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IN-DEPTH EVALUATION OF THE EMPLOYMENT, LABOUR AND SOCIAL AFFAIRS COMMITTEE

JT03431825
The Employment, Labour and Social Affairs Committee (ELSAC) was created in 1961. Its current mandate, dating from 2014 and expiring at the end of 2019, spans three distinct but interrelated policy areas (employment, migration and social policy), whose relative importance has varied over time and from one Member to another, most recently reflecting the extent of recovery from the financial and economic crisis, demographic dynamics, and exposure to the refugee crisis.

The results of this evaluation, covering the period from 2009 to 2016/17, indicate that the Committee has maintained its strong performance in terms of its relevance and improved its efficiency as compared to the previous evaluation. By contrast, its effectiveness has fallen back slightly.

ELSAC has maintained its already high level of relevance as a result, in particular, of its work programme and mandate objectives being well aligned with the policy needs and concerns of a majority of Members and the increasing priority they have been giving to Part I funding of its work for all Output Areas under its responsibility, and in particular Migration Policies and Skill Formation of the Adult Workforce.

With regard to the effectiveness of the Committee, its policy impact largely arises from the use of its key products, namely the Employment Outlook and the International Migration Outlook and products relating to the Skills Strategy and work in the area of Meeting Demographic Challenges. These products have been used by Members, for example, in the context of ministerial briefings, parliamentary questions, etc., to prepare meetings in different regional and global settings, for comparing experiences, practices and approaches internationally, and in policy analysis, advice and design. However, the awareness amongst policymakers of the significant proportion of the Committee’s work programme beyond its key products is considerably lower, and hence so is the policy impact of related products, even though some Committee products notably on youth, gender, and skills have informed international discussions in fora such as the EU, the G7 and the G20. While the Committee disseminates its work with the support of ministerial and high-level meetings, through online access to products and data and via practitioner networks, it does not have in place a strategic approach to promoting policy impact. The evaluation also identifies room for improving the user-friendliness of some of its products.

The efficiency of ELSAC has improved since 2008 through the strengthening of an already high level of product quality, as well as through the Committee’s transformation from being rather inward looking to engaging more broadly and deeply with Partner countries and the institutional social partners, and both its regular and ad hoc relations with other international organisations. The Committee has also, from a good baseline, continued to strengthen its interactions with other OECD bodies through both formal horizontal projects, in some cases as the lead Committee, and other types of cross-cutting activities. ELSAC has also been involved in and contributed to the Skills Strategy Horizontal Project as one of its core Committees, subsequently mainstreaming its findings and insights into its work programme, which has included related follow-up activities.
However, there are areas where further improvements to the Committee’s functioning would underpin its efficiency in the coming period, including some challenges identified at the time of the 1st Cycle In-depth Evaluation (IDE), notably with respect to strengthening the role of the bureau (e.g. in the process to develop the Committee’s work programme and reporting from subsidiary bodies), reinforcing horizontal links with the Education Policy Committee (EDPC) and fostering greater inter-session activity.

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**Recommendations**

**Recommendation N°1:** The Employment, Labour and Social Affairs Committee should develop a communications and dissemination strategy aimed at raising awareness of its extensive portfolio of products in all its areas of work by targeting relevant policymakers and improving the user-friendliness of its products, in order to promote policy use and impact beyond its key publications.

**Recommendation N°2:** The Employment, Labour and Social Affairs Committee should review the process by which it establishes its policy priorities when developing its work programme, drawing on the experience of other Committees whose mandates cover a range of policy areas, in order to identify areas where possible improvements can be made.1

**Recommendation N°3:** The Employment, Labour and Social Affairs Committee should, in the context of preparing its mandate renewal, review its working methods in order to underpin and improve as necessary how it functions, including further strengthening the role of its bureau in reporting on the work of the subsidiary bodies and fostering inter-session activities at bureau level and between delegates more broadly.

**Recommendation N°4:** The Employment, Labour and Social Affairs Committee should reinforce its horizontal links with

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1. No formal Good Practice cases have been developed during the 2nd IDE Cycle that focus on how Committees establish their policy priorities when developing a wide-ranging work programme. Nevertheless, there are examples of Committees that have made significant progress from one Biennium to the next in refining this aspect of their functioning, for instance the Public Governance Committee as reported in C(2017)72.
Education Policy Committee (EDPC), including through a closer working relationship with the Programme for the International Assessment of Adult Competencies (PIAAC) and any other joint body that might in the future be established, so that the work of the two Committees on skills is complementary and avoids overlaps, inconsistencies or replication of products. More generally, ELSAC should take steps, when relevant, to ensure that the perspectives and insights of other Committees are fed into its work in a timely fashion.  

2. This recommendation has been drawn up in a way that mirrors a similar recommendation developed in the framework of the EDPC IDE, which identifies instances of work on topics with an education dimension leading to OECD legal instruments that were not reviewed by the EDPC until late in their development [C(2018)75].
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2. The Committee currently has four subsidiary bodies within its structure:
   - Working Party on Employment;
   - Working Party on Migration;
   - Working Party on Social Policy;
   - Board of Participating Countries for the Programme for the International Assessment of Adult Competencies (PIAAC).

3. PIAAC is a Part II programme whose Board of Participating Countries maintains close working relationships with the Education Policy Committee and the Employment, Labour and Social Affairs Committee. The BPC provides regular reports to the EDPC and ELSAC on the implementation of its programme of work.

4. The Committee’s work is programmed within Output Group 2.2 (Employment Policies and Social Cohesion) and within Output Area 2.1.4 (Skill Formation of the Adult Workforce). Its Secretariat is situated in the Directorate for Employment, Labour and Social Affairs (ELS).

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3 Output Group 2.2 comprises three Output Areas:
   - 2.2.1 Employment Outlook, Reviews and Labour Market Policies
   - 2.2.2 Migration Policies
   - 2.2.3 Welfare and Social Inclusion
2. Evaluation methodology and approach

5. The In-depth Evaluation of the Employment, Labour and Social Affairs Committee was formally launched on 27 October 2016 when the Evaluation Committee met with the Bureau to validate the Terms of Reference. The intermediate report was reviewed by the Evaluation Committee at its meeting of 7 July 2017. The draft final report was reviewed by the Evaluation Committee at its meeting of 12 March 2018, and then presented to the Bureau for discussion and validation on 21 March 2018.

6. The evaluation covers the period from 2009 to 2016/17, with the Committee being evaluated with respect to the following criteria:

- **relevance**, i.e. how well its objectives have been attuned to the needs of the Members;
- **effectiveness**, i.e. the extent to which its work has been having an impact at the level of the Members, and if these impacts are in line with its objectives;
- **efficiency**, i.e. the degree to which it has been working efficiently, in terms of
  - the relationship between the outputs produced, particularly with regard to their quality, and resources used;
  - how well it functions.

7. In total, 32 key persons (policymakers in ten selected Members, delegates and representatives of other international organisations and stakeholder organisations) were interviewed. A survey of all Members was also conducted to collect data on the relevance of the Committee’s expected outcomes to which 22 responded, a participation rate of 61.1%. Data from the Medium-Term Orientations (MTO) and Programme Implementation Reporting (PIR) surveys were also mobilised, along with relevant in-house documentary sources.

8. The contribution made by the Employment, Labour and Social Affairs Committee to global priorities via the G20 is also taken into account in the assessment of relevance and effectiveness.

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4 CEV(2017)1.
5 Relevant OECD officials were also consulted as necessary.
6 Further information on the conducting of the evaluation can be found in Annex D.
7 As a forum for international co-operation, the G20 is not an *intergovernmental organisation* which can participate in OECD’s activities and attend OECD meetings on a permanent or *ad hoc* basis.
3. Conclusions and recommendations of the evaluation

9. The extent to which the Employment, Labour and Social Affairs Committee (ELSAC) is addressing the policy needs and concerns of Members (relevance) is assessed as **high**. Its effectiveness, i.e. the extent to which it is achieving policy impact in the areas of highest policy needs and concerns of Members is assessed as **medium to high**. The Committee’s performance in terms of the quality of its products and how well it functions (efficiency) is also assessed as **high to very high**.

3.1. Assessment of relevance

10. The assessment of relevance is based primarily on the degree of alignment between the ELSAC’s expected outcomes and mandate objectives and the policy needs and concerns of Members (see Annex A, 5.1), Members’ interest in directly overseeing or contributing to its work through the participation of delegates from capitals in meetings (see Annex A, 5.2), and the extent to which Members consider the Output Area(s) within which its work is programmed to be a major priority for funding from the Part I Budget, as reflected in the results of the Medium-Term Orientations (MTO) exercise (see Annex A, 5.3).

11. The Employment, Labour and Social Affairs Committee’s mandate and work programme over the review period have been of **high** relevance (See Annex A, 5.5).

12. Almost three-quarters of the Committee’s forty-three policy objectives derived from its mandate and work programmes for the period 2009-18 have been well aligned with Members’ policy needs and concerns.

13. Those most closely aligned are as follows:
   - to better understand key challenges for developing skills for tomorrow’s world, as well as to make sure skills are better utilised in the labour market;
   - to increase awareness of options for reforming pension systems to better balance adequacy and sustainability;
   - to enhance equal opportunity at work and job quality;
   - to better design activation policies to provide adequate income support to the unemployed and the long-term unemployed while providing strong work incentives and effective re-employment services;
   - to improve awareness of the key role that employment policy can and should play to promote inclusive growth;
   - to enhance employment and economic development by: boosting productivity through better policies for developing human capital; reducing the economic, fiscal and social cost of reallocating labour; raising labour market participation of
older age cohorts and better equipping adults to become active lifelong learners with better social outcomes and lower fiscal costs for the elderly;

- to better understand the challenges and opportunities to develop and expand effective and well-tailored training and re-training programmes for the adults in the labour market to foster life-long learning.

14. While the Committee’s policy objectives generally have a strong resonance with regard to Members’ needs, this has tended to be lower in the area of migration, reflecting the significant differences in Members’ policy needs within this area, which at least in part is due to the geographically differentiated impact of the refugee crisis and migration flows more generally.

15. Members’ interest in participating directly from capitals in the work of the Committee via their (physical or virtual) presence from 2010 to 2017 initially dipped but then has since picked up attaining its highest level of the review period in 2017. Participation from capitals in the Committee’s subsidiary bodies has largely been below the average level of the preceding period. This has been most notable in the Working Party on Social Policy, where participation has diminished since its high point in 2012 and has been situated below the lowest level of the preceding period in all but this one year of the review period.

16. The Output Areas in which the Committee’s work is programmed, Employment Outlook, Reviews and Labour Market Policies (Output Area 2.2.1), Migration Policies (Output Area 2.2.2), Welfare and Social Inclusion (Output Area 2.2.3) and Skill Formation of the Adult Workforce (Output Area 2.1.4), have collectively shifted from being a ‘middle-ranking priority’ to a ‘higher priority’ for Members with respect to Part I funding during the review period. This evolution has been driven by the increased emphasis placed on Part I funding by Members for all Output Areas under the responsibility of the Committee, and in particular the Migration Policies and Skill Formation of the Adult Workforce Output Areas.

17. Two G20 priority issues, skills and employment, have fallen within the scope of the Employment, Labour and Social Affairs Committee’s mandate during the review period and have been addressed in its work programme.

### 3.2. Assessment of effectiveness

18. The assessment of effectiveness is based firstly on assessing the policy impact of the work of the Employment, Labour and Social Affairs Committee (See Annex A, 6.1 and 6.2) and secondly on the extent to which significant impacts are occurring in areas of high policy needs and concerns.

19. The effectiveness of the Committee and its work has been medium to high over the review period (see Annex A, 6.5).

20. While the actual impact of all ELSAC’s products delivered in the framework of the 2015-16 Biennium has been significant, this is less the case when its overall impact is

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8 In the framework of the Turkish G20 Presidency’s focus on ‘inclusiveness’ in 2015.

9 In the framework of the ongoing activities of the G20 meeting of Labour and Employment Ministers.
assessed across the full review period from 2009 to 2016. In this context, of the thirteen Product Groups assessed, two have been identified as having a high level of overall impact, namely:

- Employment Outlook;
- Skills Strategy.

21. Specifically with respect to the 2015-16 Biennium, products in the Meeting Demographic Challenges Product Group, which includes the Pensions at a Glance publication, and the International Migration Outlook Product Group are particularly prominent in terms of their policy impact.

22. The four abovementioned Product Groups largely reflect the Committee’s key products across its four areas of work, which have been used *inter alia* in the context of ministerial briefings, parliamentary questions, etc., to prepare meetings in different regional and global settings, for comparing experiences, practices and approaches internationally, and in policy analysis, advice and design. The Committee’s products more broadly have been used to support discussions and studies on possible future reforms and policy initiatives.

23. The policy use and/or impacts of the Committee’s products have to some extent been conditioned by the different policy environments in Members across the different areas of its work. The policy environment in the areas of employment, skills and social policy, as a result of Members’ appetite for reform in the aftermath of the financial and economic crisis and their interest in new approaches to responding to the crisis, has been broadly supportive of impact. Policy impact in the area of migration, by contrast, has been achieved despite a complex environment where policy, notwithstanding the cross-border nature of migration issues, is predominately determined at national level under the responsibility of several ministries, with migration management taking place through a diverse range of national systems.

24. The policy use and/or impacts of the Committee’s work have also been influenced by a number of aspects falling largely within its control. While the policy impact of the Committee’s work has been supported by the positive attributes of its products, notably in terms of their pertinence, credibility and, especially in the case of products based on empirical data, their technical quality, some products have fallen short in terms of their user-friendliness. Furthermore, despite the high profile of the Committee’s ministerial and high-level meetings, whose functions include the dissemination of the results of its work, and online access to products and data and the networks of practitioners who provide a channel for its dissemination, the level of awareness amongst end-users of many areas of its extensive portfolio of products lags far behind their awareness of its key products such as the Outlook publications. The Committee does not have in place a strategy on communications and dissemination and has not discussed the development of a more strategic approach to promoting the impact of its work, other than within the broader context of discussions related to work programme development.
Recommendation N°1: The Employment, Labour and Social Affairs Committee should develop a communications and dissemination strategy aimed at raising awareness of its extensive portfolio of products in all its areas of work by targeting relevant policymakers and improving the user-friendliness of its products, in order to promote policy use and impact beyond its key publications.

25. In the context of G20 priority issues falling within the scope of the Committee’s work programme, ELSAC, most often in cooperation with the International Labour Organization (ILO), has prepared documents that have been used by the G20 Employment Working Group (prior to 2014 the G20 Task Force on Employment). The ILO has also used some of the Committee’s products, notably the abovementioned key products, such as the Outlook publications, as inputs into its own work, as have other international organisations such as the World Bank.

3.3. Assessment of efficiency

26. The assessment of efficiency is based firstly on the extent to which the Employment, Labour and Social Affairs Committee is delivering products of the requisite quality for the resources allocated (technical efficiency) and secondly on an analysis of how well it is functioning (process efficiency).

27. Over the review period, the efficiency of the Committee has been high to very high (see Annex A, 7.3).

28. All but one of the Committee’s Product Groups are assessed by Members as having at least a high level of quality from a user perspective (see Annex A, 7.1). The highest ranked in terms of quality are the Employment Outlook, Skills formation, and Social Indicators Product Groups.

29. The Employment, Labour and Social Affairs Committee has generally functioned well over the review period. However, a number of areas have been identified where improvements could be made to underpin its efficiency (see Annex A, 7.2).

30. ELSAC’s current mandate, dating from January 2014, replicates its 2010 mandate which, at the time of its renewal, was overhauled to incorporate a clarified set of policy objectives. The mandate spans the inter-related policy areas of employment, skills, migration and social policy, and it is within this broad framework that the Committee’s policy orientations are shaped and informed inter alia by regular ministerial and high-level meetings.

31. The Committee’s prioritisation process faces the challenge of clearly identifying priorities and ranking related projects of potentially high policy impact across its four inter-related policy areas, each of which can vary in importance over time and from one Member to another for a variety of reasons (e.g. extent of recovery from the financial and economic crisis, demographic dynamics, exposure to the refugee crisis, etc.). While the outcome is largely satisfactory in terms of the pertinence of the topics retained within its work programme despite the inherent challenges faced by the Committee as a result of its broad mandate, some parts of the process lend themselves to enhancement, including ensuring delegates are well informed as the process moves forward and the bureau’s involvement in it.
Recommendation N°2: The Employment, Labour and Social Affairs Committee should review the process by which it establishes its policy priorities when developing its work programme, drawing on the experience of other Committees whose mandates cover a range of policy areas, in order to identify areas where possible improvements can be made.

