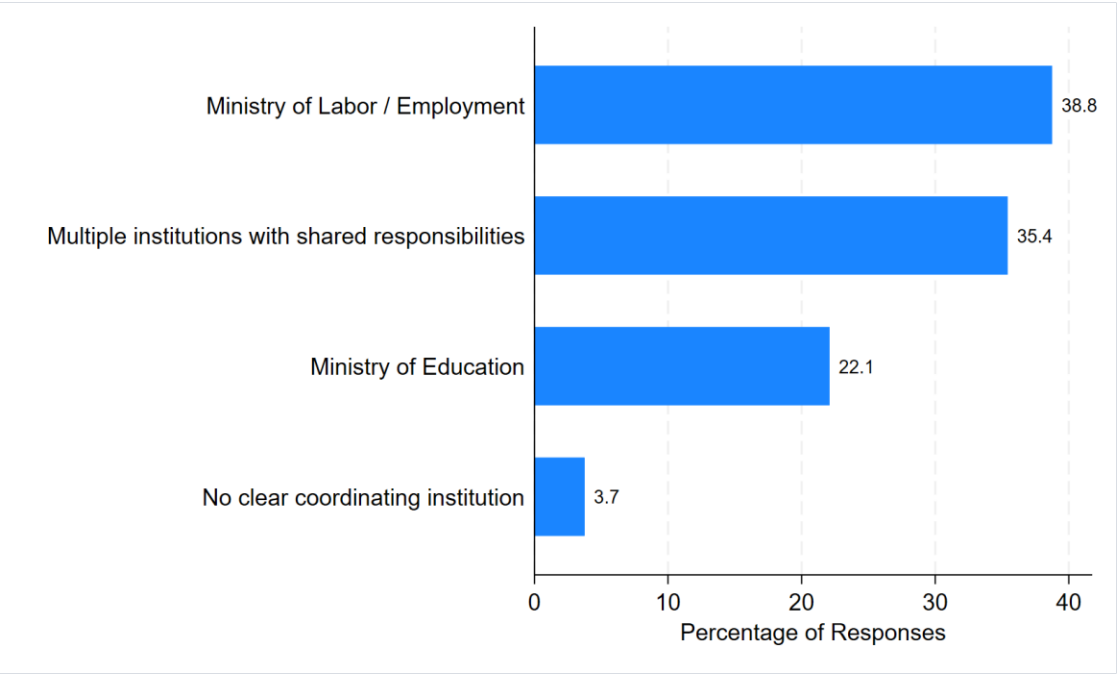
say a strategy is under preparation



## **82.1% report a legal or administrative framework**

The focus should now move from adopting frameworks to clarifying mandates, financing implementation, monitoring results, and updating policy as labor demand changes.

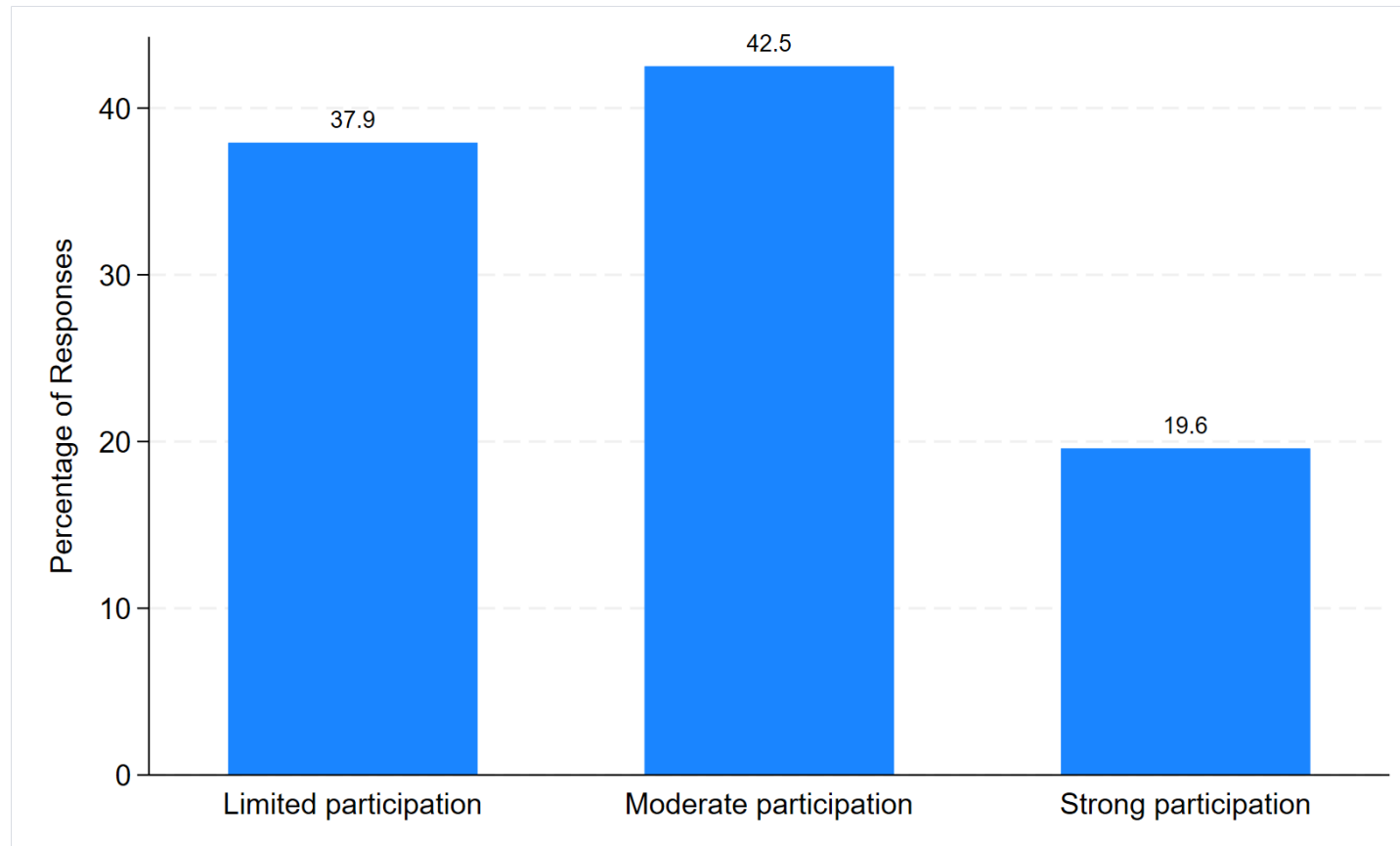
# Coordination exists—but remains weak



## Shared responsibility can become fragmented responsibility

42.5% assess coordination as weak or very weak; only 19.6% see it as strong or very strong. The issue is not merely identifying a coordinator, but enabling institutions to act together.