32. ELSAC meets twice a year for two days on each occasion, often back-to-back with the Working Party on Employment, while the Working Party on Migration and the Working Party on Social Policy meet annually. The Committee also meets at ministerial level or in the format of high-level policy fora where, in addition to helping inform and shape the Committee’s policy orientation, discussions on on-going or recently completed work take place.

33. Although the Committee generally functions well, it is not always possible to optimise use of the meeting time, for example due to documents not being available sufficiently in advance for delegates to fully prepare discussions and to the time needed to prepare and follow up ministerial and high-level meetings, of which there is around one per year on average. There is, furthermore, little in the way of inter-session activity between delegates at Committee or bureau level, including in the context of document approvals. There have been efforts to strengthen the role of the bureau, notably through the ex officio appointment of Working Party Chairs aimed at reinforcing links with the subsidiary bodies. However, participation in ELSAC meetings by the Chairs of Working Party on Social Policy and the Working Party on Migration has been limited, and by consequence so has their reporting to the Committee. Similarly, reporting from co-Chairs of the PIAAC Board of Participating Countries (BPC), who are not appointed ex officio to the bureau, takes place on an ad hoc rather than a regular basis or occurs through informal links, notably through the participation of ELSAC delegates in the PIAAC BPC.

Recommendation N°3: The Employment, Labour and Social Affairs Committee should, in the context of preparing its mandate renewal, review its working methods in order to underpin and improve as necessary how it functions, including further strengthening reporting on the work of the subsidiary bodies and fostering inter-session activities at bureau level and between delegates more broadly.

34. Specifically with regard to ELSAC’s relations with the Education Policy Committee (EDPC), in addition to the abovementioned institutional link that exists via the PIAAC BPC, ELSAC is represented in the EDPC’s Indicators of Education Systems (INES) Advisory Group along with the Centre for Educational Research and Innovation (CERI) and the Programme for International Student assessment (PISA) Governing Board.

10. No formal Good Practice cases have been developed during the 2nd IDE Cycle that focus on how Committees establish their policy priorities when developing a wide-ranging work programme. Nevertheless, there are examples of Committees that have made significant progress from one Biennium to the next in refining this aspect of their functioning, for instance the Public Governance Committee as reported in C(2017)72.

11. The next meeting of ELSAC at ministerial level will take place on 14 and 15 May 2018 in Montreal, Canada [C(2018)89].

Boards. However, the INES Advisory Group has not met since 2014 after several members left and it was not possible to attract new ones.

**Recommendation N°4:** The Employment, Labour and Social Affairs Committee should reinforce its horizontal links with Education Policy Committee (EDPC), including through a closer working relationship with the Programme for the International Assessment of Adult Competencies (PIAAC) and any other joint body that might in the future be established, so that the work of the two Committees on skills is complementary and avoids overlaps, inconsistencies or replication of products. More generally, ELSAC should take steps, when relevant, to ensure that the perspectives and insights of other Committees are fed into its work in a timely fashion.\(^\text{13}\)

35. ELSAC engages extensively with other OECD bodies through both formal horizontal projects and other types of cross-cutting activities. Amongst the initiatives it has led or is leading are the horizontal projects on *Ensuring the Effective Integration of Vulnerable Migrant Groups*, *Generation Next: How to Prevent Ageing Unequally and the Gender Initiative*. The Committee has also been involved in and/or contributed to the *Inclusive Growth, Going Digital: Making the Transformation Work for Growth and Well-being*, *Strategy on Development* and the *New Approaches to Economic Challenges* (NAEC) horizontal projects, as well as other joint initiatives such as the development of the Recommendation of the *Council on Integrated Mental Health, Skills and Work Policy* and a new *Jobs Strategy*. Delegates have become better informed over the review period of the growing number of horizontal initiatives in which the Committee is involved.

36. In addition to the above, the Employment, Labour and Social Affairs Committee has been one of the core Committees of the Skills Strategy Horizontal Project, both during the initial project and throughout the follow-up period, including via direct delegate participation in the Skills Strategy Advisory Group (see Box 1, below).

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\(^{13}\) This recommendation has been drawn up in a way that mirrors a similar recommendation developed in the framework of the EDPC IDE, which identifies instances of work on topics with an education dimension leading to OECD legal instruments that were not reviewed by the EDPC until late in their development [C(2018)75].
The Skills Strategy Horizontal Project was undertaken in the 2011-12 Biennium, culminating in the delivery of a report to the 2012 Meeting of the Council at Ministerial Level.

A Skills Strategy Advisory Group was established in 2010 and tasked with providing strategic direction and acting as a point of liaison with the core Committees, constituting a channel through which they could provide advice on the development of the Project. Made up of members drawn from ELSAC, the EDPC, the CERI Governing Board, LEED and the Committee on Fiscal Affairs, the Advisory Group held its first meeting towards the end of 2010, and then continued to meet regularly through to 2012 when the Skills Strategy report was delivered.

As one of the core Committees, the Employment, Labour and Social Affairs Committee reviewed the Project proposal in 2011 and was then regularly informed during meetings of its developments. Delegates provided comments and suggestions during the implementation and finalisation phases, and contributed to reflections on its mainstreaming within the Organisation. The Committee focused in particular on how data generated through the Programme for the International Assessment of Adult Competencies (PIAAC) were used in the Skill Strategy.

The resulting report, Better Skills, Better Jobs, Better Lives: A Strategic Approach to Skills Policies (2012), has been assessed by four out of five Members as being of high or very high quality from the perspective of users belonging to the employment policy community. The results of the completed Project were mainstreamed into ELSAC’s work programme to reinforce its products in the area of skills formation.

After the initial Project was completed, the Advisory Group was maintained and has continued to meet two or three times a year in the framework of Skills Strategy’s mainstreaming and follow-up activities. Representation in the Advisory Group has expanded to include the EDRC, and CIIE. It has also become common practice for Permanent Delegations to attend the meetings of the Advisory Group.

While the Skills Strategy Horizontal Project and related follow-up activities are recognised as representing an exemplary case of collaboration across different policy communities, with the Advisory Group playing a strong coordination role in the work, awareness and direct involvement of ELSAC delegates in its work has been relatively limited.

37. The Committee has twice updated its global relations strategy during the review period. In 2011, the update aimed primarily to strengthen its engagement with Key Partners and other Partners through coordinated and cooperative efforts with other international organisations. As a result, all Key Partners were covered in all the relevant publications by 2015 and were included in the Committee’s Participation Plan as Invitees in. Building on the thrust given by its 2011 strategy, the 2015 update acknowledged the increasing focus on social, employment and migration issues in a developing and emerging economy context. The Committee has also started to engage with Partners through
Regional and Country Programmes in the context of which a number of policy reviews have been conducted. Despite these efforts, Partner attendance in meetings in ELSAC and its substructure has been relatively limited, although it has recently started to increase and reached its highest level in 2017.

38. ELSAC has a long-standing and close working relationship with the International Labour Organization (ILO) through cooperation on specific initiatives, including in a G20 context, exchanges of data and analyses on issues of common interest, and ILO participation as an observer in meetings at all levels of the Committee. The Council of Europe and the International Social Security Association have been granted observer status in ELSAC meetings. The Committee has also engaged with other international organisations, though on a more ad hoc basis, for example with the UNHCR, the World Bank and the IMF.

39. The way in which the ELSAC engages with BIAC and TUAC has evolved over the review period, with access to meetings being gradually broadened in response to the importance the institutional social partners place on being involved in and contributing to its work, and in line with the Committee’s interest in strengthening this aspect of its functioning.

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14 The OECD Korea Centre also provides a means of reaching out to Partners in the Asia/Pacific region in the fields of social policy and pension analysis.

15 [C(2017)145]
4. Proposed action

40. In the light of the preceding, the Council is invited to adopt the following draft conclusions:

THE COUNCIL

a) noted document C(2018)76;

b) noted that the Evaluation Committee assessment with regard to the Employment, Labour and Social Affairs Committee (ELSAC) was “High” for the evaluation criterion of relevance, “Medium to High” for the evaluation criterion of effectiveness, and “High to Very High” for efficiency;

c) approved the recommendations proposed by the Evaluation Committee as set out in document C(2018)76;

d) invited the ELSAC to

i. take the appropriate measures for the implementation of the recommendations, drawing on information provided in the IDE Good Practice repository as relevant and take into account the results of the evaluation during the review of its mandate;

ii. present an action plan corresponding with the recommendations to the Evaluation Committee before the end of November 2018;

e) invited the Evaluation Committee to monitor the implementation of the recommendations and to submit a report on this matter to the Council before the end of May 2019.
Annex A. OBSERVATIONS, ANALYSES AND ASSESSMENT

1. Scope and focus of the evaluation

1. The scope of this evaluation is the Employment, Labour and Social Affairs Committee and its substructure. The contribution to the implementation of the Committee’s work by any topic-specific task forces and networks also falls within the scope of the exercise.

2. The evaluation has as its focus the period from 2009 to 2016/17 and covers the following elements:¹⁶

- the policy orientation and functioning of the Employment, Labour and Social Affairs Committee (ELSAC) from 2009 onwards;
- the quality of Output Results produced under ELSAC’s responsibility during the period 2009 to 2016 within Output Group 2.2 (Employment policies and Social Cohesion) and Output Area 2.1.4 (Skill Formation of the Adult Workforce);¹⁷
- the policy impacts¹⁸ up to the present induced by the aforementioned Output Group and Area primarily at the level of Members.¹⁹

¹⁶ The 1st Cycle IDE covered the period up to 2008 in the case of the impact of the Committee’s work and 2010 with regard to its orientation and functioning.

¹⁷ The Employment, Labour and Social Affairs Committee and the Education Policy Committee (EDPC) are co-responsible for the Outputs Results produced within Output Area 2.1.4; ELSAC being solely responsible for those produced under Output Group 2.2.

¹⁸ Policy impact should be understood as the influence of a Committee’s products on Members’ policy in a broad sense, i.e. on the outputs and/or process of designing, implementing and evaluating policies, programmes, regulations, etc.

¹⁹ For analytical purposes, Members should be understood as the OECD Member countries as well as the European Union, which participates in the work of the Organisation pursuant to Supplementary Protocol No. 1 to the OECD Convention.
2. Methodology

3. The IDE of the Employment, Labour and Social Affairs Committee was formally launched on 27 October 2016 when the Evaluation Committee met with the Bureau to validate the Terms of Reference.\textsuperscript{20} The intermediate report was reviewed by the Evaluation Committee at its meeting of 7 July 2017. The draft final report was reviewed by the Evaluation Committee at its meeting of 12 March 2018 and then presented to the Bureau for discussion and validation on 21 March 2018.

4. The Committee was evaluated with respect to the following evaluation criteria:
   - **relevance**, i.e. how well its objectives have been attuned to the needs of the Members;
   - **effectiveness**, i.e. the extent to which its work has been having a policy impact at the level of the Members, and if these impacts are in line with its objectives;
   - **efficiency**, i.e. the degree to which it has been working efficiently, in terms of
     o the relationship between the outputs produced, particularly with regard to their quality, and resources used;
     o how well it functions.

5. In total, 32 key persons (policymakers in ten selected Members, delegates and representatives of other international organisations and stakeholder organisations) were interviewed.\textsuperscript{21} A survey of all Members was also conducted to collect data on the relevance of the Committee’s expected outcomes to which 22 responded, a participation rate of 61.1%. Data from the Medium-Term Orientations (MTO) and Programme Implementation Reporting (PIR) surveys were also mobilised, along with relevant in-house documentary sources.\textsuperscript{22}

6. The contribution made by the Employment, Labour and Social Affairs Committee to global priorities via the G20\textsuperscript{23} is also taken into account in the assessment of relevance and effectiveness.

\textsuperscript{20} CEV(2017)1.

\textsuperscript{21} Relevant OECD officials were also consulted as necessary.

\textsuperscript{22} Further information on the conducting of the evaluation can be found in Annex D

\textsuperscript{23} As a forum for international co-operation, the G20 is not an intergovernmental organisation which can participate in OECD’s activities and attend OECD meetings on a permanent or ad hoc basis.
3. Key Committee Facts

3.1. Formal Structure and Output Area(s)

7. The Employment, Labour and Social Affairs Committee, created in 1961, has had the following working parties within its substructure during the review period:

- Working Party on Migration – created in 1967;\textsuperscript{24}
- Working Party on Social Policy – created in 1983;
- Board of Participating Countries for the Programme for the International Assessment of Adult Competencies (PIAAC) – created in 2008.\textsuperscript{25}

8. The Committee and its substructure are illustrated below.

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\textsuperscript{24} The Working Party on Migration was fully integrated into ELSAC in 2011 as a result of a recommendation of the 2010 In-depth Evaluation [C(2011)118].

\textsuperscript{25} PIAAC, a Part II programme, which reports to ELSAC and the Education Policy Committee.
9. The current mandate of Employment, Labour and Social Affairs Committees dates from 2014 and expires in December 2019.\(^{26}\)

10. The Secretariat of the Committee is situated in the Directorate for Employment, Labour and Social Affairs (ELS) and its work has been programmed within Output Group 2.2 (Employment policies and Social Cohesion)\(^{27}\) and within Output Area 2.1.4 (Skill Formation of the Adult Workforce).\(^{28}\)

### 3.2. Work Programme Profile and Products

11. Over the review period, the Employment, Labour and Social Affairs Committee’s extensive work programme has covered most types of products, with the strongest focus on:

- Analytical / Outlook Reports;
- Good Practice Reports, Benchmarking Studies;
- Peer reviews or surveys.

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\(^{27}\) Output Group 2.2 comprises three Output Areas:
- 2.2.1 Employment Outlook, Reviews and Labour Market Policies
- 2.2.2 Migration Policies
- 2.2.3 Welfare and Social Inclusion

\(^{28}\) The Employment, Labour and Social Affairs Committee and the Education Policy Committee (EDPC) are co-responsible for the Outputs Results produced within Output Area 2.1.4, ELSAC being solely responsible for those produced under Output Group 2.2.
12. A qualitative overview of the relative weight of the components of the Committee’s work programme is provided below.

<table>
<thead>
<tr>
<th>Data/Models / Indicators, Statistical reports</th>
<th>Analytical / Outlook Reports</th>
<th>Good Practice Reports, Benchmark-ing Studies</th>
<th>Peer Reviews or surveys</th>
<th>Policy Recommendations</th>
<th>OECD Instruments</th>
</tr>
</thead>
<tbody>
<tr>
<td>XX</td>
<td>XXX</td>
<td>XXX</td>
<td>XX</td>
<td></td>
<td>Recommendations, Declarations (Soft Law)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Decisions, Conventions and International Agreements (Hard Law)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Evaluations</td>
</tr>
</tbody>
</table>

13. During the period covered by the evaluation, the Committee has developed and proposed to Council the adoption of the following OECD legal instruments:

### 4. Results of the 1st Cycle IDE

14. The 1st Cycle IDE of the Employment, Labour and Social Affairs Committee was conducted in 2010, covering the period from 2005 to 2008/09. The results of the evaluation were reported in June 2010 [C(2010)92 & its CORR1, C/M(2010)13]. A report on the implementation of recommendations was subsequently presented in September 2011 [C(2011)108, C/M(2011)14].

<table>
<thead>
<tr>
<th>Assessment</th>
<th>High</th>
<th>Medium to High</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Relevance</strong>: How well a committee is attuned to the needs of Members’ policymakers.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Effectiveness</strong>: The extent to which the work of a committee is having an impact on Members’ policies, if these impacts are in line with a committee’s objectives.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Efficiency</strong>: The degree to which a committee is working efficiently, in terms of both how it functions and the relationship between resources used and outputs produced.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Recommendations and follow up**

- **Recommendation N°1**: ELSAC should establish an up-to-date mandate including an explicit set of policy objectives, and revise the mandates of its sub-bodies accordingly.
- **Recommendation N°2**: ELSAC should strengthen the role of its bureau and adjust as necessary, the arrangements and frequency of the meetings of its sub-bodies, including the possibility of holding them using electronic means.
- **Recommendation N°3**: ELSAC should review its global relation strategy so as to take more into account the policy priorities of non-Members, particularly enhanced engagement countries, and make greater use of its relations with relevant international organisations in this context.
- **Recommendation N°4**: ELSAC should review how it carries out dialogue with the institutional social partners, notably drawing on the experience of consultations acquired in high-level meetings.
- **Recommendation N°5**: ELSAC should, with a view to increasing the impact of its work on migration policy, review the functioning of the Working Party on Migration, in particular how national contexts and different policy-making priorities can be better taken into account when its policy orientation is set, and advise on whether the Working Party should be fully included within its substructure.