# Employer participation remains moderate

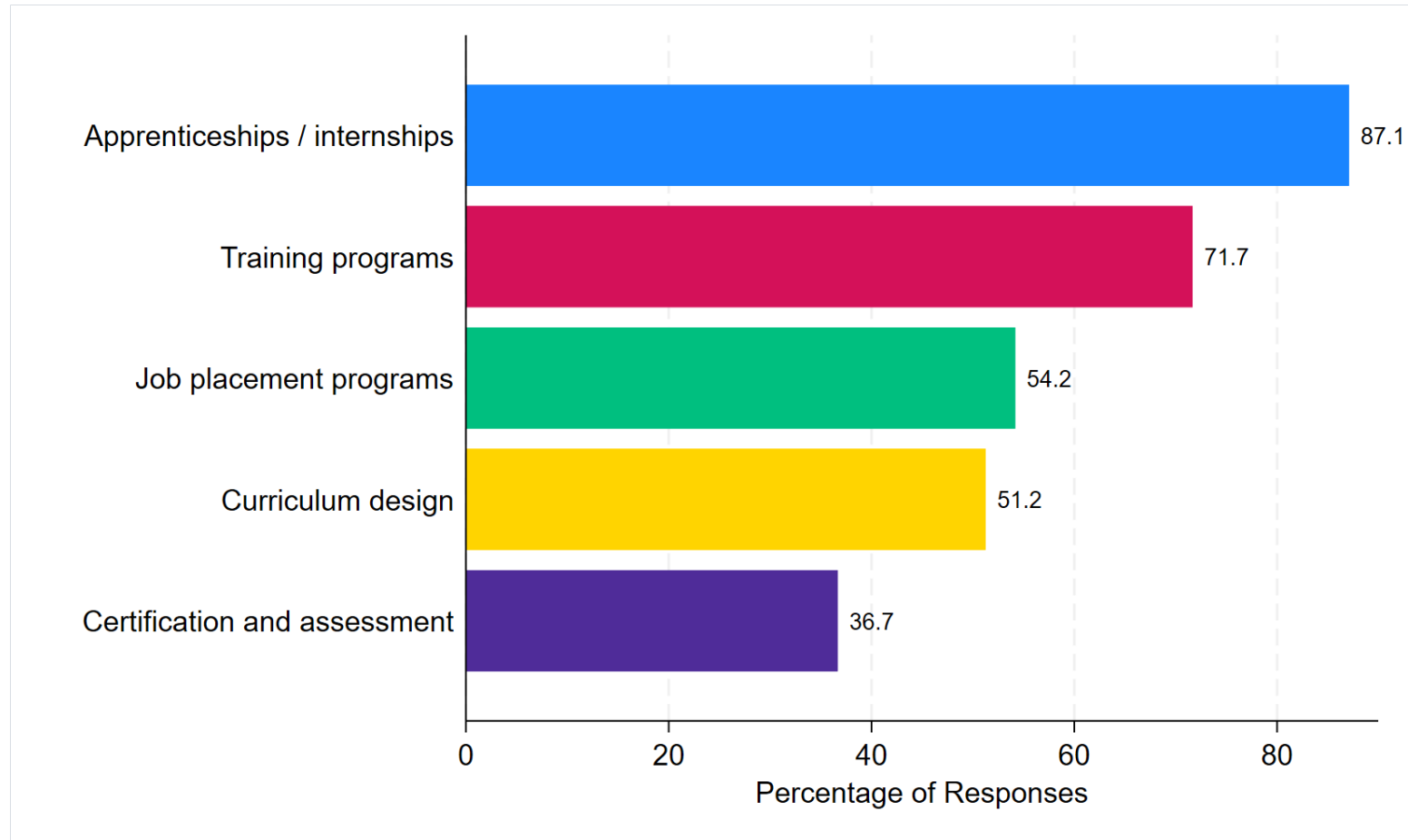


## Only 19.6% report strong participation

Moderate participation is reported by 42.5% and limited participation by 37.9%. Without deeper employer input, strategies risk remaining supply-driven.

The key question is whether employers shape the system—not simply whether they join individual programs.

# Employer engagement is concentrated in delivery

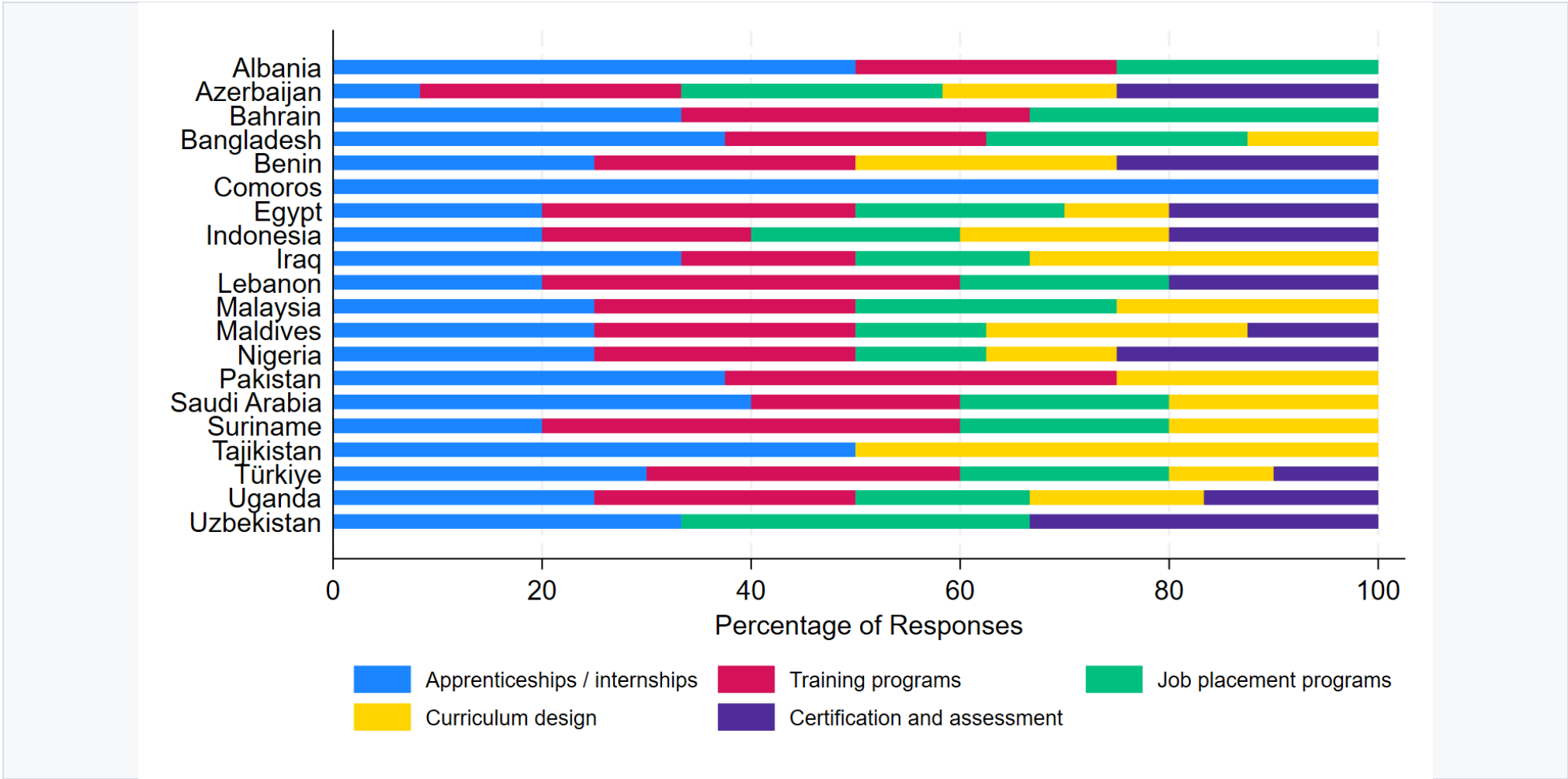


## Work-based learning leads

Apprenticeships and internships (87.1%) and training programs (71.7%) are common. Curriculum design (51.2%) and certification or assessment (36.7%) receive less employer input.