**Implementation**

When the monitoring report was reviewed by Council in September 2011, it was reported that four of the recommendations had been fully implemented or were underway, while Recommendation n°5 was fully addressed before the end of the year:

- The implementation of Recommendations N°1 had been completed with an up-to-date ELSAC mandate coming into force in August 2010 and revised mandates of the Working Party on Employment and the Working Party on Social Policy being approved in October 2010;
- Actions responding to Recommendation N°2 (role of the Bureau and meeting modalities) are being implemented on an ongoing basis, while Recommendation N°4 had been partially completed when progress on implementing recommendations was reported to Council in 2011, with one action relating to the consultations with the social partners taking place on a trial basis;
- The implementation of Recommendation N°3 had been completed with a revised global relations strategy, which included an emphasis on coordination and cooperation with other international organisations, being approved in March 2011;
- Recommendation N°5, relating to the Working Party on Migration, was fully addressed when Council approved the full integration of the Working Party into its substructure in 2011.
5. Relevance

15. This section presents an assessment of the extent to which the Committee’s mandate and work programme are aligned with Members’ policy needs and concerns.

16. Underlying analyses focus on:
   - the degree of alignment between a committee’s work programme and mandate objectives and the policy needs of Members’ policymakers;
   - the extent of interest of OECD Members in a committee’s work as primarily evidenced by delegates’ willingness to travel from capitals to participate in meetings;\(^{29}\)
   - the degree to which Members consider that the Output Area(s) for which a committee is accountable represents a priority for the OECD in terms of changes in Part I funding.

5.1. To what extent have the Committee’s work programme and mandate objectives been aligned with the needs of policymakers?

17. Forty-three policy objectives derived from the Employment, Labour and Social Affairs Committee’s mandate and work programmes were identified for the 2009-18 period. Thirty-one of these are situated on or above the benchmark of one-half of Members assessing them as highly or very highly aligned with their policymaking needs and concerns (See Figure 1, Figure 2, Figure 3, Figure 4, below).

18. In the case of objectives linked to the area of employment and labour market policies, 11 out of 13 have been assessed as being of high or very high relevance by 50% or more of Members. Three objectives are particularly prominent in this regard, being thus assessed by at least 75% of Members:
   - to enhance equal opportunity at work and job quality;
   - to better design activation policies to provide adequate income support to the unemployed and the long-term unemployed while providing strong work incentives and effective re-employment services;
   - to improve awareness of the key role that employment policy can and should play to promote inclusive growth.

\(^{29}\) In the context of these analyses, virtual participation in committee meetings by capital-based delegates using video or teleconferencing technology is considered to be equivalent to physical participation.
Regarding migration policy-related objectives, five out of eight have been assessed as being of high or very high relevance by at least 50% of Members, with the most relevant being:

- to better appreciate the importance of integrating immigrants and their children in labour markets and society, with a special focus on humanitarian migrants and with the view to developing more efficient and inclusive integration policies;
- to build public confidence on migration issues by informing the public debate on migration in an objective and accurate manner;

**Source:** IDE Survey.
• to improve understanding of how best to support refugees and promote the integration of those who are most likely to stay in the host countries.

**Figure 2. Relevance of work programme and mandate objectives to Members’ policy needs in the area of Migration Policies**

Source: IDE Survey.

20. All but one of the seven objectives in the policy area of welfare and social inclusion have been assessed as being of high or very high relevance by at least 50% of Members, of which two in particular stand out by being assessed by more than 70% of Members as being high or very highly relevant:

- to increase awareness of options for reforming pension systems to better balance adequacy and sustainability;

- to increase awareness of the key role that social policy can and should play to promote a more inclusive, resilient and efficient economy, by promoting well-targeted measures to help people contribute fully to society through work or other means.
Figure 3. Relevance of work programme and mandate objectives to Members’ policy needs in the area of Welfare and Social Inclusion

21. Nine of the 15 objectives in the policy area of Skill Formation of the Adult Workforce have been assessed by at least 50% of Members as being of high or very high relevance. Three of these, in particular, stand out, being so assessed by 74% or more of Members:

- to better understand key challenges for developing skills for tomorrow’s world, as well as to make sure skills are better utilised in the labour market;
- to enhance employment and economic development by: boosting productivity through better policies for developing human capital; reducing the economic, fiscal and social cost of reallocating labour; raising labour market participation of older age cohorts and better equipping adults to become active lifelong learners with better social outcomes and lower fiscal costs for the elderly;
- to better understand the challenges and opportunities to develop and expand effective and well-tailored training and re-training programmes for the adults in the labour market to foster life-long learning.

Source: IDE Survey.
Figure 4. Relevance of work programme and mandate objectives to Members’ policy needs in the area of Skill Formation of the Adult Workforce

<table>
<thead>
<tr>
<th>Objective</th>
<th>Very High (%)</th>
<th>Medium High (%)</th>
<th>Very Low (%)</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>To better understand key challenges for developing skills for tomorrow’s world, as well as to make sure skills are better utilised in the labour market.</td>
<td>40</td>
<td>30</td>
<td>25</td>
<td>25</td>
</tr>
<tr>
<td>To enhance employment and economic development by boosting productivity through better policies for developing human capital, reducing the economic, fiscal and social cost of realising labour, raising labour market participation of older age cohorts</td>
<td>75</td>
<td>25</td>
<td></td>
<td></td>
</tr>
<tr>
<td>To better understand the challenges and opportunities to develop and expand effective and well-tailored training and re-training programmes for the adults in the labour market to foster life-long learning.</td>
<td>14</td>
<td>35</td>
<td>25</td>
<td>25</td>
</tr>
<tr>
<td>To identify appropriate policies to ensure that disadvantaged groups become successfully engaged in the labour market with the skills they need to enhance their own personal economic prospects and well-being, and to create stronger economic growth, greater employment and higher productivity.</td>
<td>65</td>
<td>35</td>
<td>25</td>
<td>25</td>
</tr>
<tr>
<td>To develop more responsive education and training systems to changing skill needs.</td>
<td>60</td>
<td>40</td>
<td>25</td>
<td>25</td>
</tr>
<tr>
<td>To build more inclusive, resilient and efficient economies and strong, balanced and sustainable growth, promoted by policy measures to help people develop and fully utilise their skills to participate actively in the labour market through productive and effective employment.</td>
<td>60</td>
<td>25</td>
<td>25</td>
<td>25</td>
</tr>
<tr>
<td>To enhance awareness among policy makers of how education and training contribute to economic growth as well as to social outcomes and how human capital can be more effectively utilised in the labour market.</td>
<td>40</td>
<td>40</td>
<td>25</td>
<td>25</td>
</tr>
<tr>
<td>To put greater emphasis on evidence based policy advice in the area of skill formation in the adult workforce using the results of OECD analyses.</td>
<td>40</td>
<td>40</td>
<td>25</td>
<td>25</td>
</tr>
<tr>
<td>To improve labour market outcomes for workers displaced by structural change.</td>
<td>50</td>
<td>50</td>
<td></td>
<td></td>
</tr>
<tr>
<td>To build the required strategic partnerships for successful implementation of labour market and training policies that benefit all individuals in the labour market.</td>
<td>45</td>
<td>55</td>
<td></td>
<td></td>
</tr>
<tr>
<td>To increase implementation of the OECD Skills Strategy and advice at national and local level.</td>
<td>45</td>
<td>55</td>
<td></td>
<td></td>
</tr>
<tr>
<td>To reform and develop post-secondary vocational education and training systems to more effectively meet labour market needs and contribute to strong and sustainable growth.</td>
<td>45</td>
<td>55</td>
<td></td>
<td></td>
</tr>
<tr>
<td>To identify successful strategies for better matching of skills acquisition with skill needs through policy insights from comparative country reviews and analysis.</td>
<td>45</td>
<td>55</td>
<td></td>
<td></td>
</tr>
<tr>
<td>To better design and implement effective national skills strategies and policies based on use of OECD comparative data, multi-disciplinary analysis and policy recommendations.</td>
<td>40</td>
<td>60</td>
<td></td>
<td></td>
</tr>
<tr>
<td>To facilitate the labour realisation process in response to structural change, including the shift to greener economies, by identifying new insights from empirical analysis and country reviews for skill development policies.</td>
<td>35</td>
<td>65</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: IDE Survey.
5.2. To what extent is the Committee attracting experts and policymakers to participate in its meetings?\(^{30}\)

22. Capital-based delegate participation in OECD Committees\(^{31}\) overall has been on a slight upwards trend over the 2010 to 2017 period. By contrast, the trend in participation in the Employment, Labour and Social Affairs Committee has been slightly downwards over the same period (See Figure 5, below).

**Figure 5.** Evolution of capital-based delegate participation in the Employment, Labour and Social Affairs Committee for 2010-17 compared to overall participation in OECD committees\(^{32}\)

23. With the exception of the first two years and the final year of the 2010-17 period, participation by delegates from capitals in ELSAC has been situated below the lowest level of 84% observed during the reference period, falling to its lowest in 2014 with 77%. Participation has since picked up to reach the highest level of the review period of 88% in 2017 (See Figure 6, below).

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\(^{30}\) The Board of Participating Countries for the Programme for the International Assessment of Adults Competencies (PIAAC) provides a means of horizontal working and as such is reviewed within the efficiency dimension of the evaluation (See 7.2.4)

\(^{31}\) % of delegations including at least one delegate based in the capital, including both physical and virtual participation as recorded in meeting summaries and in EMS

\(^{32}\) All Level I OECD bodies in existence at some point during the review period and responsible for work funded from the Part I budget.
24. In the case of the Working Party on Employment, capital-based delegate participation has been below the average level of 78% observed during the reference period in seven out of eight years, dropping from 83% in 2011 to 61% in 2017, its lowest level during the review period (see Figure 7, below).

Source: Meeting summaries and EMS.

Figure 7. Capital-based delegate participation in the Working Party on Employment for 2010-17 benchmarked against 2007-09

Source: Meeting summaries and EMS.
25. As for the Working Party on Migration, capital-based delegate participation has been situated below the average level of 85% for the reference period (2007-09) in six out of seven years when meetings were held. Participation reached its highest level of 86%, just above the benchmark average, in 2015 (see Figure 8, below).

Figure 8. Capital-based delegate participation in the Working Party on Migration for 2010-17 benchmarked against 2007-09

![Graph showing capital-based delegate participation in the Working Party on Migration for 2010-17 benchmarked against 2007-09. The highest participation is 86%, just above the benchmark average of 85%, and the lowest is 69%.]

Source: Meeting summaries and EMS.

26. Capital-based delegate participation in the Working Party on Social Policy has been below the lowest level observed of 84% during the reference period (2007-09) in all but one year of the review period (See Figure 9, below).

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33 The Working Party on Migration did not meet in 2012.
5.3. To what extent has the work of the Committee been viewed by Members to be in a priority Output Group?

27. Work conducted under the accountability of the Committee is programmed within Output Group 2.2 (Employment Policies and Social Cohesion)\textsuperscript{34} and Output Area 2.1.4 (Skill Formation of the Adult Workforce). The four Output Areas for which ELSAC is fully or partially responsible have gone from being assessed as being a ‘middle-ranking priority’ for Part I funding in the 2009-10, 2011-12, 2013-14 and 2015-16 biennia to a ‘higher priority’ in the 2017-18 biennium.\textsuperscript{35} Part I resources allocated have been increasing gradually in nominal terms over the review period (see Figure 11, below).

\textsuperscript{34} Output Group 2.2 is composed of Output Areas 2.2.1 (Employment Outlook, Reviews and Labour Market Policies), 2.2.2 (Migration Policies) and 2.2.3 (Welfare and Social Inclusion), ELSAC has joint accountability with the Education Policy Committee for Output area 2.1.4.

\textsuperscript{35} The objective of the MTO survey is to ascertain Members’ views as to the desired direction of resources in the OECD’s policy work over the medium term. In the context of In-depth Evaluation, the desire of Members to move resources into or away from an Output Area is used as a proxy for the relevance of the work vis-à-vis their policy needs. The survey has been refined since its inception in 2003, but the basic question that it poses is unchanged, i.e. whether resources allocated to each of the ‘substantive’ Output Areas in the Organisation’s Strategic Management Framework should be increased, remain about constant, or be decreased. [C(2007)52/REV1].

A ‘higher priority’ Output Area corresponds with at least 7 Members indicating that they would prefer to increase resources from the Part I Budget in the concerned policy field. A ‘lower priority’ Output Area corresponds with at least 7 Members indicating that they would prefer to decrease...
Figure 10. MTO results (%) for Output Result 2.1.4 (Skill Formation of the Adult Workforce) and Output Group 2.2 (Employment policies and Social Cohesion) and Part I budget (in K Euros) (2009-2016)

Source: MTO and PWB.

28. The evolution of Output Group 2.2 from a ‘middle-ranking priority’ to a ‘higher priority’ in terms of Part I funding has been driven by the increased emphasis placed on Part I funding for all Output Areas that it encompasses, and in particular Output Area 2.2.2 (Migration Policies). Greater emphasis placed on Part I funding for Output Area 2.1.4 resources in the concerned policy field (i.e. at least 22% calculated on the basis of 31 Members up to the 2009 MTO exercise for the 2011-12 PWB). For the 2011 MTO, which covers 35 Members, the threshold has been modified to 8 Members. A ‘middle ranking’ priority is situated between the two and also includes Output Areas where Members’ preferences are polarised between increasing and decreasing Part I resources.
(Skill Formation of the Adult Workforce) has also contributed strongly to this dynamic (See Figure 11, below).

**Figure 11. Evolution of net scores (increase minus decrease and exit) of Members for Output Areas 2.1.4, 2.2.1, 2.2.2 and 2.2.3**

Source: MTO.

5.4. To what extent have G20 priorities fallen within the scope of the Committee’s mandate?

29. Two G20 priority issues, skills\(^{36}\) and employment,\(^{37}\) have fallen within the scope of the Employment, Labour and Social Affairs Committee’s mandate during the review period and have been addressed in its work programme.

\(^{36}\) In the framework of the Turkish G20 Presidency’s focus on ‘inclusiveness’ in 2015.

\(^{37}\) In the framework of the ongoing activities of the G20 meeting of Labour and Employment Ministers.
5.5. Assessment

30. The assessment of relevance draws on the abovementioned indicators, benchmarked and weighted as follows:

- 31 out of the 43 mandate objectives and expected outcomes (72%) of the Employment, Labour and Social Affairs Committee are assessed by at least one-half of Members as being highly or very highly aligned with their policy needs and concerns (see Figure 1, page 25; Figure 2 page 26, Figure 3, page 27; Figure 4, page 28). This corresponds with a sub-rating of high for relevance (See Table 1, below). This sub-rating carries a weighting of 50%, i.e. it has the same weight as the indicators for MTO results and capital-based delegate participation indicators combined.

- Capital-based delegate participation in the Employment, Labour and Social Affairs Committee has been on a slight downwards trend from 2010 to 2017 compared to a slight increase for OECD Committees as a whole during the same period (See Figure 5, page 29). It has also been situated below the lowest level observed during the 2007-09 reference period in five out of eight year (See Figure 6, page 30). With regard to the Committee’s subsidiary bodies, capital-based delegate participation in the Working Party on Migration has generally been below the reference period average, while in the case of the Working Party on Employment and the Working Party on Social Policy, participation has generally been below the lowest level observed during the reference period (See Figure 7, page 30, Figure 8, page 31, and Figure 9, page 33). Globally, these observations correspond with a level of relevance of ‘medium’ compared to the ‘high’ rating of the 1st Cycle In-depth Evaluation. This sub-rating carries a weighting of 25% (See Table 2, below).

- The work of the Employment, Labour and Social Affairs Committee is programmed in the Output Areas 2.2.1, 2.2.2, 2.2.3, and 2.1.4. The results of successive MTO surveys relating to the 2009-10 to 2017-18 PWBs indicate that these Output Areas have collectively gone from being assessed as being a ‘middle-ranking priority’ for Part I funding in the 2009-10, 2011-12, 2013-14 and 2015-16 biennia to a ‘higher priority’ in the 2017-18 biennium with respect to Part I funding. At the same time, Part I resources allocated to these Output Areas have been increasing (See Figure 10, page 33). Consequently, this sub-rating for relevance is considered to be ‘high’ (See Table 3, below). This sub-rating carries a weighting of 25%.

31. Considering these results and the weightings given to the indicators, and taking into account the correspondence between some elements of the Employment, Labour and Social Affairs Committee work programme and priority issues identified at global level in a G20 context, its relevance is assessed as **HIGH**.