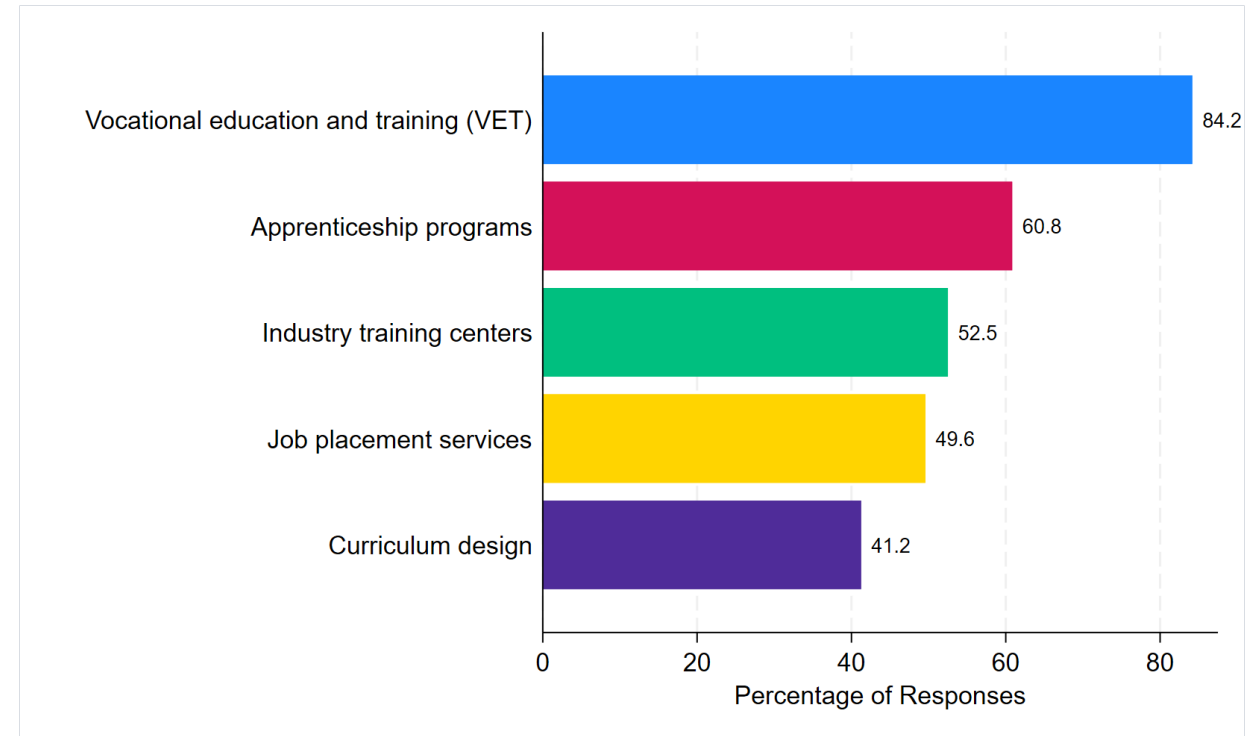
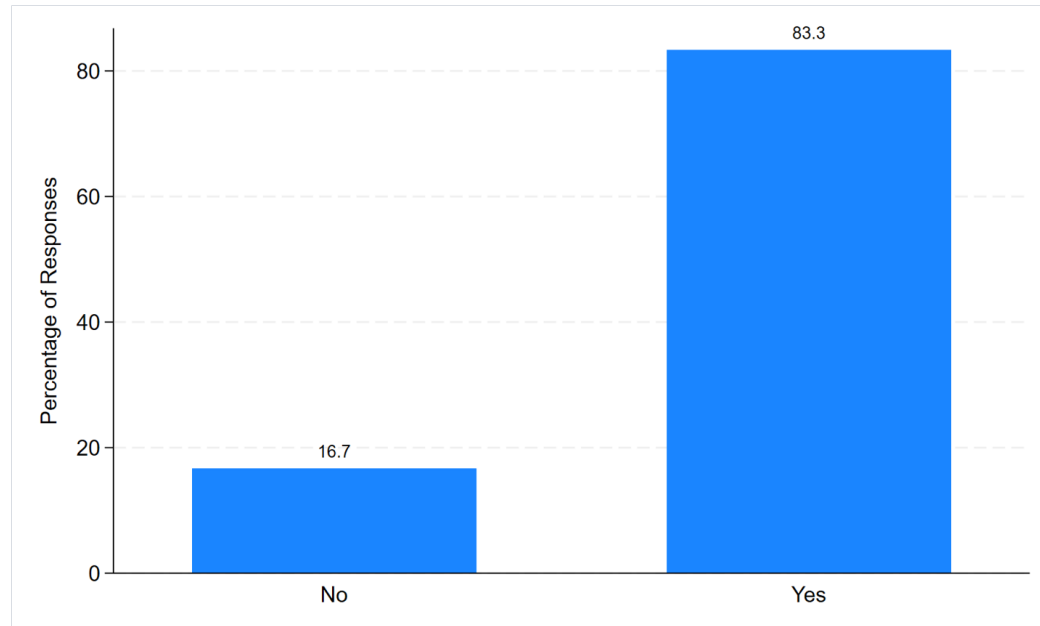
**System-level roles lag behind implementation roles.**

# Employer participation differs across countries



The figure maps different engagement patterns; it should not be read as a statistical country ranking.

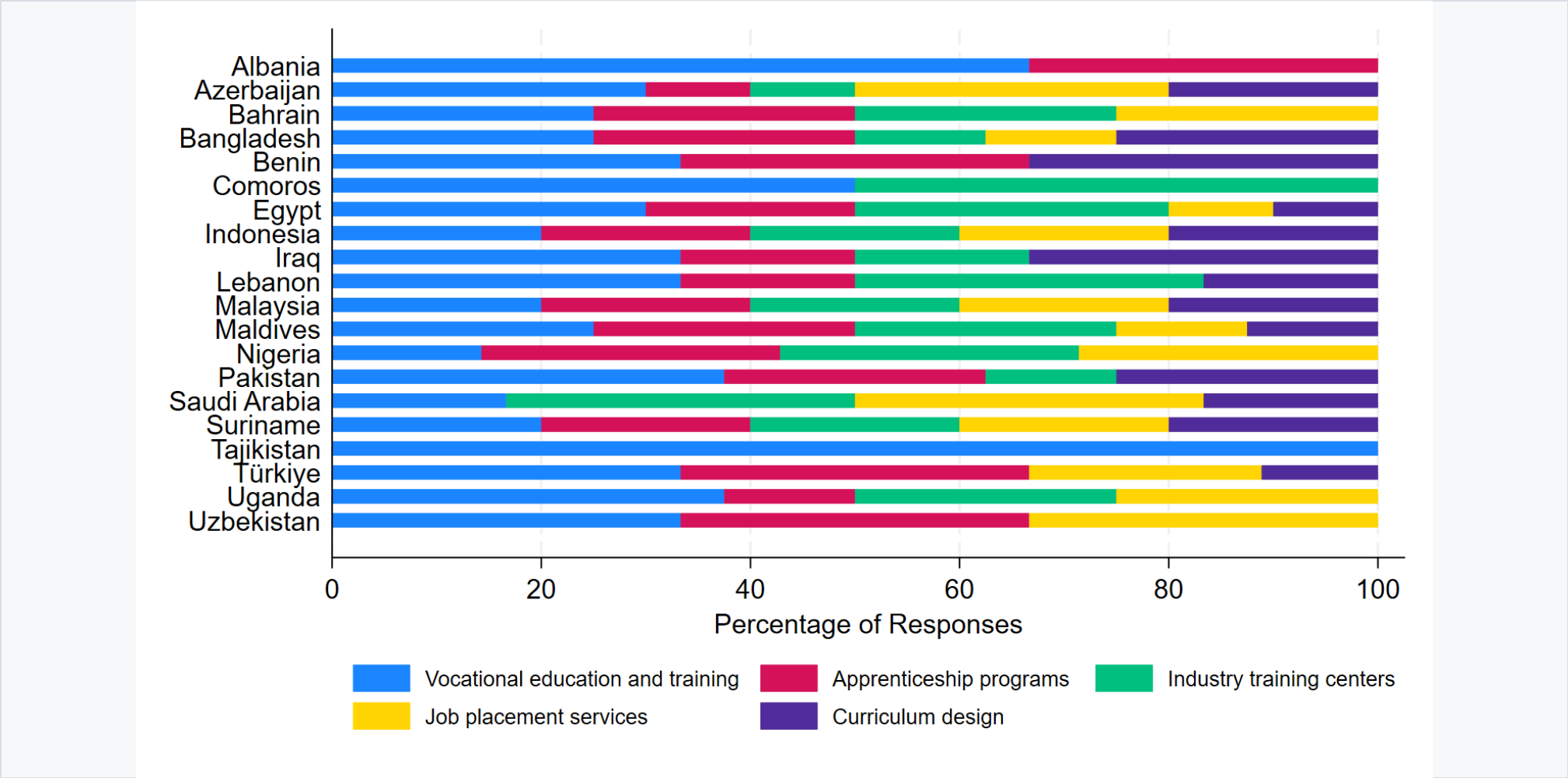
# PPPs are common, but their scope is uneven



## 83.3% report formal PPPs

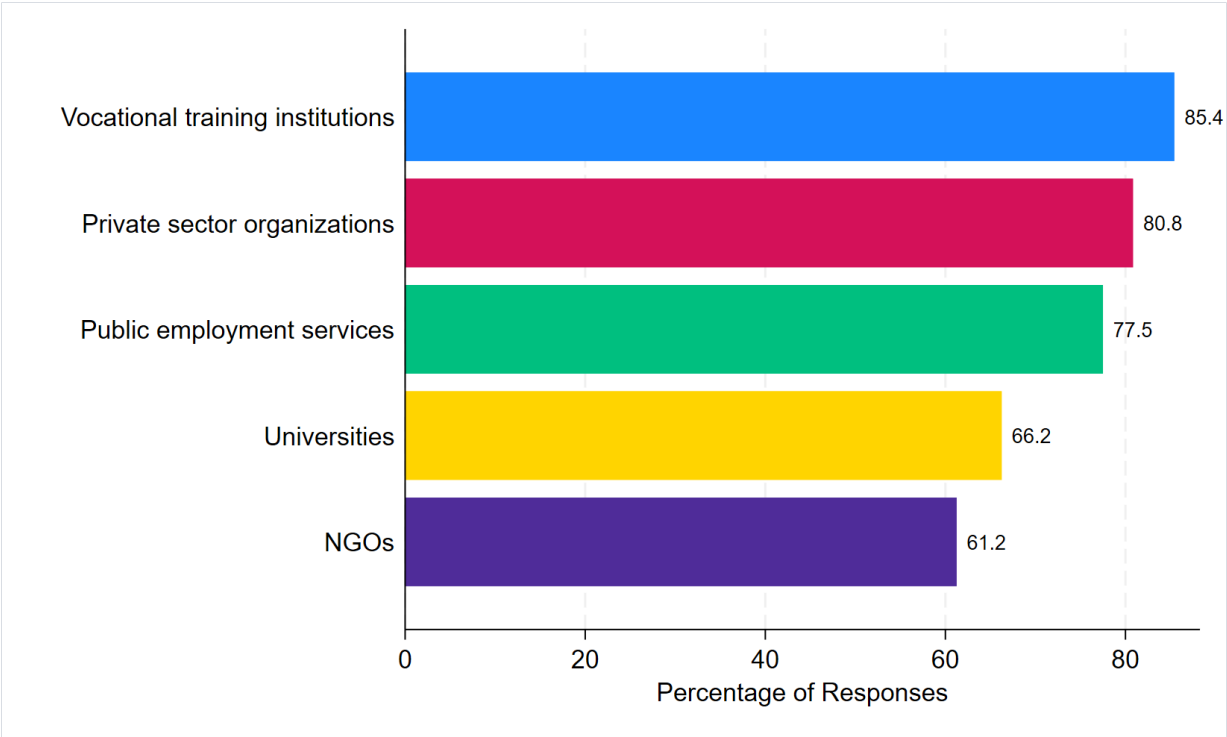
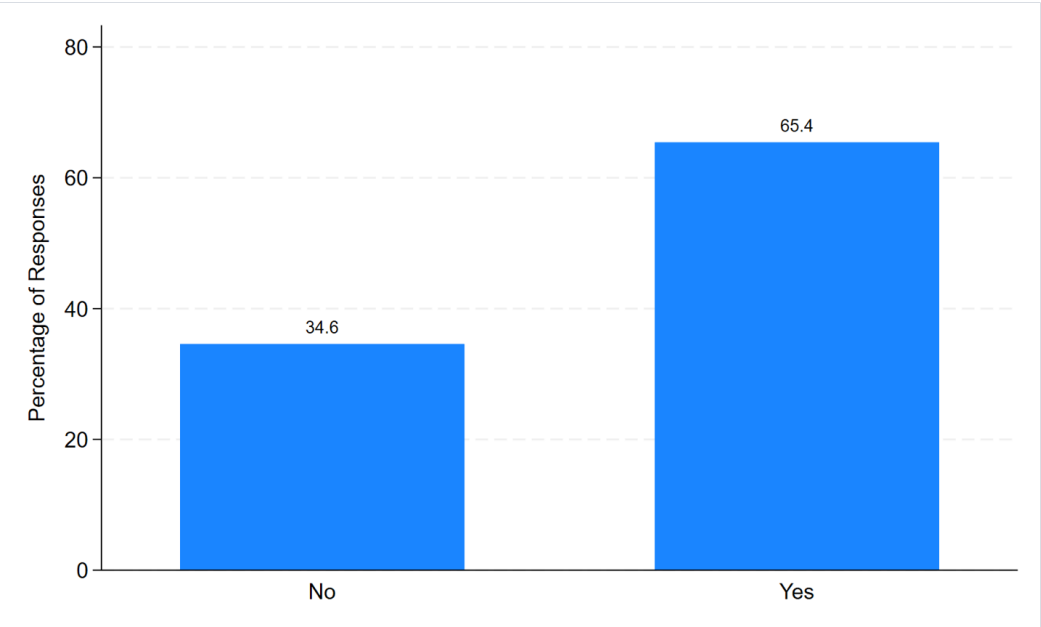
Collaboration is strongest in VET (84.2%) and apprenticeships (60.8%), but weaker in curriculum design (41.2%). Institutional presence does not by itself guarantee effective governance.