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38 These results were checked to see if an increase in capital-based delegate participation in the Working Party on Migration and the Working Party on Social Policy during the financial and economic crisis, corresponding approximately with the 2007-09 benchmarking period, had a material effect on this sub-assessment. No material effect was found.
Table 1. To what extent have the Employment, Labour and Social Affairs Committee’s mandate objectives and expected outcomes been aligned with the needs of policymakers?

<table>
<thead>
<tr>
<th>% of mandate objectives and expected outcomes assessed by at least one-half of Members as being highly or very highly aligned with their policy needs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Ratings</strong></td>
</tr>
<tr>
<td>%</td>
</tr>
<tr>
<td><strong>Assessment</strong></td>
</tr>
</tbody>
</table>

Table 2. To what extent is the Employment, Labour and Social Affairs Committee attracting experts and policymakers to participate in its meetings?

**Capital-based delegate participation in the Employment, Labour and Social Affairs Committee compared to overall participation in OECD Committees**

<table>
<thead>
<tr>
<th>Trend line in capital-based delegate participation is:</th>
<th>Assessment:</th>
</tr>
</thead>
<tbody>
<tr>
<td>upwards</td>
<td>Increased relevance</td>
</tr>
<tr>
<td>downwards/upwards but less than overall trend for OECD Committees</td>
<td>No significant change in relevance</td>
</tr>
<tr>
<td>downwards</td>
<td>Decreased relevance</td>
</tr>
</tbody>
</table>

**Capital-based delegate participation benchmarked against the reference period**

Capital-based delegate participation in the review period regularly (66% or more of the time):
exceeds the highest level for reference period of three proceeding years
Significantly increased relevance

exceeds average for reference period of three proceeding years
Increased relevance

falls below the average for reference period of three preceding years
Decreased relevance

falls below the lowest for reference period of three preceding years
Significantly decreased relevance

Capital-based delegate participation in the review period has been stable, and is thus outside the above categories
Unchanged relevance

Table 3. To what extent has the work of the Committee been viewed by OECD Members to be in a priority Output Area?

<table>
<thead>
<tr>
<th>Early part of review period</th>
<th>Later part of review period</th>
<th>Part I Budget evolution over review period</th>
<th>Rating</th>
<th>Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Higher priority</td>
<td>Higher priority</td>
<td>Increasing</td>
<td>Very High</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Falling or stable</td>
<td>High</td>
<td></td>
</tr>
<tr>
<td>Middle Ranking Priority</td>
<td>Increasing</td>
<td>High</td>
<td>Medium</td>
<td></td>
</tr>
<tr>
<td>Lower Priority</td>
<td>Increasing</td>
<td>High</td>
<td>Medium</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Falling or stable</td>
<td>Low</td>
<td></td>
<td>ELSAC</td>
</tr>
<tr>
<td>Middle Ranking Priority</td>
<td>Higher Priority</td>
<td>Increasing</td>
<td>High</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Falling or stable</td>
<td>High</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Middle Ranking Priority</td>
<td>Increasing</td>
<td>Medium</td>
<td></td>
</tr>
<tr>
<td>Priority Level</td>
<td>Trending Status</td>
<td>Prioritization</td>
<td></td>
<td></td>
</tr>
<tr>
<td>------------------------</td>
<td>---------------------</td>
<td>----------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lower Priority</td>
<td>Falling or stable</td>
<td>Medium</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Increasing</td>
<td>Medium</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Falling or stable</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Higher Priority</td>
<td>Increasing</td>
<td>High</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Falling or stable</td>
<td>High</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Middle Ranking Priority</td>
<td>Increasing</td>
<td>Medium</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Falling or stable</td>
<td>Medium</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lower Priority</td>
<td>Increasing</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Falling or stable</td>
<td>Very Low</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
6. Effectiveness

32. This section presents an assessment of the extent to which policy impacts resulting from the Committee’s products are occurring and whether they correspond with areas of highest policy needs and concerns.

33. Underlying analyses focus on:
   - the degree of impact on Members’ policies of a committee’s products;
   - insights from a selection of Members into what policy impacts have occurred and why.

6.1. What has been the overall policy impact of the Committee’s work from 2009 to 2016?

34. The overall policy impact of a product group is calculated on the following basis:\(^{39}\)

\[
\text{Overall impact} = \text{Actual impact on Members’ policy} + \text{Potential impact on Members’ policy} + \text{Impact on the visibility and credibility of the OECD}
\]

35. PIR survey data indicate that two of the Employment, Labour and Social Affairs Committee’s thirteen product groups \(^{40}\) identified from the 2009-10, 2011-12, 2013-14 and 2015-16 work programmes have had at least a high level of overall policy impact for one-half or more of Members (see Figure 12, below), namely:
   - Employment Outlook (PG1);
   - Skills Strategy (PG13).

\(^{39}\) Overall policy impact reflects PIR survey results prior to breaking out of different types of impacts. The breakout analysis is possible for the 2009-10 and 2011-12 PWBs following the integration of use/impact descriptors since the 2011 PIR questionnaire. However, for the sake of consistency with previous 2nd Cycle IDEs, the actual policy impact on Members is only calculated in the case of the products developed under the last biennium. Subsequent to a review of the PIR, as of 2015 the impact descriptor \textit{OECD visibility and credibility} has been dropped from the survey.

\(^{40}\) The products constituting each of the Product Groups are detailed in Annex II.
**Figure 12. Overall policy impact of the Committee’s work (2009-16)**

36. Some of the Employment, Labour and Social Affairs Committee’s products are also reported by other international organisations and stakeholder bodies to have been used in their work, notably:

- The ILO, which works on several topics covered by ELSAC, reported using the Employment Outlook (Product Group 1), the International Migration Outlook (Product Group 6) and country reviews in this context. It monitors the work of the Committee on methodological issues and integrates the insights obtained in its own work, for instance the new approaches and variables mobilised for the development of the revised OECD Jobs Strategy (being implemented jointly with the Economic Policy Committee), in the context of which ILO and the OECD exchange data and analyses pertaining to collective bargaining.

- The World Bank is also a user of the Employment Outlook and of the recently completed Generation Next: How to Prevent Ageing Unequally Horizontal Project (implemented jointly with the Health Committee), as well as products from the OECD Centre for Opportunity and Equality platform. The World Bank reported using technical support and data pertaining to PIAAC (part of Product Group 8 - Skills Formation) to develop its own skills measurement programme in low and middle-income countries.

6.2. What has been the actual impact of the Committee’s work on Members’ policymaking in 2015 and 2016?

37. The actual impact of a product group is calculated on the following basis:

\[
\text{Actual impact on Members’ policy} = \frac{\text{Overall impact}}{\text{Potential impact on Members’ policy}}
\]

38. All twelve product groups reflected in the Committee’s 2015-16 work programme achieved at least a ‘medium’ level of actual impact on policy in one-half or more of Members. Actual impact is assessed as highest in the case of (see Figure 13, below):

- Meeting Demographic Challenges (PG10);
- International Migration Outlook (PG6);
- Skills Strategy (PG13);
- Employment Outlook (PG1);
- Income Distribution and Poverty (PG9).
Figure 13. From overall to actual impact of the Committee’s work on Members’ policymaking (2015-16) ⁴¹


⁴¹ See Legend. All Impact (Very Low to Low-Medium) = Actual impact (Very Low to Low-Medium) + Potential impact (Very Low to Low-Medium).
39. Members responding to the 2011, 2013, 2015 and 2017 PIR end-user survey provided feedback on the types of actual policy impacts produced by the Committee’s thirteen Product Groups of the 2009-16 Bienniums (See Figure 14, below). The most prevalent types of actual use/impacts reported (accounting for 44% of all the use/impacts identified) are:

- Supported discussions and studies on possible future reforms and/or policy initiatives;
- Used as a data source in conjunction with other non-OECD data sources;
- Referenced in reports/briefings, or used as reference material with a direct impact on policy development/outcomes

**Figure 14. Types of actual policy impacts reported by Members (2009-16)**


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42 The identification of types of use/impact by PIR survey respondents was introduced in 2011 and has evolved in successive survey rounds. Notably, the 2011 PIR survey allowed only one response per Member but more multiple use/impact statements could be selected to accompany the impact rating of each Output result. In the case of the 2013 PIR survey, multiple respondents per member provided feedback, though each one could only report one type of actual use/impact per Output result. Some streamlining of use/impact statements took place in the context of the 2015 PIR survey and a new statement (Affirms and/or defends current policy positions) added. Figure 15 presents the frequency of use/impact statements reported across the three surveys.
6.3. In-depth examination of policy impacts

40. This examination draws on data collected through interviews with policymakers in the relevant ministries and agencies in the policy area of employment, labour and migration in Canada, the Czech Republic, Denmark, Germany, Israel, the Netherlands, Portugal and Sweden.

6.3.1. Examples of policy impacts

41. Detailed examples of use and policy impact of the Committee’s products in the abovementioned Members are compiled in Table 4, below.\footnote{Interviewees also reported a range of generic cases of the usefulness of the Committee’s products. These are presented under the impact factor of ‘utility’ in Tables 5 and 6. In the case of the United States, only generic examples were provided.}
Table 4. Examples of use and policy impacts in Members

<table>
<thead>
<tr>
<th>Product Groups</th>
<th>Years</th>
<th>Use and Impacts</th>
</tr>
</thead>
<tbody>
<tr>
<td>PG1: Employment Outlook</td>
<td>2009-2016</td>
<td>● The <em>Employment Outlook</em> was used and referenced as a source of information in strategic documents (such as Work Initiative 4.0). [Czech Republic]</td>
</tr>
<tr>
<td>PG2: Labour Market Developments</td>
<td>2009-2016</td>
<td>● The <em>Recommendation of the Council on Ageing and Employment Policies</em> (2015) and related country reports in the <em>Ageing and Employment Policies: Working Better with Age</em> series were used in preliminary studies regarding potential retirement reform. Contributions to Economic Surveys, such as in the publication <em>OECD Economic Surveys: China</em> (2010), are used as a primary source for preparing ministerial visits. They are also being used for preparing specific research documents, for instance in the case of policy reforms. [Denmark]</td>
</tr>
<tr>
<td>PG3: Labour Market Policies</td>
<td>2009-2014</td>
<td>● Reports and country reviews on Activation Policies were used by an expert group for preparing the reform of activation policies in 2014 in order to gain insight into the activation systems in other countries. The expert group’s report provided the foundations for new legislation that took effect in 2015 [Denmark]</td>
</tr>
<tr>
<td>PG4: Labour Market Inclusion</td>
<td>2009-2016</td>
<td>● Products addressing Gender Equality, notably <em>Closing the Gender Gap: Act Now</em> (2012), have been used for policy advice, as was the publication <em>A Good Time for Making Work Pay? Taking Stock of In-Work Benefits and Related Measures across the OECD</em> No. 81 (2009). [Canada]</td>
</tr>
<tr>
<td>PG5: Integration of Immigrants*</td>
<td>2011-2016</td>
<td>● Papers from the <em>OECD Social, Employment and Migration Working Papers</em> series on integration of migrants have informed discussions on the need to change language training for adult immigrants organised by the Labour Office and its regional branches. Best practices and recommendations from the migration series are used for setting vocational retraining requirements for immigrants. The <em>Working Together: Skills and Labour Market Integration of Immigrants and their Children</em> publication and the 2017 report <em>Finding their Way – Labour Market Integration of Refugees in Germany</em> are being used as a source of ideas for new policy changes in general. [Czech Republic]</td>
</tr>
</tbody>
</table>
| PG6: International Migration Outlook |                | ● The publication *Matching Economic Migration with Labour Market Needs* (2014) and the policy brief *Matching Economic Migration with Labour Market Needs in Europe* (2014) are feeding into ongoing discussions on population movements and adaptation of the workforce to face future shortages. The publication *Untapped skills: Realising the Potential of Immigrant Students* (2012) was useful for awareness raising, helping facilitate the increase in the number of accepted non-European students. A second admission scheme for graduates from other countries was also
created. Products on the topic of *Fiscal Impact of Immigration in OECD Countries* have contributed to ensuring a more balanced a range of views on a very sensitive matter. [Netherlands]

<table>
<thead>
<tr>
<th>Period</th>
<th>Product Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009-2016</td>
<td>The modernisation of immigration policy and schemes in 2013 was informed by the experience of the United Kingdom, Canada, and Australia as described in the paper <em>Managing Highly-Skilled Labour Migration: A Comparative Analysis of Migration Policies and Challenges in OECD Countries</em> (2009), with the experience of these countries inspiring acceptance sponsorship procedures for highly skilled people. [Netherlands]</td>
</tr>
<tr>
<td>2011-2016</td>
<td>Publications, notably reports on best practices, are used to situate ourselves in terms of integration of migrants, for instance as regards the settlement services received by immigrants. In the context of the recruitment of economic immigrants being a key policy area, the <em>Interim report on Canada’s labour migration system</em> (2016) helped in revising the Express Entry system, with the Minister - when announcing the changes - referencing the alignment between revised policies and the assessment and recommendations in the report [Canada].</td>
</tr>
<tr>
<td>2011-2016</td>
<td>The review <em>Recruiting Immigrant Workers: Germany</em> (2013) shows that one of the factors of Germany’s attractiveness is its policy towards graduate students. As a consequence, the national policy for graduate students changed in 2016 in order to remain competitive vis-à-vis other countries by allowing graduates from Dutch universities or the top 200 universities in the world to obtain a residency permit and have full access to the labour market for three years after graduation (instead of one year as was previously the case). [Netherlands]</td>
</tr>
<tr>
<td>2011-2016</td>
<td>Products on the theme of the <em>Fiscal Impact of Immigration</em> were used as a source of information and international comparisons on the impact of immigration on national finances. [Portugal]</td>
</tr>
<tr>
<td>2011-2016</td>
<td>The review <em>Recruiting Immigrant Workers: Sweden</em> (2011) published a few years after the reform of the labour immigration system constituted the first major evaluation of the system and allowed the government to demonstrate that the reform had been successful. [Sweden]</td>
</tr>
</tbody>
</table>

**PG8: Skills Formation** 2009-2016
- Work done in the framework of PIAAC has been used to raise awareness in government of the importance of vocational training and the conducting of national studies [Israel]

**PG10: Meeting Demographic Challenges** 2009-2016
- Products in the area of pensions were used to help prepare advice for the new government, for instance with respect to the public contributory pension plan. [Canada]

**PG11: Social Indicators** 2009-2016
- Products in the area of social indicators are complementary to, and used for the preparation of, a report published every five years on *Wealth and welfare in Germany* [Germany]
- Products in the area of families and children were useful for providing policy advice, while, data are used as the basis for comparisons and references, in policy design. This was for instance the case on early childhood education and childcare [Canada]
- *Dare to Share: Germany’s Experience Promoting Equal Partnership in Families* (2017) was used as a source of examples of what can be done regarding childcare policy. [Czech Republic]

<table>
<thead>
<tr>
<th>PG12: Social Policy Challenges</th>
<th>2009-2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Products in the area of affordable housing are used as supporting documents by our public agency for affordable housing [Canada]</td>
<td></td>
</tr>
<tr>
<td>- The report <em>Achieving stronger growth by promoting a more gender balanced economy</em> (2014), along with other products such as <em>Labour Market Effects of Parental Leave Policies in OECD Countries</em> (2013) and <em>Changes in Family Policies and Outcomes: Is there Convergence?</em> (2014) was used to support the development of new family policy. [Czech Republic]</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PG13: Skills Strategy</th>
<th>2011-12 and 2015-16</th>
</tr>
</thead>
<tbody>
<tr>
<td>- The <em>OECD Skills Strategy Diagnostic Report on Portugal</em> (2015) was used, together with earlier products such as <em>From Inactivity to Work: The Role of Active Labour Market Policies</em> (2006), for conducting an evaluation of active labour market policies. Policy changes subsequently took into consideration the results of the evaluation, for example with respect to providing incentives to firms for moving from non-permanent to permanent contracts, a professional traineeship programme (“estágios profissionais”) and hiring support to companies (measure “contrato-emprego”, employment-contract). [Portugal]</td>
<td></td>
</tr>
</tbody>
</table>

Note: Product Groups 5, 6 and 7 have been grouped together as feedback received from interviewees largely covered all three

Source: Interviews.
6.3.2. Factors identified as supporting or hindering policy impacts

42. Policymakers identified a range of factors that affect policy impacts of the Employment, Labour and Social Affairs Committee work within their own administrations. Some factors are generally applicable to the Committee and its work (see Table 5) while others are related to specific Product Groups and products (see Table 6). Some factors were identified as being uniquely supportive of impact in all instances [indicated by (+)], while others were identified as uniquely hindering in nature [indicated by (-)]. In other cases, factors were identified that were more ambiguous in terms of their effects or which either supported or hindered impacts according to the extent to which they were present/absent [indicated by (+/-)].