# PPP collaboration differs across countries



The Roadmap can specify minimum functions while allowing institutional forms to reflect national structures and labor-market conditions.

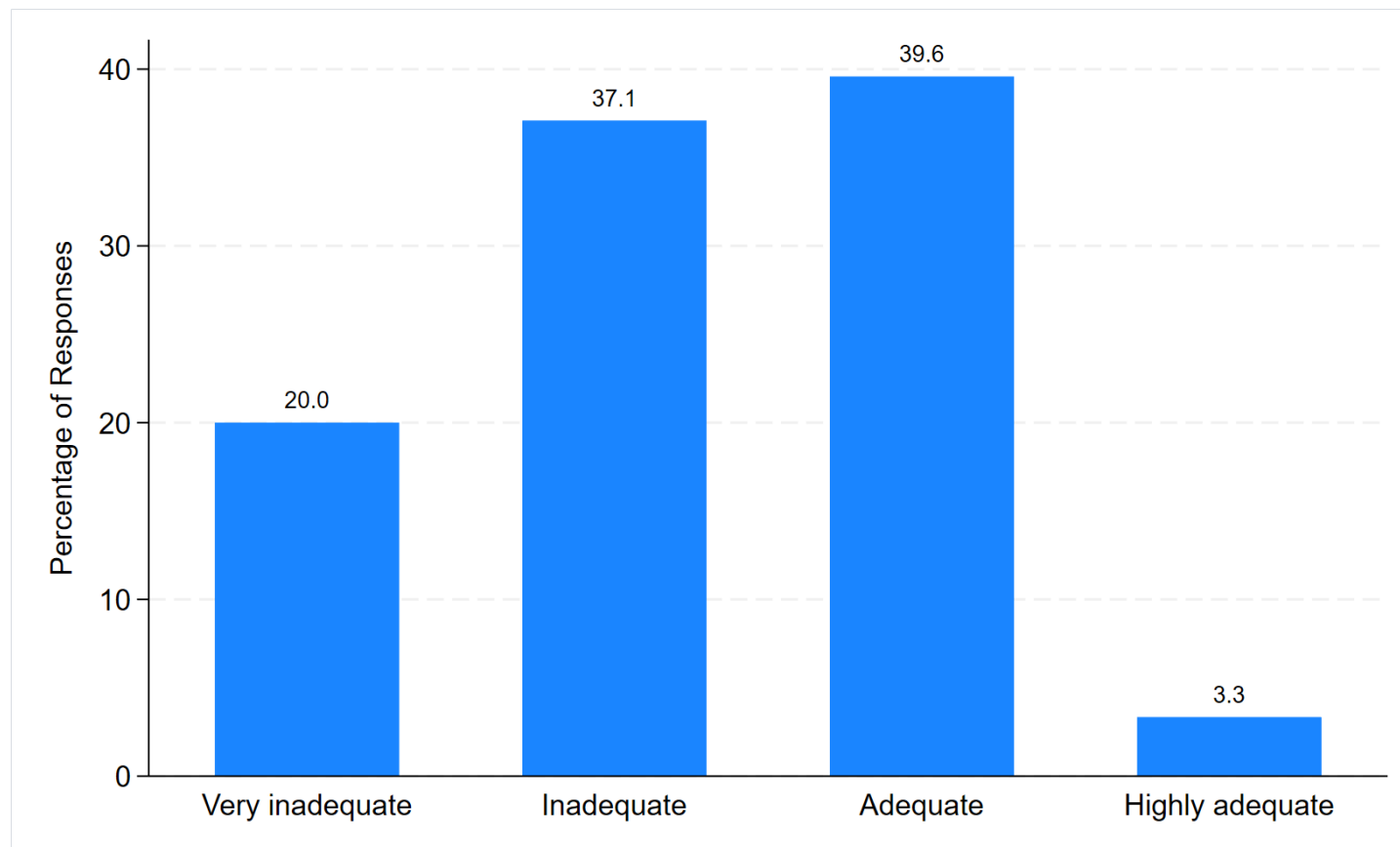
# Platforms alone do not ensure coordination



## 65.4% report a national platform or council

Stakeholder presence is broad: VET institutions 85.4%, private-sector organizations 80.8%, and public employment services 77.5%. The next step is effective co-production of policy.

# Funding and staffing are binding constraints



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**57.1%**

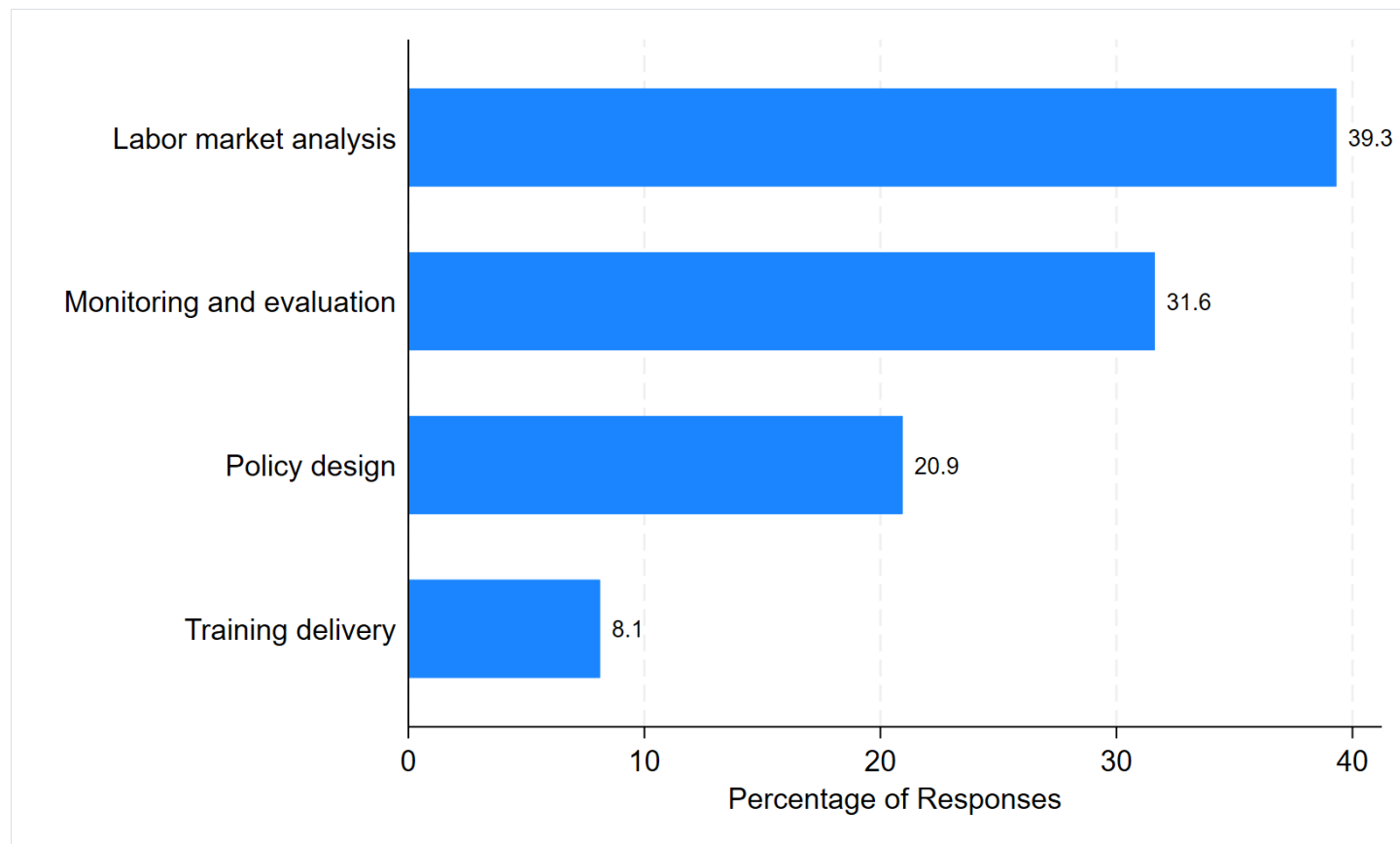
assess funding as inadequate or very inadequate

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**77.9%**

report staffing shortages in workforce-development institutions

# Analytical capacity is the weakest link

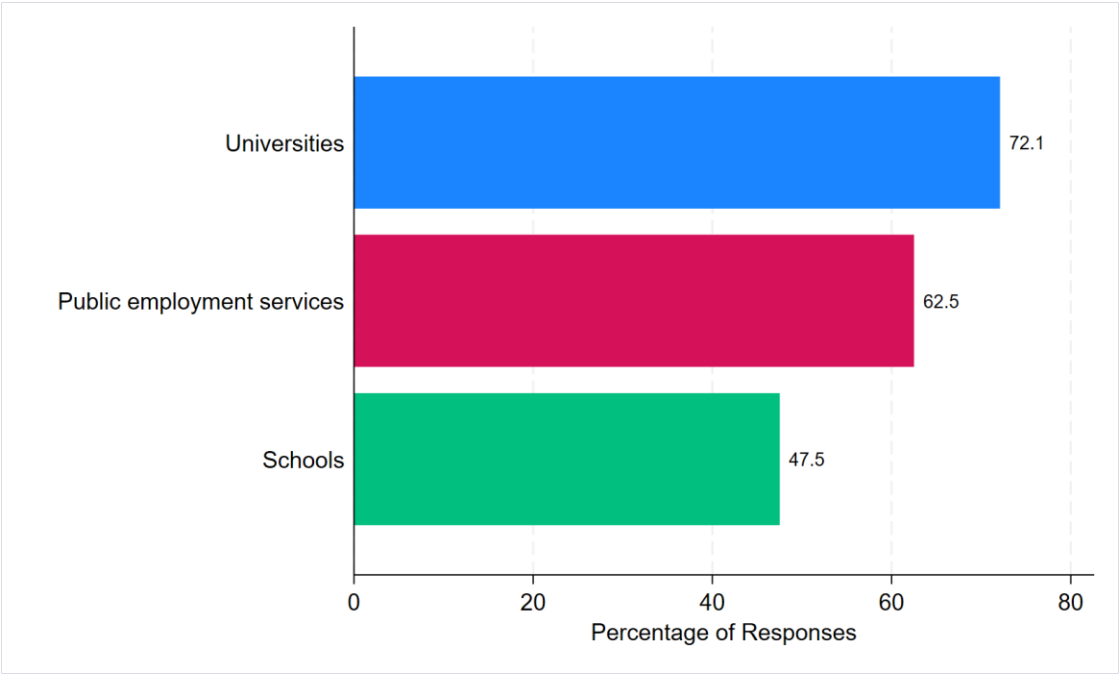
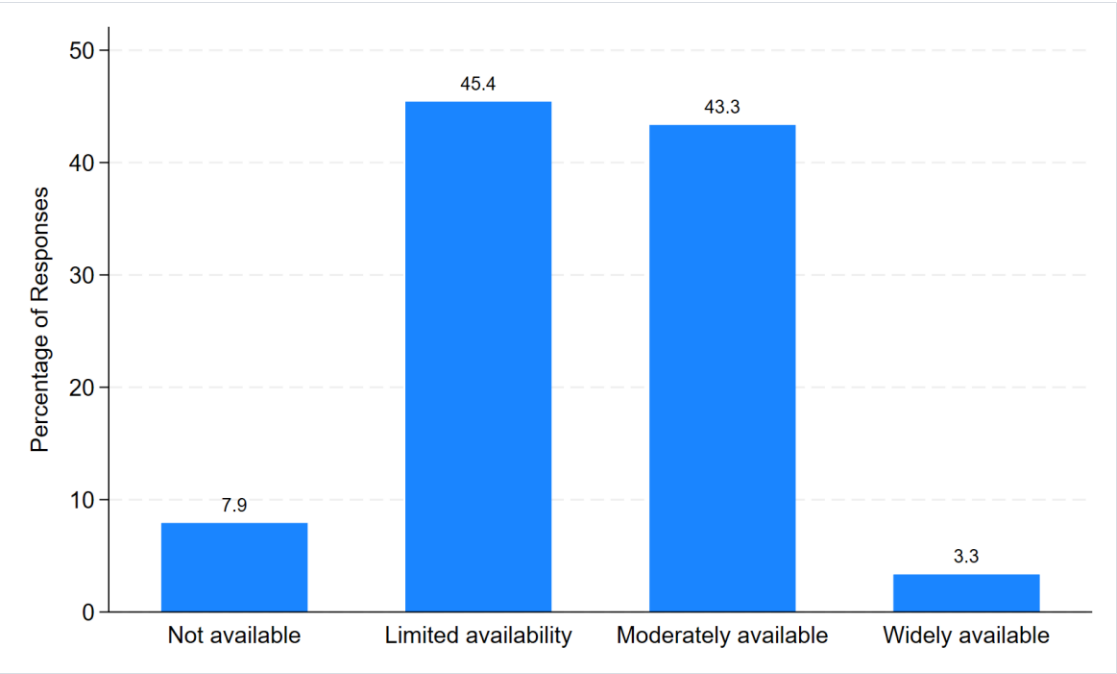


## Evidence functions face the greatest pressure

Labor-market analysis leads the reported constraints at 39.3%, followed by monitoring and evaluation at 31.6%. Policy design accounts for 20.9%; training delivery for 8.1%.