43. An analysis of the factors highlighted by interviews with end-users in the policy area of employment, skills, social policy and migration indicates that:

- The holding of ministerial and high-level meetings by the Committee helps to define policy orientations within the four inter-related policy areas covered by its mandate and raise awareness of its work. However, with an overall work programme that spans a wide range of topics across all of these policy areas, each of which can vary in importance over time and from one Member to another for a variety of reasons (e.g. extent of recovery from the financial and economic crisis, demographic dynamics, exposure to the refugee crisis, etc.), the identification of priorities and the related ranking of projects of potentially high policy impact is a somewhat challenging exercise.

- Additional challenges notably arise in the area of migration where the policy context is particularly complex as a result of significant regional differences. These are inter alia due to the geographically differentiated impact of the refugee crisis and migration flows more generally; migration policy being predominately determined at national level (despite the cross-border nature of migration issues) while falling under the responsibility of several ministries; and migration being managed through a diverse range of national systems.

- Members’ appetite for reform in the aftermath of the financial and economic crisis and their interest in new approaches to responding to the crisis provided a policy context that is broadly supportive of the impact of the Committee’s products in the areas of employment, skills and social policy.

- The policy impact of the Committee’s work is supported by the positive attributes of its products, notably their pertinence, credibility and, especially in the case of products based on empirical data, their technical quality. By contrast, some products fall short in terms of user-friendliness. Furthermore, despite the high profile of the Committee’s ministerial and high-level meetings, online access to products and data and the networks of practitioners who provide a channel for disseminating its work, the level of awareness amongst end-users of its key products such as the Outlook publications far exceeds that of other areas of its extensive portfolio of products.

- The Committee's products have primarily been useful across the three policy areas covered by the Committee's mandate through their contribution to exchanges and discussions between different national stakeholders (ministries, different levels of government, social partners, experts, etc.), as an input into policy research and design, and in the shaping of discussions and debates on future economic
challenges, policies and reforms. They have also been useful in terms of allowing Members to compare experiences, practices and approaches internationally, notably in the areas of employment and migration, and in an international context, for example to prepare G20 meetings in the area of employment.

Table 5. General factors supporting or hindering policy impacts

<table>
<thead>
<tr>
<th>Category</th>
<th>Factors identified</th>
</tr>
</thead>
<tbody>
<tr>
<td>Committee orientation</td>
<td>● Ministerial meetings define policy orientations and raise awareness (+)</td>
</tr>
<tr>
<td></td>
<td>● Mandate and work programme span a wide range of topics in multiple policy areas (+/-)</td>
</tr>
<tr>
<td></td>
<td>● Process for ranking priorities and projects and shaping the work programme (+/-)</td>
</tr>
<tr>
<td></td>
<td>● Clarity of policy priorities (-)</td>
</tr>
<tr>
<td>Committee functioning</td>
<td>● Involvement of delegates in reviewing draft products, notably major publications (+)</td>
</tr>
<tr>
<td></td>
<td>● Information on and exchanges between working parties and the Committee (+/-)</td>
</tr>
<tr>
<td></td>
<td>● Timeliness of meeting documentation (+/-)</td>
</tr>
<tr>
<td></td>
<td>● Collaboration and coordination with other OECD bodies (+/-)</td>
</tr>
<tr>
<td></td>
<td>● Time available in meetings for substantive discussions and nature of exchanges (-)</td>
</tr>
<tr>
<td>Product attributes</td>
<td>● Pertinence of products, notably the focus on economic impacts of policy change (+)</td>
</tr>
<tr>
<td></td>
<td>● Credibility of information (+)</td>
</tr>
<tr>
<td></td>
<td>● Breadth of scope with regard to comparable products (+)</td>
</tr>
<tr>
<td></td>
<td>● International comparability of data/statistics (+/-)</td>
</tr>
<tr>
<td></td>
<td>● Applicability of recommendations (+/-)</td>
</tr>
<tr>
<td></td>
<td>● Length of products for target audience (-)</td>
</tr>
<tr>
<td></td>
<td>● Balance between publications and other types of products such as workshops or forums (-)</td>
</tr>
<tr>
<td></td>
<td>● Cross referencing between transversal and country specific documents (-)</td>
</tr>
<tr>
<td>Dissemination</td>
<td>● Online access to products (+)</td>
</tr>
<tr>
<td></td>
<td>● Online databases (+)</td>
</tr>
<tr>
<td></td>
<td>● Professional network of practitioners (+)</td>
</tr>
<tr>
<td></td>
<td>● Advance information on publication of products (+/-)</td>
</tr>
<tr>
<td></td>
<td>● Number of publications (-)</td>
</tr>
<tr>
<td>Category</td>
<td>Factors identified</td>
</tr>
<tr>
<td>----------</td>
<td>--------------------</td>
</tr>
<tr>
<td></td>
<td>• Awareness of full range of products (-)</td>
</tr>
<tr>
<td></td>
<td>• Language versions of products (-)</td>
</tr>
<tr>
<td></td>
<td>• Time between official release and actual availability of products (-)</td>
</tr>
</tbody>
</table>

**Utility**

|          | • Useful for providing background and reference information (+) |
|          | • Useful for comparing experiences, practices and approaches internationally (+) |
|          | • Useful for benchmarking national performance (+) |
|          | • Useful for identifying emerging issues and trends (+) |
|          | • Useful for inspiring new ideas of policy changes (+) |
|          | • Useful for informing discussions on policies and reforms (+) |
|          | • Useful for comparisons with products of other international organisations such as ILO or COE (+) |
|          | • Useful for contributing to inter-ministerial exchanges (+) |
|          | • Useful for preparing Ministers or high-level civil servants to specific tasks (+) |
|          | • Useful for responding to questions from Ministers or Members of Parliament (+) |
|          | • Useful as a source of knowledge in international conferences (+) |
|          | • Useful for identifying challenges to reach the 2030 Sustainable Development Goals (+) |
|          | • Useful for preparing summaries of policy-relevant research (+) |
|          | • Useful as primary entry points into a subject (+) |

**Policy environment**

|          | • Complementarity of EU products (+) |
|          | • Domestic policy contexts across employment, social and migration policies (+/-) |
|          | • Sub-national responsibilities for social policies (-) |

*Source: Interviews.*
### Table 6. Specific factors supporting or hindering policy impacts

<table>
<thead>
<tr>
<th>Product Groups</th>
<th>Years</th>
<th>Category</th>
<th>Factors identified</th>
</tr>
</thead>
<tbody>
<tr>
<td>PG1: Employment Outlook</td>
<td>2009-16</td>
<td>Product attributes</td>
<td>Complementarity of quantitative and qualitative data and information (+)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Pertinence of products (+)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Credibility of data and information (+)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Utility</td>
<td>Useful for providing background and reference information (+)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Useful for policy analyses in support of reforms (+)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Useful for internationally comparing experiences, practices and approaches (+)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Useful for informing exchanges with social partners and national employment agencies (+)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Useful for preparing G20 meetings (+)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Useful for preparing bilateral or multilateral meetings (+)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Policy environment</td>
<td>Post-crisis appetite for reform (+)</td>
</tr>
<tr>
<td>PG2: Labour Market Developments</td>
<td>2009-16</td>
<td>Product attributes</td>
<td>Pertinence of products (+)</td>
</tr>
<tr>
<td>PG3: Labour Market Policies</td>
<td>2009-14</td>
<td>Utility</td>
<td>Useful for providing background and reference information (+)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Useful for comparing experiences, practices and approaches internationally (+)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Useful for shaping expert discussion on new policies (+)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Useful for international comparisons (+)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Useful for preparing missions abroad (+)</td>
</tr>
<tr>
<td>PG4: Labour Market Inclusion</td>
<td>2009-16</td>
<td>Product attributes</td>
<td>Pertinence of products (+)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Timeliness (+)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Utility</td>
<td>Useful for providing policy advice (+)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Policy environment</td>
<td>Rapid changes in policy and public interest in labour market inclusion topics (-)</td>
</tr>
<tr>
<td>PG5: Integration of Immigrants</td>
<td>2011-16</td>
<td>Product attributes</td>
<td>Quality of online publications (+)</td>
</tr>
<tr>
<td>PG6: International Migration Outlook</td>
<td>2009-16</td>
<td></td>
<td>Advance availability of work on topics addressed in the Outlook (+)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Pertinence of products (+)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Technical quality (+)</td>
</tr>
<tr>
<td>Product Groups</td>
<td>Years</td>
<td>Category</td>
<td>Factors identified</td>
</tr>
<tr>
<td>------------------------</td>
<td>-------</td>
<td>----------</td>
<td>------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>PG7: Management of Migration*</td>
<td>2011-16</td>
<td></td>
<td>Periodicity of publication (+) Mix of country profiles and thematic analyses (+) Credibility of evidence-based of reports and publications (+) Length of reports (+) Timeliness of products (+/-) Depth of research and assessment (-)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Dissemination implementation / News alerts (+) Networking of practitioners, including beyond experts in migration policy (+) Visibility and availability of online publications (-)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Utility Use for shaping debates on future economic challenges (+) Use for briefing Ministers (+) Use for comparing experiences, practices and approaches internationally (+) Use for policy design (+) Use for establishing a common knowledge base for the several ministries addressing migration issues (+) Use for addressing the situation of European countries (+) Use for triggering and feeding national policy debates (+) Use for international comparissons (+)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Policy environment Geographical variations of the impact of the refugee crisis (+/-) Differences in regional and national contexts (-) Migration and immigration policy issues shared by several ministries (-) Migration and immigration policies perceived as national policies, rather than subject of international cooperation (-) Diversity of national migration management systems (-)</td>
</tr>
<tr>
<td>PG8: Skills Formation</td>
<td>2009-16</td>
<td></td>
<td>Product attributes Quantity and reader friendliness of products (-)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Dissemination implementation / Reach beyond policymakers to social partners, NGOs and academics (+)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Utility Use for exchanges between ministries (+) Use for gathering experts from different institutions (+)</td>
</tr>
<tr>
<td>PG9: Income Distribution and</td>
<td>2009-16</td>
<td></td>
<td>Product attributes Pertinence of products (+) Timeliness of products (+)</td>
</tr>
<tr>
<td>Product Groups</td>
<td>Years</td>
<td>Category</td>
<td>Factors identified</td>
</tr>
<tr>
<td>--------------------------------</td>
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</tr>
<tr>
<td>Poverty</td>
<td></td>
<td></td>
<td>Empirical basis (+)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Complementarity with national and international comparable products (+)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Utility</td>
<td>Useful for policy design and advice (+)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Useful for responding to questions from Ministers or from Members of the Parliament (+)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Policy environment</td>
<td>Interest in new approaches in response to post 2008 crisis [+</td>
</tr>
<tr>
<td>PG10: Meeting Demographic</td>
<td>2009-16</td>
<td>Utility</td>
<td>Useful for policy design and advice (+)</td>
</tr>
<tr>
<td>Challenges</td>
<td></td>
<td></td>
<td>Useful for responding to questions from Ministers or from Members of the Parliament (+)</td>
</tr>
<tr>
<td>PG11: Social Indicators</td>
<td>2009-16</td>
<td>Product attributes</td>
<td>Rigorous international comparisons (+)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Utility</td>
<td>Useful for policy advice (+)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Useful for facilitating agreement between different levels of national administration (+)</td>
</tr>
<tr>
<td>PG12: Social Policy Challenges</td>
<td>2009-16</td>
<td>Utility</td>
<td>Useful for complementing national sources of data (+)</td>
</tr>
<tr>
<td>PG13: Skills Strategy</td>
<td>2011-12</td>
<td>Utility</td>
<td>Useful for policy advice (+)</td>
</tr>
<tr>
<td></td>
<td>and 2015-16</td>
<td></td>
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</tr>
</tbody>
</table>

Note: Product Groups 5, 6 and 7 have been grouped together as feedback received from interviewees largely covered all three.

Source: Interviews.
6.4. What has been the policy impact of the Committee’s work at global level?

44. Over the review period, a number of Committee products have been used as inputs into the G20. For instance, the Chapter 1 of the 2010 Employment Outlook was used as a building block for material transmitted the G20 Meeting of Labour Ministers held on 20-21 April 2010 in Washington.\textsuperscript{44}

45. In 2011, the G20 established a Task force on Employment as its focal point for dialogue and information sharing on employment issues. This Taskforce, which in 2014 was transformed into the G20 Employment Working Group (EWG), has been, over the review period, the main channel through which the Committee’s work has contributed to the G20, with products often prepared in cooperation with the ILO.

46. Reports have been referenced in the G20 Leaders’ or in the Employment and Labour Ministers’ Declarations.

<table>
<thead>
<tr>
<th>Table 7. Policy impact at global level</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Issues</strong></td>
</tr>
<tr>
<td><strong>Employment</strong></td>
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\textsuperscript{44} [DELSA/ELSA/WP5/M(2010)1]
In-depth evaluation of the Employment, Labour and Social Affairs Committee

<table>
<thead>
<tr>
<th>Issues</th>
<th>Products delivered</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>market and social protection challenges in G20 countries: Key measures since 2010, a report by the ILO and OECD at the request of the G20 Task Force on Employment.</td>
<td></td>
<td>(para 30).</td>
</tr>
<tr>
<td>• G20 labour markets: outlook, key challenges and policy responses: A report prepared by the OECD, the ILO and the World Bank</td>
<td>G20 Melbourne Summit (2014): Labour and Employment Ministers’ Declaration (para. 20): “We welcome the following reports, prepared for the G20 Labour and Employment Ministerial Meeting, September 2014” Four documents prepared by the OECD are quoted.</td>
<td></td>
</tr>
<tr>
<td>• Reports to which OECD has contributed and referred to by G20 Labour and Employment Ministers</td>
<td>G20 Ankara Summit (2015) Labour and Employment Ministers’ Declaration: Creating quality jobs for all, investing in skills and reducing inequalities to promote inclusive and robust growth Annex 7: Reports prepared by International Organisations: 11 reports to which is OECD has contributed are listed.</td>
<td></td>
</tr>
<tr>
<td>• Reports to which OECD has contributed and referred to by G20 Labour and Employment Ministers: - Women at work in G20 Countries - Future of work and skills - Towards a Framework for Fair and Effective Integration of Migrants into the Labour Market</td>
<td>G20 Bad Neuenahr Summit (2017) Labour and Employment Ministers’ Declaration: Towards an Inclusive Future: Shaping the World of Work, Annex E: List of reports prepared by International Organisations</td>
<td></td>
</tr>
<tr>
<td>Skills • The G20 Skills Strategy for</td>
<td>G20 Ankara Summit (2015) Labour and</td>
<td></td>
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</tbody>
</table>
6.5. Assessment

47. The assessment of effectiveness at the level of the Committee draws on the indicators of overall and actual impact at the more granular level of the Committee’s Product Groups, while taking into account the extent to which impacts are occurring in areas of important policy needs and concerns.

48. Two of the thirteen Product Groups are assessed by at least one-half of Members as being at least of high overall impact during the 2009-16 period (see Figure 12, page 40), while all twelve Product Groups assessed for actual impact in the 2015-16 Biennium were evaluated by at least one-half of Members’ as having at least a medium actual impact (see Figure 13, page 42). This corresponds with a ‘medium’ level of effectiveness (see Table 8, below).

49. The effectiveness of the Employment, Labour and Social Affairs Committee has been enhanced through the endorsing and referencing of its products at global level by the G20, and its contributions to G20 workstreams. Therefore, the assessed level of effectiveness is augmented to “medium to high”.

50. Since effectiveness is defined as the extent to which a Committee is having a significant policy impact in areas of highest policy needs and concerns for Members, in the 2nd cycle IDE methodology, the sub-rating of relevance as identified in Table 1 is set as an upper limit on the rating of effectiveness. In the case of ELSAC, the sub-rating of relevance is “high”. The “medium to high” level of effectiveness being below that limit, it does not need to be further adjusted. The assessed level of effectiveness is therefore maintained at MEDIUM TO HIGH.

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45 This assessment of effectiveness is made as follows: 2/13 Product Groups (overall impact) + 12/12 Product Groups (actual impact) = 14/25 Product Groups (total impact) or 56%.

46 31 out of the 43 mandate objectives and expected outcomes (72%) of ELSAC mandate objectives and expected outcomes to which its Product Groups respond are well aligned with Members’ policymaking needs and concerns (see Figure 1, page 25; Figure 2, page 26; Figure 3, page 27; Figure 4, page 28), which corresponds with a “high” level of relevance.
Table 8. What has been the impact of the Committee’s work and to what extent has it been effective?