**Weak evidence capacity breaks the feedback loop between labor demand and training supply.**

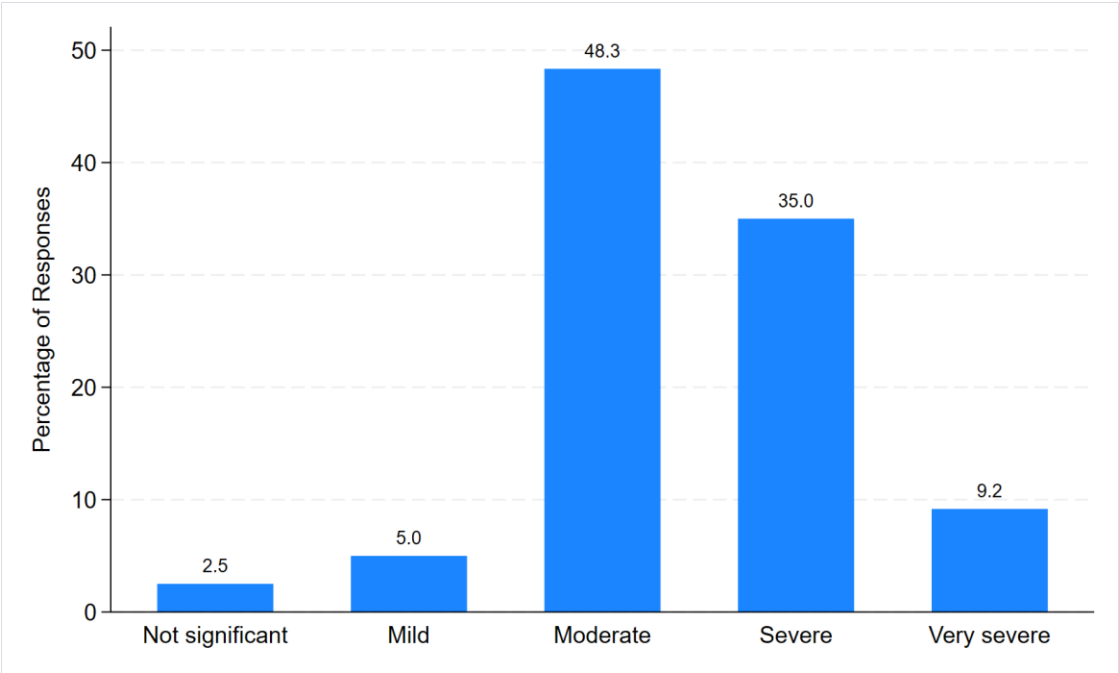
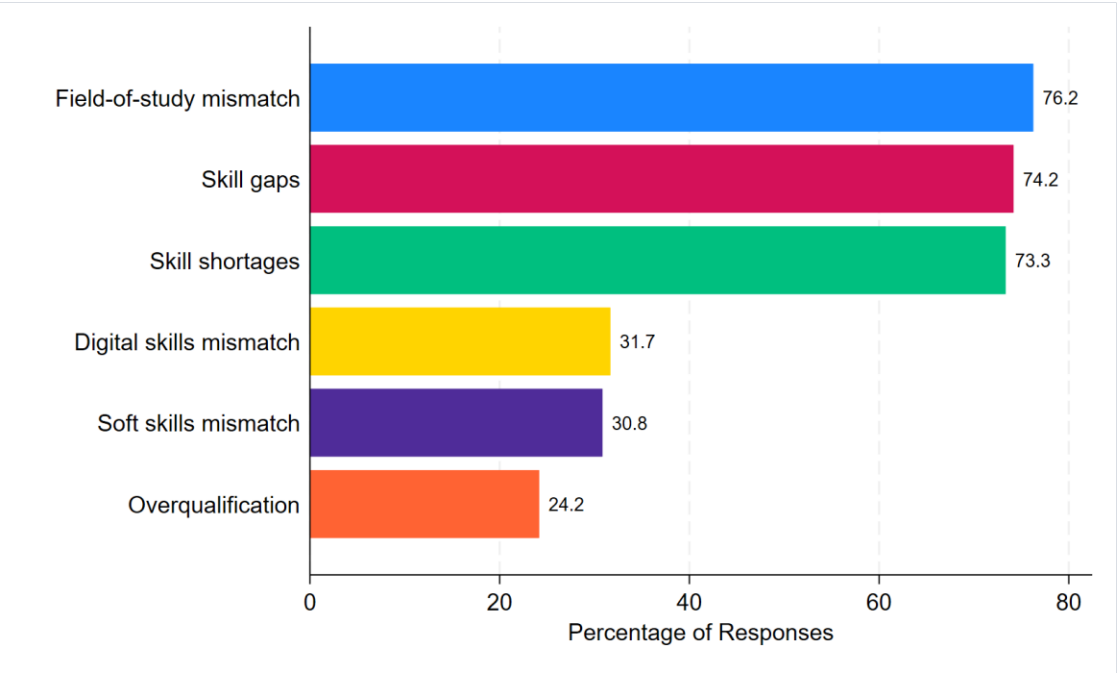
# Career guidance remains limited and late-stage



## Only 3.3% report wide availability

Universities are the most common providers (72.1%), ahead of public employment services (62.5%) and schools (47.5%). Prevention needs to begin before students choose tracks and fields of study.

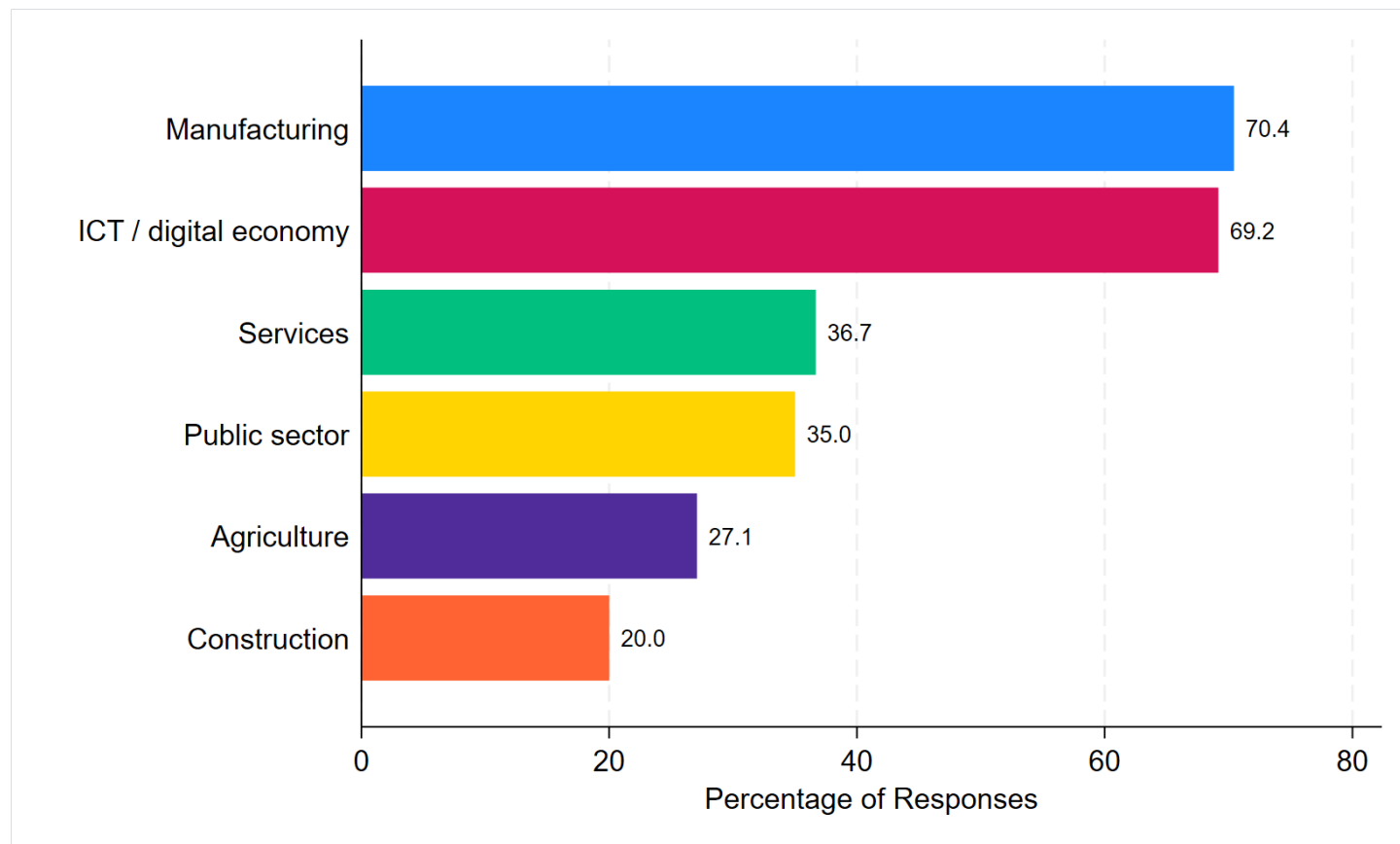
# Mismatch is multidimensional—and widely severe



## The problem is not simply too much or too little education

Field-of-study mismatch (76.2%), skill gaps (74.2%), and skill shortages (73.3%) dominate. A combined 92.5% describe mismatch as moderate, severe, or very severe.

# Manufacturing and ICT are most affected



**70.4%**

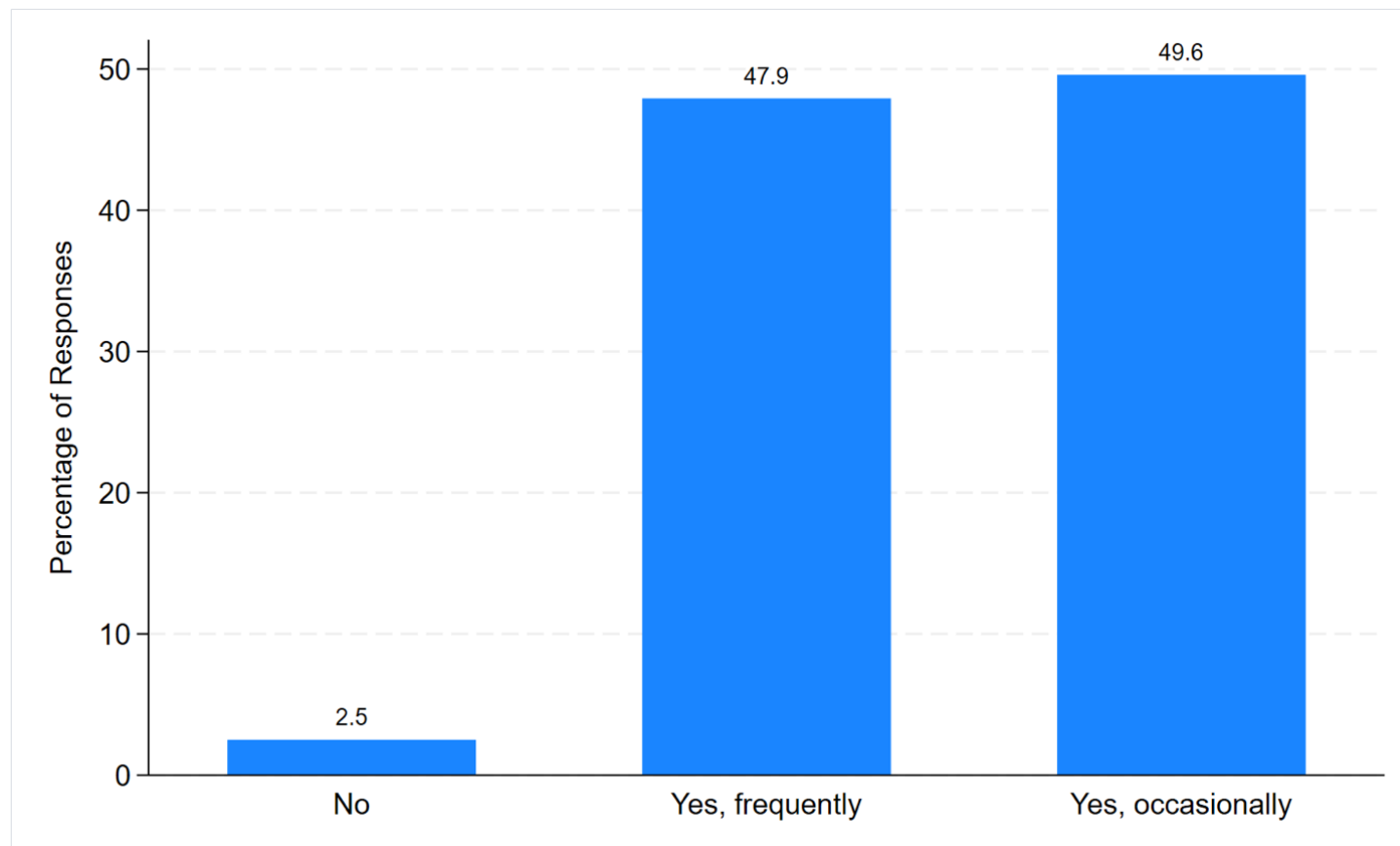
manufacturing

**69.2%**

ICT and digital economy

These sectors are central to productivity, exports, digitalization, and structural transformation.

# Recruitment difficulty is nearly universal



## 97.5%

report that employers face skill-related recruitment difficulty at least occasionally

### A system-level signal

47.9% report frequent difficulty and 49.6% occasional difficulty. This reinforces the case for employer-informed training, matching services, forecasting, and guidance.

# Five findings from the stakeholder survey

01

## Recognition and formal architecture are widespread

Awareness, strategies, frameworks, PPPs and coordinating platforms are commonly reported.

02

## Coordination and implementation remain weak

Only 19.6% assess coordination as strong or very strong.

03

## Funding, staffing and analytical capacity constrain institutions

57.1% report inadequate funding and 77.9% report staffing shortages.

04

## Employer engagement is concentrated in delivery

Work-based learning is common, while curriculum and assessment roles remain limited.

05

## Mismatch remains severe and visible

92.5% report at least moderate severity and 97.5% report recruitment difficulty.

# Survey findings sharpen five Roadmap priorities

|    |                                          |                                                                                            |
|----|------------------------------------------|--------------------------------------------------------------------------------------------|
| 01 | <b>Make coordination operational</b>     | Assign clear mandates, shared targets, data-sharing rules and monitoring responsibilities. |
| 02 | <b>Deepen employer responsibility</b>    | Embed employers in standards, curricula, certification, assessment and co-financing.       |
| 03 | <b>Fund implementation capacity</b>      | Pair national strategies with medium-term financing and institutional workforce plans.     |
| 04 | <b>Build the evidence feedback loop</b>  | Strengthen LMIS, forecasting, tracer studies and evaluation so evidence changes programs.  |
| 05 | <b>Act earlier and target acute gaps</b> | Expand career guidance before education choices and prioritize manufacturing and ICT.      |

The common objective is a policy cycle in which evidence, provision, employer demand and evaluation continuously inform one another.