% of Product Groups for which at least one-half of Members indicate a medium or higher level of policy impacts modulated to take into account their impact at G20 level.

<table>
<thead>
<tr>
<th>Ratings</th>
<th>Very Low</th>
<th>Very Low to Low</th>
<th>Low</th>
<th>Low to Medium</th>
<th>Medium</th>
<th>Medium to High</th>
<th>High</th>
<th>High to Very High</th>
<th>Very High</th>
</tr>
</thead>
<tbody>
<tr>
<td>%</td>
<td>0% to 16%</td>
<td>17% to 23%</td>
<td>24%</td>
<td>37% to 43%</td>
<td>44% to</td>
<td>57% to 63%</td>
<td>64%</td>
<td>77% to 83%</td>
<td>84% to 100%</td>
</tr>
</tbody>
</table>

Assessment

ELSAC
7. Efficiency

51. This section presents an assessment of the extent to which the Committee is producing outputs of the requisite quality for the resources employed (technical efficiency) and how well it is functioning (process efficiency).

52. The analysis of technical efficiency is primarily based on data obtained through the PIR survey and from the PWB. These sources are complemented, when relevant, with data generated through interviews.

53. The analysis of process efficiency uses data collected from committee documentation and interviews. It focuses on how well a committee:
   - sets its policy orientations;
   - functions in the implementation of its work programme;
   - interacts across policy areas within the OECD;
   - engages with non-Members;
   - engages with other international organisations and stakeholder bodies.

7.1. How is the quality of the Employment, Labour and Social Affairs Committee’s work appreciated from an end-user perspective?

54. PIR (end-user) survey data indicates that all but one of the Committee’s thirteen Product Groups are assessed as having exceeded the quality threshold, i.e. they have been assessed by two-thirds or more of Members as being at least of a high level quality. Three Product Groups stand out in particular in terms of their quality, which is recognised as at least high by 88% or more of Members (see Figure 15, below):
   - Employment Outlook (PG1);
   - Skills Formation (PG8);
   - Social Indicators (PG11).
Figure 15. Quality of the Employment, Labour and Social Affairs Committee’s work (2009-16)

55. Feedback from policymakers, representatives of other international organisations and stakeholder bodies via interviews generally reflects the assessment made by Members via the PIR survey of the quality of the Committee’s products, namely that this has generally been at least high. Furthermore, although Product Group 7 (Management of Migration) is assessed as falling below the quality threshold (see above), interviewees have acknowledged the quality of specific products within this group.

7.2. How efficiently has the Committee been functioning?

7.2.1. Setting Committee orientations

56. The Employment, Labour and Social Affairs Committee’s current mandate dates from January 2014 and expires in December 2019. It replicates the Committee’s 2010 mandate, which incorporated a clarified set of policy objectives in addition to detailing its functioning and work modalities. The mandates of the Working Party on Employment and of the Working Party on Social Policy were also revised at the same time. In 2011, the Council approved the integration within the ELSAC substructure of the Working Party on Migration, deciding that the Working Party would no longer report directly to it.

57. Over the review period, there have been three ELSAC meetings at the Ministerial level (2009, 2011 and 2016), a High-Level Forum on Youth (2010) and a High-Level Policy Forum on Mental Health and Work (2015). In addition, the ELSAC 2011 Ministerial level meeting included a Social Policy Ministerial meeting, while two High-Level Policy Forums on Migration were held in 2009 and 2014.

58. These ministerial and high-level meetings are reported to be key events that, among their functions, help to inform and shape the Committee’s policy orientation by providing an opportunity for reflection by senior civil servants and ministers on possible issues to be addressed in future work programmes. An example of this is the mandate given to ELSAC in 2016 to prepare a new OECD Jobs Strategy.

59. The development the work programme takes place through a series of discussions and a prioritisation exercise in both the Committee and in its subsidiary bodies, with the Bureau taking relatively a minor role in the process. While an early start to prioritisation process is reported to allow time for national level consultations to take place and leads to a result that is largely satisfactory in terms of the pertinence of the topics retained, feedback from delegates also raised a number of issues, notably the number of topics presented for ranking at the outset of the exercise, the limited transparency of the process as it advances, and how funding through voluntary contributions is taken into account in the final result. Some interviewees also highlighted the risk of strategic voting and topics...
in the area of migration being at a disadvantage compared to employment and social policy issues given the profile and interests of ELSAC delegates.

7.2.2. Committee functioning

60. The Employment, Labour and Social Affairs Committee meets twice a year for two days on each occasion. Its three subsidiary bodies each meet once a year, with sessions of the Working Party on Employment often taking place back-to-back with ELSAC meetings, as was the case in 2011, 2012, 2015 and 2016. Meetings of the Committee at ministerial level or in a high-level format, in addition to helping inform and shape the Committee’s policy orientation, provide a setting where inter alia there are discussions on on-going or recently completed work.

61. Feedback from delegates on the organisation of Committee meetings is largely positive, although some also observed that meeting documentation was not always made available sufficiently early to allow delegates to full consult with colleagues in Capitals to take place in order to fully prepare discussions. Limited inter-session activity, not only between delegates but also within the Bureau, including around document approvals, was also highlighted. Specifically with respect to the preparation and follow up of ministerial and high-level meetings, some delegates observed that these activities take up a disproportionate amount of Committee time and effort. Furthermore, the use of these events as a platform for launching key publications can lead to considerable time pressures on their production, including on the provision of data and the review process by Members.

62. The three Working Parties each focus on specific areas of work falling within the Committee’s mandate:

- The Working Party on Employment works almost exclusively on the production of the annual Employment Outlook publication, although in recent years it has also been involved in the revision of the Jobs Strategy and the organisation of seminars open to a wide range of stakeholders.
- The Working Party on Social Policy addresses a range of themes including income inequality, family policy and child wellbeing, housing, and pensions. In this context it oversees the production of the biennial Society at a Glance and Pensions at a Glance publications, as well as the Pensions Outlook.

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54 See Recommendation N°2 of the 1st Cycle IDE.
56 A product developed jointly with the Committee for Financial Markets and the Insurance and Private Pensions Committee
- The Working Party on Migration oversees the production of the annual International Migration Outlook, an activity supported by the SOPEMI network, as well as overseeing the production of reports notably on national migration policies and thematic papers on topics such the fiscal impact of migration.

63. Also within the Committee substructure, providing a formal horizontal link with the Education Policy Committee, is the Board of Participating Countries for PIAAC, which oversees the implementation of the Part II Programme for the International Assessment of Adult Competencies.

64. The ELSAC bureau includes the Chairs of the Committee’s Working Parties as ex officio members. The holding of Working Party on Employment meetings back-to-back with the Committee, along with the specific focus of its work on preparing the Employment Outlook, has facilitated coordination and information flows between these two bodies, including through the participation of its Chair in Committee meetings. By contrast, despite the membership of Chairs of the Working Party on Social Policy and the Working Party on Migration of the ELSAC bureau, their participation in meetings is limited. More generally, there is no systematic reporting by any of the Working Party Chairs to the Committee on the work done in these bodies.

7.2.3. Dissemination

65. The Employment, Labour and Social Affairs Committee’s mandate indicates that it disseminates results through publication of studies and participation in conferences and meetings.

66. In this context, over the review period the Committee has on several occasions aligned the publication of important reports with high-visibility events, such as High-level Forums or Ministerial meetings. An example of this is the release of the International Migration Outlook 2014 at the High-Level policy Forum on Migration in December 2014, another one the launch of the 2017 Employment Outlook on the occasion of the High-Level Policy Forum on the revised OECD Jobs Strategy in June 2017. The Committee has also in some instances linked publications and high-visibility events to OECD legal instruments. This is illustrated by the launching of the synthesis report Fit Mind, Fit Job: From Evidence to Practice in Mental Health and Work during the 2015

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57 Twenty-nine Members and two non-Members participate in the SOPEMI network, which is composed of national correspondents nominated in agreement with the respective national authorities through their Working Party Delegates. Correspondents are either independent experts or civil servants in charge of migration issues. Every year they are provided with guidelines describing the main issues to be covered in their national reports, and identify specific issues to be studied more in depth. The network meets annually allowing an exchange views and discuss selected topics.

58 See 7.2.4.

59 C(2014)87

60 DELSA/ELSA/M(2013)2

61 DELSA/ELSA/M(2017)1
High-Level Policy Forum on Mental Health and Work, which paved the way for the Recommendation of the Council on Integrated Mental Health, Skills and Work Policy.\textsuperscript{62}

67. Feedback from interviewees indicates that the coupling of events and the launching of key publications is seen as providing an effective way of disseminating the Committee’s key products, and that delegates play an important role in relaying its products more generally to their domestic policy communities. However, the Committee does not have in place a strategy on communications and dissemination and has not, during the course of the review period, had a discussion on the development of a more strategic approach to promoting the impact of its work, other than in the broader context of discussions related to work programme development.\textsuperscript{63}

7.2.4. Interactions within the OECD structure

7.2.4.1 Involvement in and contribution to the Skills Strategy Horizontal Project

68. The Skills Strategy Horizontal Project was undertaken in the 2011-12 Biennium, culminating in the delivery of a report to the 2012 Meeting of the Council at Ministerial Level.\textsuperscript{64} As one of the core Committees,\textsuperscript{65} the Employment, Labour and Social Affairs Committee reviewed the Project proposal in 2011\textsuperscript{66} and was then regularly informed during meetings of its developments. Delegates provided comments and suggestions during the implementation and finalisation phases, and contributed to reflections on its mainstreaming within the Organisation.\textsuperscript{67} The Committee focused in particular on how data generated through the Programme for the International Assessment of Adult Competencies (PIAAC) (see below section 7.2.4.2) were used in the Skill Strategy.

69. A Skills Strategy Advisory Group was established in 2010 and tasked with providing strategic direction and acting as a point of liaison with the core Committees, constituting a channel through which they could provide advice on the development of the Project. Made up of members drawn from ELSAC, the CERI Governing Board, EDPC, LEED and the Committee on Fiscal Affairs, the Advisory Group held its first meeting towards the end of 2010, and then continued to meet regularly through to 2012 when the Skills Strategy report was delivered.\textsuperscript{68}

70. The results of the completed Project were mainstreamed into the ELSAC’s work programme giving rise to the Skills Outlook publication, the first of which was published

\textsuperscript{63}DELSA/ELSA(2015)19, DELSA/ELSA/M(2015)2
\textsuperscript{64}C/MIN(2012)4
\textsuperscript{65}The Directorate for Education and Skills was responsible for leading the Project for the Secretariat, with a range of directorates participating. The EDPC, CERI and ELSAC, along with the CFA, the EDRC, CIIE, LEED and the Development Centre were involved in and contributed to the Project.
\textsuperscript{66}DELSA/ELSA/M(2011)1
\textsuperscript{67}DELSA/ELSA/M(2012)1/REV1, DELSA/ELSA/M(2012)2/REV1, DELSA/ELSA/M(2013)2 and DELSA/ELSA/M(2014)1
\textsuperscript{68}EDU(2010)8, C(2013)143
in 2013, and followed up by new methodologies for working with national administrations to support the development of national skills strategies in nine Members and one Partner to date. In addition, a first Skills Summit was held in 2016 and an update of the Skills Strategy is currently under preparation.\textsuperscript{69}

71. After the initial Project was completed, the Advisory Group was maintained and has continued to meet two or three times a year in the framework of Skills Strategy’s mainstreaming and follow-up activities. Representation in the Advisory Group has expanded to include the EDRC, and CIIE. It has also become common practice for Permanent Delegations to attend the meetings of the Advisory Group.

72. Although the Committee has been regularly informed on progress during the mainstreaming and follow-up phases of the Skills Strategy, feedback from ELSAC delegates suggests that their awareness of it is at best limited, mirroring the relatively limited extent to which they are directly involved in the Skills Strategy Advisory Group.

7.2.4.2 Other cases of horizontal working and linkages

73. The Employment, Labour and Social Affairs Committee has institutional links with the Education Policy Committee (EDPC) via the Programme for the International Assessment of Adult Competencies (PIAAC), created in 2007\textsuperscript{70} whose Board of Participating Countries (BPC) is a joint subsidiary body of the two Committees. In this context, the mandate of the PIAAC BPC indicates that it shall maintain close working relationships with the Education Policy Committee and with the Employment, Labour and Social Affairs Committee.

74. Since the creation of the Programme, ELSAC has been informed of its work and, on occasion, discussed specific issues related to the Programme,\textsuperscript{71} notably in the context of improving the coverage of immigrants in the survey sample\textsuperscript{72} and on the use of data in the development of the Skills Strategy.\textsuperscript{73} There has also been a degree of cross-participation of PIAAC BPC delegates with ELSAC and the EDPC, which has provided a means of informal coordination and information exchange between these bodies. Latterly, one of the BPC co-chairs presented the first round of the Survey of Adult Skills and the planned steps for the second round to the Committee.\textsuperscript{74} However, there is no regular reporting on PIAAC activities to the Committee.

75. Another channel through which ELSAC has been supposed to engage with the EDPC, including in the context of PIAAC, is the INES Advisory Group.\textsuperscript{75} However, this

\textsuperscript{69} EDU/EDPC/RD(2016)23, EDU/EDPC(2017)12
\textsuperscript{71} DELSA/ELSA/M(2009)1, DELSA/ELSA/M(2013)1
\textsuperscript{72} DELSA/ELSA/M(2010)2
\textsuperscript{73} DELSA/ELSA/M(2014)1
\textsuperscript{74} DELSA/ELSA/M(2016)1
\textsuperscript{75} The INES (Indicators of Education Systems) Advisory Group was established as a coordination body of the EDPC, and its INES Working Party on which ELSAC is represented along with the CERI Governing Board and the PISA Governing Board.
body has not met since 2014 after several members left and it was not possible to attract new ones.

76. The ELSAC has recently launched a reflection on how it could strengthen its exchanges with EDPC, one option considered is through the Group of National Experts on Vocational Education within which there has been some limited cross-participation of delegates. It is in this context that possibility of making this group a joint subsidiary body of the two Committees.  

77. During the review period, ELSAC has led or is leading a number of cross-cutting initiatives, namely:

- the horizontal project on Ensuring the Effective Integration of Vulnerable Migrant Groups, launched in 2017, which is being conducted with the involvement of the Education Policy Committee (EDPC), the Regional Development Policy Committee (RDPC), the Local Economic and Employment Development (LEED) Programme, the Development Assistance Committee (DAC), the Economic Policy Committee (EPC), and the Committee on Statistics and Statistical Policy (CSSP);  

- the development of a new Jobs Strategy, launched in 2016, in collaboration with the Economic Policy Committee (EPC);  

- the development with the Health Committee of the Recommendation of the Council on Integrated Mental Health, Skills and Work Policy in the framework of the 2015-16 Biennium;  

- the horizontal project entitled Generation Next: How to Prevent Ageing Unequally conducted jointly with the Health Committee in the 2015-16 Biennium, with contributions from the Public Governance Committee and the CSSP;  

- the Gender Initiative horizontal project, conducted during the 2011-12 Biennium, which resulted in the Recommendation of the Council on Gender Equality in Employment, Education And Entrepreneurship, to which contributions were programmed from Committee on Industry, Innovation and Entrepreneurship (CIIE), Committee on Digital Economy Policy (CDEP), Committee on Scientific and Technology Policy (CSTP), Committee on Financial Markets (CMF), Insurance and Private Pensions Committee (IPPC), DAC and CSSP.

78. The Committee has been involved in and/or contributed to the following projects:

76 DELSA/ELSA(2016)14, DELSA/ELSA/M(2016)2
77 C(2017)106
78 COM/ECO/CPE/WP1/DELSA/ELSA/WP5(2016)1
79 C(2015)173
80 C(2015)51/REV1
81 C/MIN(2013)5/FINAL
• Inclusive Growth, as one of the ten core Committees providing guidance and oversight of the core deliverables;\(^{82}\)

• Going Digital: Making the Transformation Work for Growth and Well-being, as one of the 14 contributing Committees;\(^ {83}\)

• the Strategy on Development, through the implementation of two initiatives, namely the cross-cutting theme of Gender, Equality and Women’s Empowerment and, in collaboration with the Development Centre, the project on Addressing the Challenges of Migration and Development;\(^ {84}\)

• New Approaches to Economic Challenges (NAEC), through the conducting of a number of projects, for example on the topics of trends in income inequality and its impact on economic growth, and job quality.\(^ {85}\)

79. Delegates generally observed that reporting on and visibility of horizontal work and, in particular, horizontal projects, had improved over the review period. Some, however, highlighted that following the considerable number of horizontal initiatives being undertaken at any one time was becoming increasingly difficult.

7.2.5. Global engagement

80. The Employment, Labour and Social Affairs Committee has updated its global relations strategy twice over the review period, first in 2011\(^ {86}\) and then again in 2015. The first of these initiatives acknowledged the limited scope and ambition of the earlier strategy, aiming primarily at strengthening engagement with Key Partners and reaching out to other Partners through coordinated and cooperative efforts with other international organisations.\(^ {87}\)

81. As a result, all Key Partners were made Invitees in the Committee and by 2015 were covered in all the relevant publications. The Committee has also started to engage with Partners through Regional and Country Programmes in the context of which a number of policy reviews have been conducted. The OECD Korea Centre also provides a means of reaching out to Partners in the Asia/Pacific region in the fields of social policy and pension analysis.

82. The Committee’s 2015 update of its global relations strategy continues to build on the thrust given by its 2011 strategy vis-à-vis the Key Partners, and Partners more generally, while acknowledging the increasing focus on social, employment and migration issues in a developing and emerging economy context.

83. Key milestones in non-Member engagement are presented below (see Table 9, below).

82 C(2017)106
83 C(2017)106
84 SG/SD(2017)1
86 See Recommendation N°3 of the 1\(^ {st}\) Cycle IDE.
87 DELSA/ELSA(2011)2
### Table 9. Milestones in non-Member engagement

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<th>Year</th>
<th>Council</th>
<th>Employment, Labour and Social Affairs Committee</th>
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84. Partner attendance in meetings in ELSAC and its substructure has been relatively low over the review period, particularly in 2013 and 2015. It has, however, in the two most recent years picked up to reach its highest level in 2017, primarily as a result of increased Key Partner attendance in the Working Party on Employment and other Partners attending ELSAC meetings (see Figure 16, below).
7.2.6. Engagement with other international organisations and relevant stakeholders

85. ELSAC has a close working relationship with the International Labour Organization (ILO) with which its shares areas of interest. The importance of this relationship is highlighted in the ELSAC mandate which emphasises the need for coordinated and complementary work programmes, the conducting joint projects and the sharing of experience and expertise with other international organisations, the ILO in particular. It is in this context that the ILO participates as an observer in meetings at all levels of the Committee and both organisations have cooperated on several initiatives, for instance, the annual roundtable on labour migration (organised jointly with the Asian Development Bank Institute).88

86. The complementary nature of the work of the Committee’s and the ILO is acknowledged by interviewees, for example in the case of the Employment Outlook and the World Employment and Social Outlook publications, with the latter providing broader geographical coverage and addressing issues outside the scope of the Employment

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Outlook. Another example of this complementarity is in the two organisations’ approaches, one being more rights-based whereas the other has an economic focus. Interviewees also observed that on issues of common interest, such as collective bargaining or the future of work, exchanges data and analyses takes place.

87. The Committee also cooperates with the ILO, the World Bank and the IMF in providing support to the G20.89

88. Engagement with other international organisations tends to focus on specific initiatives such as the 2016 OECD-UNHCR joint high-level conference on international migration,90 or, for example, seminars with World Bank economists in the framework of the Centre for Opportunity and Equality to which ELSAC is contributing.

89. With respect to the institutional social partners, a longstanding arrangement was for informal sessions with BIAC and TUAC to be held prior to meetings of ELSAC and meetings the Working Party on Employment during comments were invited on specific chapters of the Employment Outlook. In 2010, the Committee addressed the issue of how it engaged with the institutional social partners, giving the Bureau mandate to enter into discussions with them.9192 The outcome of this initiative was an agreement by which BIAC and TUAC would be invited to participate in one or two selected items on the agenda of each ELSAC meeting.93

90. In 2014, the Working Party on Employment discussed whether to change how it engaged with BIAC and TUAC, concluding that the prevailing practice of holding an informal consultation prior to the meeting of the Working Party should be maintained. It was, however, agreed that the institutional social partners would be invited to participate fully in any special seminar held back-to-back with the Working Party meeting.94 In the case of the Working Party on Migration and the Working Party on Social Policy, BIAC and TUAC are invited to contribute to the work on an ad hoc basis.

91. In 2016, the Committee agreed to broaden its engagement with BIAC and TUAC by inviting them to participate directly in any agenda item that does not culminate in a decision, so as to allow the Committee to benefit from their advice and views in cross-country policy discussions and studies.95

92. Feedback from delegates is supportive of the evolution in the way the Committee engages with BIAC and TUAC, highlighting the balanced nature of most recently agreed arrangements that allow valuable contributions from key stakeholders to enrich discussions while maintaining the Committee as a setting in which Members continue to have an

90 DELSA/ELSA(2016)1
92 See Recommendation N°4 of the 1st Cycle IDE.
94 DELSA/ELSA/WP5/M(2014)1
95 DELSA/ELSA/M(2016)2
opportunity to hold discussions amongst themselves when necessary. The importance of the Committee for BIAC and TUAC is reflected in their interest in making the most of the current opportunities to engage with it, which recently included their participation in its 2016 meeting of the Employment, Labour and Social Affairs Committee at Ministerial Level and the continued appetite, as expressed by interviewees, to further strengthen their involvement in and contribution to its work.

7.3. Assessment

93. The assessment of efficiency draws primarily on the above indicator of the quality of the Committee’s products, while taking into account their cost to the Part I Budget (technical efficiency). It also considers how well the Committee has been functioning during the review period (process efficiency).

94. Twelve out of the Committee’s thirteen Product Groups accounting for 97% of the Committee’s allocated Part I budget are assessed by at least two-thirds of Members’ as being of high or very high quality (see Figure 15, page 59). In the light of these results, the Committee is assessed as being “Very High” in terms of technical efficiency (See Table 10, below).

95. The evaluation indicates that there have been some areas where there have been shortfalls in the Committee’s process efficiency during the review period, notably with respect to strengthening the role of the bureau (e.g. in the process to develop the Committee’s work programme and reporting from subsidiary bodies), reinforcing horizontal links with the Education Policy Committee (EDPC) and fostering greater inter-session activity.

96. Taking into account the observations mentioned above, the overall assessment of efficiency is **HIGH TO VERY HIGH**.

---

96 See Annex C for each of the Product Groups’ Part I Budget allocation and share.
Table 10. How is the quality of the Committee’s work appreciated from an end-user perspective?

| % of Product Groups for which at least two-thirds of Members indicate a high or very high level of quality (modulated to take into account shortfalls in the Committee’s process efficiency) |
|---|---|---|---|---|---|---|---|
| Ratings | Very Low | Very Low to Low | Low | Low to Medium | Medium | Medium to High | High | High to Very High | Very High |
| % | 0% to 16% | 17% to 23% | 24% to 36% | 37% to 43% | 44% to 56% | 57% to 63% | 64% to 76% | 77% to 83% | 84% to 100% |

Assessment

ELSAC
## Annex B. DETAILED LIST OF PRODUCT GROUPS

<table>
<thead>
<tr>
<th>Product Groups</th>
<th>Products</th>
<th>Years</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Chapters in OECD Employment Outlook</td>
<td></td>
</tr>
<tr>
<td></td>
<td>All in it together? The experience of different labour market groups following the crisis (2013)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>OECD Social, Employment and Migration Working Papers</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Retour à l'emploi des chômeurs seniors français ayant bénéficié d'un accompagnement renforce vers l'emploi en 2009 et 2010 :Enquête auprès des salariés licenciés pour motif économique et des publics en difficultés d'insertion, No. 156 (2014, available in French only)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Inequality, Poverty and Social Policy: Recent Trends in Chile, No. 85 (2009)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Older Workers: Recent Policy Initiatives and Labour Market Developments (including policy summaries for 21 countries and the OECD country scoreboard on older workers)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Tackling Inequalities in Brazil, China, India and South Africa, The Role of Labour Market and Social Policies (2010)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Top incomes, inequality and tax policy: Information note for meeting of Working Party on Social Policy</td>
<td></td>
</tr>
<tr>
<td>PG3: Labour Market Policies</td>
<td>Reports and country reviews on Activation Policies</td>
<td>2009-14</td>
</tr>
<tr>
<td>-----------------------------</td>
<td>--------------------------------------------------</td>
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</tr>
<tr>
<td>Connecting People with Jobs: Activation Policies in the United Kingdom</td>
<td>(2014)</td>
<td></td>
</tr>
<tr>
<td>Activating Jobseekers: Lessons from seven OECD countries</td>
<td>Employment Outlook 2013 - Chapter III</td>
<td></td>
</tr>
<tr>
<td>Activating Jobseekers, How Australia Does It</td>
<td>(2012)</td>
<td></td>
</tr>
<tr>
<td>Connecting People with Jobs: a new series of Activation Policy Reviews</td>
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<td></td>
</tr>
<tr>
<td>OECD Social, Employment and Migration Working Papers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Catastrophic Job Destruction</td>
<td>No. 152, (2013)</td>
<td></td>
</tr>
<tr>
<td>An Overview of Australia’s System of Income and Employment Assistance for the Unemployed</td>
<td>No. 129 (2012)</td>
<td></td>
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<tr>
<td>The Labour Market Effects of Unemployment Compensation in Brazil</td>
<td>No. 119 (2011)</td>
<td></td>
</tr>
<tr>
<td>Sickness, Disability and Work: Breaking the Barriers:</td>
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<tr>
<td>A Synthesis of Findings across OECD Countries</td>
<td>(2010)</td>
<td></td>
</tr>
<tr>
<td>Canada: Opportunities for Collaboration</td>
<td>(2010)</td>
<td></td>
</tr>
<tr>
<td>Sweden Will the Recent Reforms Make It?</td>
<td>(2010)</td>
<td></td>
</tr>
<tr>
<td>Labour Market Programme Data</td>
<td></td>
<td></td>
</tr>
<tr>
<td>How good is your job? Measuring and assessing job quality</td>
<td>(Employment Outlook 2014, chapter III)</td>
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</tr>
<tr>
<td>Note on Job Quality</td>
<td>Seminar on Job Quality OECD 5 April 2013</td>
<td></td>
</tr>
<tr>
<td>Other publications</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The Labour Market Effects of Social Protection Systems in Emerging Economies, (Chapter 2 of OECD Employment Outlook 2011)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Meeting of Meeting of Employment and Labour Ministers (Paris, September 2009):
- Draft Agenda [DELSA/ELSA/MIN/A(2009)1]
- Issues for Discussion [DELSA/ELSA/MIN(2009)2]
- The jobs crisis: what are the implications for employment and social policy? [DELSA/ELSA/MIN(2009)3]
- Maintaining the activation stance during the crisis [DELSA/ELSA/MIN(2009)4]
- Helping youth to get a firm foothold in the labour market [DELSA/ELSA/MIN(2009)5]

High-level Policy Forum on Sickness and Disability Policy Challenges in OECD Countries** May 2009, Stockholm, Sweden

Online OECD Employment database
- Maintaining the activation stance during the crisis [DELSA/ELSA/MIN(2009)4]

PG4: Labour Market Inclusion


Mental Health and Work
- Fit Mind, Fit Job: From Evidence to Practice in Mental Health and Work (2015)
- Mental Health and Work Expert Seminar (April, 2013)
- Sick on the Job? Myths and Realities about Mental Health at Work (2012)


Gender Equality
- Building an Inclusive Mexico - Policies and Good Governance for Gender Equality (2017)
- Closing the Gender Gap: Act Now (2012)

OECD Gender data portal

Youth
Investing in Youth: Lithuania (2016); Latvia (2015); Tunisia (2015)

OECD Social, Employment and Migration Working Papers

How demanding are eligibility criteria for unemployment benefits, quantitative indicators for OECD and EU countries No. 166 (2015)
What Drives Inflows into Disability? Evidence from Three OECD Countries: Australia, Switzerland, United Kingdom, No. 117 (2011)
Distributional Consequences of Labor Demand Adjustments to a Downturn: A Model-Based Approach with Application to Germany 2008-09, No. 110 (2010)
Minimum Income Benefits in OECD Countries, No. 100 (2010)

Benefits and Wages: OECD Indicators

Employment Database (2016)
Building More Resilient and Inclusive Labour Markets
Ministerial Declaration (2016)
Issues paper (2016)
Labour Ministerial meeting website (2016)
High-Level Policy Forum, The Hague, Netherlands (March 2015)
2nd G20-OECD Conference on Promoting Quality Apprenticeships, Antalya, Turkey (February 2015)

PG5: Integration of Immigrants

Chapters in Matching Economic Migration with Labour Market Needs (2014)
Immigrant skills, their measurement, use and return: a literature review
The qualifications of immigrants and their value in the labour market: a comparison of Europe and the United States
Demographic change and the future of the labour force in the EU27, in other OECD countries and selected large emerging economies
Migration in Europe – an overview of results from the 2008 immigrant module with implications for labour migration

Indicators of Immigrant Integration – Settling In 2012 and 2015

OECD Social, Employment and Migration Working Papers
A New Profile of Migrants in the Aftermath of the Recent Economic Crisis, No. 160 (2015)
The Labour Market Integration of Immigrants and their Children in Switzerland, No. 128 (2012)
The Labour Market Integration of Immigrants and their Children in Austria, No. 127 (2011)

Jobs for Immigrants
Volume 4, Labour Market Integration in Italy (2014)
Volume 3, Labour Market Integration in Austria, Norway and Switzerland (2012)
Other publications


Matching Economic Migration with Labour Market Needs (2014)

Matching Economic Migration with Labour Market Needs in Europe (2014)

Untapped skills: Realising the Potential of Immigrant Students (2012)

Naturalisation: a passport for the better integration of immigrants (2011)

Chapter in International Migration Outlook 2013

Discrimination against immigrants – measurement, incidence and policy instruments

The Fiscal Impact of Immigration in OECD Countries

Conferences and seminars

Seminar on follow-up to the jobs for immigrants project (5 June 2013) and compilation of Recent policy developments in the labour market integration of immigrants and their children

OECD/CEPII conference on Immigration in OECD Countries: Selecting and Integrating Skilled Migrants (December 2012, Paris)

Joint Workshop on Disability and Migration with the Working Party No. 1 on Macro-Economic and Structural Policy Analysis


OECD High-Level Policy Forum on Migration (December 2014, Paris)

Making the most of young migrants’ skills Joint UNFPA-ASRO/OECD Conference, Tunis May 2013


Labour Migration in Asia, ADBI-OECD-ILO Publications

Labor Migration in Asia – Building Effective Institutions (2016)

Building Human Capital through Labour Migration in Asia (2015)

Labor Migration, Skills & Student Mobility in Asia (2014)

Managing Migration to Support Inclusive and Sustainable Growth (2013)

Other publications


OECD Social, Employment and Migration Working Papers

Are Recent Immigrants different? A new profile of Immigrants in the OECD based on DIOC 2005/06, No. 126 (2011)

Managing Highly-Skilled Labour Migration: A Comparative
Analysis of Migration Policies and Challenges in OECD Countries, No. 79 (2009)

Children of Immigrants in the Labour Markets of EU and OECD Countries: An Overview, No. 97 (2009)

International Migrants in Developed, Emerging and Developing Countries: An Extended Profile, No. 114 (2009)

Update and extension of the OECD International Migration Database

Round Tables on Labour Migration
- Second OECD/ADBI Round Table on labour migration (January 2012, Tokyo)
- Second ADBI/OECD Round Table on Labour Migration in Asia (June 2012, Paris)
- First OECD/ADBI Round Table on Labour Migration (January 2011, Tokyo)

Conferences and workshops
- Conference on Identifying and Mobilising Migrants’ Skills for Development (October 2012, Paris)
- Conference on The Economic Impact of Migration in Latvia and other Baltic States (December 2012, Riga)
- Policy brief on Harnessing the Skills of Migrants and Diaspora to Foster Development: Policy Options (jointly with the French Ministry of Foreign Affairs)
- Recent developments in international migration, in China, India and Indonesia [DELSA/ELSA/WP2(2011)8]

PG7: Management of Migration

Migration Policy Debates (Refugee Crisis)
- Are there alternative pathways for refugees? (n° 12, 2016)
- Hiring refugees - What are the opportunities and challenges for employers? (n° 10, 2016)
- Is this humanitarian migration crisis different? (n° 7, 2015)
- How will the refugee surge affect the European economy? (n° 8, 2015)
- Can we put an end to human smuggling? (n° 9, 2015)

Recruiting immigrant workers (Sweden 2011; Germany 2013; New Zealand 2014; Austria 2014; Norway 2014; The Netherlands 2016; Europe 2016)


Fiscal Impact of Immigration
- The Fiscal Impact of Immigration in OECD Countries, Chapter in International Migration Outlook 2013 (2013)

Other publications
- Matching economic migration with labour market needs, joint EU OECD project (2014)
### The Demography of Occupational Change and Skill use among Immigrants and the Native-born (2014)

### Free Movement of Workers and Labour Market Adjustment. Recent Experiences from OECD countries and the European Union (2012)

Recent Trends in Family Migration and Labour Market Outcomes Of family Migrants in the OECD [DELSA/ELSA/WP2(2013)1]

Conditions for Family Reunification in Europe and the Role of the European Court of Justice [DELSA/ELSA/WP2(2013)2]

Conferences, seminars and workshops and relevant documentation

Joint OECD-Department of Homeland Security (USA) Seminar on Adapting to changes in Family migration (Washington, November 2013)


OECD/EC conference on Growing Free Labour Mobility Areas And Trends In International Migration (Brussels, November 2011)

OECD-DIHK employer survey 2011 presentation at the Federal Ministry of Labour (Berlin, December 2011)

### PG8: Skills Formation

| Back to Work: Improving the Re-employment Prospects of Displaced Workers: Australia (2016); Denmark (2016); Finland (2016); United States (2016); Canada (2015); Japan (2015); Korea (2015); Sweden (2015) |
| World Indicators of Skills for Employment (WISE) database |

OECD Social, Employment and Migration Working Papers

- Same Same but Different: School-to-Work Transitions in Emerging and Advanced Economies, N° 154 (2014)

Youth and the Labour Market

- Investing in Youth: Brazil (2014)
- Options for an Irish Youth Guarantee (2014)
- Promoting Better Labour Market Outcomes for Youth (2014)
- Off to a Good Start? Jobs for Youth (2010)


Displaced Workers and the Labour Market

- Back to Work: Re-employment, Earnings and Skill Use after Job Displacement: Helping displaced workers back into jobs by maintaining and upgrading their skills (2013)
- Helping Displaced Workers Back into Jobs after a Natural Disaster: Recent Experiences in OECD Countries OECD Social, Employment and Migration Working Papers No.142 (2012)
OECD Social, Employment and Migration Working Papers

Trends in Job Skill Demands in OECD Countries No. 143 (2012)
Right for the Job: Over-Qualified or Under-Skilled? No. 120 (2011)
Over-Qualified or Under-Skilled: A Review of Existing Literature No. 121 (2011)
Going Separate Ways? School-to-Work Transitions in the United States and Europe No. 90 (2009)

PIAAC
Preparing for the first international comparative report
Field test goals, assessment design, and analysis plan for the direct assessment
Progress report - May 2010
Preparing for the PIAAC main survey: identifying and addressing issues with the test delivery platform
[COM/DELSA/EDU/PIAAC(2010)9]
Preparations for the PIAAC field trial
[COM/DELSA/EDU/PIAAC(2009)12]
Towards an analysis and reporting plan for PIAAC
Outcomes of the JRA Pilot Study
[COM/DELSA/EDU/PIAAC(2009)2]
Outcomes of the JRA Pilot Study: Annex 1
[COM/DELSA/EDU/PIAAC(2009)2/ANN1]

Skills and the Labour market
OECD Skills Outlook 2013: How skills are used in the workplace (2013)
Chapters in Employment Outlook:
The role of skills in early labour market outcomes and beyond (2014)
Right for the Job: Over-Qualified or Under-Skilled? (2011)
OECD Note on Quality Apprenticeships (2012)
Skills for new jobs [DELSA/ELSA(2010)8]

PG9: Income Distribution and Poverty

Inequality and Income Distribution Monitoring of inequality:- OECD Income Distribution Database
Workshop on Understanding the Socio-economic Divide in Europe (Paris, January 2017)
OECD Inequality Update 2016 Income inequality remains high in the face of weak recovery
Non-standard work, job polarisation and inequality (2015)
Top Incomes and Taxation in OECD Countries: Was the crisis a game changer? (2014)
Trends in Income Inequality and its Impact on Economic Growth (2014)
Crisis squeezes income and puts pressure on inequality and poverty (2013)
Top Incomes, Inequality and Tax Policy: Information Note for Meeting of Working Party on Social Policy
[DELSA/ELSA/WP1/RD(2010)3]
Income Inequality and Poverty
OECD Income Distribution Database, including Compare your Country - Income Distribution and Poverty and Income Distribution and Poverty: Data, Figures, Methods and Concepts
OECD Social, Employment and Migration Working Paper
Money or Kindergarten? Distributive Effects of Cash Versus In-Kind Family Transfers for Young Children, No. 135 (2012)
Income Distribution and Poverty in Russia, No 132 (2012)
The Impact of Publicly Provided Services on the Distribution of Resources: Review of New Results and Methods, No 130 (2012)
Inequality, Poverty and Growth
In It Together: Why Less Inequality Benefits All (2015)
Focus on Inequality and Growth (2014)
Rising Inequality: Youth and Poor Fall Further Behind (2014)
United States: Tackling High Inequalities Creating Opportunities for All (2014)
Trends in Poverty and Inequality in Indonesia (2013)
Redistribution Policy in Europe and the United States (2013)
Divided we Stand: Why Inequality Keeps Rising (2011)
Policy Forum: How to address Inequality and Poverty in South Africa (June 2011, Pretoria)
Inequality, Poverty and Social Policy: Recent Trends in Chile, OECD Social, Employment and Migration Working Papers No. 85 (2009)
Inequality and the Labour Market
Tackling Inequalities in Brazil, China, India and South Africa, The Role of Labour Market and Social Policies (2010)

PG10: Meeting Demographic Challenges
Pensions
Pensions at a Glance
Pensions at a Glance: Latin America and Caribbean 2014
Pensions at a Glance Asia/Pacific 2009, 2013 and 2015
Pensions at a Glance Asia 2011

IN-DEPTH EVALUATION OF THE EMPLOYMENT, LABOUR AND SOCIAL AFFAIRS COMMITTEE
IN-DEPTH EVALUATION OF THE EMPLOYMENT, LABOUR AND SOCIAL AFFAIRS COMMITTEE

Pension Policy Notes and Reviews (2015)

OECD Social, Employment and Migration Working Papers
Filling the Pension Gap: Coverage and Value of Voluntary Retirement Savings, No. 69 (2009)
Investment Risk and Pensions, No. 70 (2009)
Pensions, Purchasing-Power Risk, Inflation and Indexation, No. 77 (2009)
Pension Schemes for the Self-Employed in OECD Countries, No. 84 (2009)
Pension Reform in Chile Revisited: What Has Been Learned? No. 86 (2009)
Should Pension Systems Recognise "Hazardous and Arduous Work"? No. 91 (2010)
Pension Entitlements of Women with Children: The Role of Credits within Pension Systems in OECD Countries, [DELSA/ELSA/WP1(2009)8]

OECD Pensions Indicators
Pensions Database

PG11: Social Indicators

Society at a Glance 2009-16
2014 (Chapter The crisis and its aftermath: A stress test for societies and for social policies and the social impact of crisis - Compare your Country)
2011
2009 OECD Social Indicators

Families and children
Dare to Share: Germany's Experience Promoting Equal Partnership in Families (2017)
Parental leave: Where are the fathers? (2016)
Fathers’ leave and its use (2016)
Enhancing Child Well-Being to Promote Inclusive Growth [DELSA/ELSA(2016)7/REV1]
Who uses childcare? Background brief on inequalities in the use of formal early childhood education and care (ECEC) among very young children (2016)
Be Flexible! Background brief on how workplace flexibility can help European employees to balance work and family (2016)
Walking the tightrope: Background brief on parents’ work-life balance across the stages of childhood (2016)
Integrating Social Services for Vulnerable Groups: Bridging
Sectors for Better Service Delivery (2015)

Contribution to Overview paper on resilient economies and societies (2014)

Society at a Glance Asia/Pacific 2009, 2011 and 2014

OECD Social, Employment and Migration Working Papers

Faces of Joblessness Characterising Employment Barriers to Inform Policy, No. 192 (2016)
Are Recipients of Social Assistance ‘Benefit Dependent’? Concepts, Measurement and Results for Selected Countries, No. 162 (2015)
Economic Determinants and Consequences of Child Maltreatment, No 111 (2011)
Early Maternal Employment and Child Development in Five OECD Countries, No 118 (2011)
Redistribution Policy and Inequality Reduction in OECD Countries: What Has Changed in Two Decades? No 122 (2011)
Israeli Child Policy and Outcomes No. 104 (2010)
Work, Jobs and Well-Being across the Millennium, No. 83 (2009)
Towards a Framework for Assessing Family Policies in the EU, No. 88 (2009)
How Expensive is the Welfare State? No. 92 (2009)
The Welfare Effects of Social Mobility No. 93 (2009)
Happiness and Age Cycles - Return to Start...? On the Functional Relationship between Subjective Well-Being and Age No. 99 (2009)

Statistics and Indicators
Indicators of Efficiency on benefit adequacy, work incentives and social protection coverage (2016)
Social Expenditure Database (SOCX) (Update 2014, 2016)
Doing Better for Families (2011)
OECD Family database
OECD Social Expenditure Statistics
Tax and Benefit Systems: OECD Indicators
OECD Social Policy Statistics portal

Publications and policy briefs
Parental leave: Where are the fathers? (2016)

Safety Nets and Benefit Dependence

**PG12: Social Policy Challenges**

Affordable Housing

- **OECD Affordable Housing Database**
- Policies to promote access to good-quality affordable housing in OECD countries (2016)
- Housing Policy in Chile – A case study on two housing programmes for low-income households (2016)
- Policies to promote access to good-quality affordable housing [OECD Social, Employment and Migration Working Papers No. 176 (2016)]

Integrating The Delivery Of Social Services For Vulnerable Groups (2015)


Comparing the effectiveness and efficiency of family cash benefits and services [DELSA/ELSA/WP1(2014)4]

Ministerial Meeting and Social Policy Forum (Paris, May 2011)


**PG13: Skills Strategy**


Skills Strategy Portal

2011-12 and 2015-16
Annex C. OUTPUT AREA 2.1.4 AND OUTPUT GROUP GROUP 2.2 (2009-2016) – BUDGET (PWB)

<table>
<thead>
<tr>
<th>Product Group</th>
<th>Base Part I</th>
<th>CPF</th>
<th>Part I (Total)</th>
<th>Share of total Budget</th>
</tr>
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<tbody>
<tr>
<td>PG1: Employment Outlook</td>
<td>10 552,41</td>
<td>0,00</td>
<td>10 552,41</td>
<td>22,3%</td>
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<tr>
<td>PG2: Labour Market Developments</td>
<td>2 276,76</td>
<td>0,00</td>
<td>2 276,76</td>
<td>4,8%</td>
</tr>
<tr>
<td>PG3: Labour Market Policies</td>
<td>3 763,54</td>
<td>367,00</td>
<td>4 130,54</td>
<td>8,7%</td>
</tr>
<tr>
<td>PG4: Labour Market Inclusion</td>
<td>3 945,64</td>
<td>1 081,00</td>
<td>5 026,64</td>
<td>10,6%</td>
</tr>
<tr>
<td>PG5: Integration of Immigrants</td>
<td>1 741,00</td>
<td>0,00</td>
<td>1 741,00</td>
<td>3,7%</td>
</tr>
<tr>
<td>PG6: International Migration Outlook</td>
<td>6 913,85</td>
<td>0,00</td>
<td>6 913,85</td>
<td>14,6%</td>
</tr>
<tr>
<td>PG7: Management of Migration</td>
<td>1 604,00</td>
<td>0,00</td>
<td>1 604,00</td>
<td>3,4%</td>
</tr>
<tr>
<td>PG8: Skills Formation</td>
<td>2 055,63</td>
<td>0,00</td>
<td>2 055,63</td>
<td>4,3%</td>
</tr>
<tr>
<td>PG9: Income Distribution and Poverty</td>
<td>2 255,94</td>
<td>700,00</td>
<td>2 955,94</td>
<td>6,2%</td>
</tr>
<tr>
<td>PG10: Meeting Demographic Challenges</td>
<td>2 709,92</td>
<td>0,00</td>
<td>2 709,92</td>
<td>5,7%</td>
</tr>
<tr>
<td>PG11: Social Indicators</td>
<td>4 952,00</td>
<td>0,00</td>
<td>4 952,00</td>
<td>10,4%</td>
</tr>
<tr>
<td>PG12: Social Policy Challenges</td>
<td>1 513,09</td>
<td>0,00</td>
<td>1 513,09</td>
<td>3,2%</td>
</tr>
<tr>
<td>PG13: Skills Strategy</td>
<td>42,00</td>
<td>930,00</td>
<td>972,00</td>
<td>2,1%</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>44 325,78</strong></td>
<td><strong>3 078,00</strong></td>
<td><strong>47 403,78</strong></td>
<td><strong>100,0%</strong></td>
</tr>
</tbody>
</table>

Source: PWB database (in K Euro)
Annex D. METHODOLOGICAL FRAMEWORK AND NOTES

The methodological framework used for assessing the relevance, effectiveness and efficiency of a committee is described in situ in Annex A. This Annex presents a diagrammatic overview of the framework and notes on how specific aspects of data analysis are conducted.

Relevance

Main sources:
A1 – Survey of delegates.
A2 – Biannual Medium-Term Orientations survey.
A3 – Meeting summaries and Event Management System database (EMS).
A4 – Delegates and other policymakers (plus non-Member delegates and representatives of other international bodies and stakeholder bodies as relevant).
Main sources:
A1 – Survey of delegates.

B1 – PIR survey, the analysis of which in terms of data on policy impacts comprises a number of steps:

• Output Results from the relevant Bienniums are analysed to ascertain whether they contain related or interlocking products. Those that do are merged into multi-annual Product Groups that provide a basis for consolidating PIR ratings over the review period and for focusing discussions on impacts and supporting factors with interviewees. The reports and instruments included in a given Product Group are those that fall under its constituting Output Results. A Product Group impact rating calculated by triangulating across the mean, mode and median of the constituent Output Result ratings.

• Product Group ratings are analysed to provide an overall (i.e. of actual and potential impacts on both Members’ policymaking and the visibility and credibility of the Organisation) assessment of impacts.

• Since the 2011 PIR survey (covering the 2009-10 PWB), Output Results are rated both in terms of the level of impact and the nature of impact, with PIR respondents being able to assign up to five types of impacts (or indicate why impacts are low). This data is used as follows:
To corroborate ratings and impact descriptions and recalibrate them as necessary using the guidance matrix, below. Thus, for example, a rating of ‘very high’ that is qualified as ‘Referenced as a data source without impacting on policy initiatives or without directly leading to policy development’ would be recalibrated as ‘very low to low’. Similarly, a rating of ‘low’ characterised as ‘Prompted a review of national policy’ would be recalibrated as ‘medium to very high’.

To analyse overall impacts in order to arrive at an assessment of actual impact, defined as impact on Members’ policymaking (i.e. overall impact minus potential impact on Members).

B2 – Delegates and other policymakers (plus non-Member delegates and representatives of other international bodies and stakeholder bodies as relevant).
<table>
<thead>
<tr>
<th>Very Low Impact</th>
<th>Low Impact</th>
<th>Medium Impact</th>
<th>High Impact</th>
<th>Very High Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Referenced as a data source without impacting on policy initiatives or without directly leading to policy development</td>
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<td>Not used / little used since it focuses on issues of no or limited concern in capital</td>
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| | Referenced in reports/briefings, or used as reference material with a direct impact on policy development/outcomes |
| | Prompted a review of national policy |
| | Was the basis for international comparisons used in developing policy options or settings |
| | Provided innovative policy ideas previously unknown to capital |
| | Contributed to preparing the ground for possible future reforms |
| | Used as a data source in conjunction with other non-OECD data sources |
| | Supported discussions and studies |
| | Used as background documentation to inform policy debate |
| | Resulted in an increase to international co-operation and/or policy networks |

| | Substantively represents or forms the basis of government policy |
| | Considered as the standard for policy setting |
| | Raised in Parliament, been the subject of Ministerial/official announcements |
| | Proposed to be enacted as legislation, enacted as legislation or the subject of international agreement |
| | Raised in major public forums as being authoritative for policy direction |

* Some impact descriptors were consolidated and/or their wording revised in 2015.
C. Efficiency - Data sources, analysis and assessment

Efficiency

Main sources:

C1 – PIR survey.

C2 – Delegates and other policymakers (complemented by interviews with representatives of other international bodies and stakeholder bodies, as relevant).

C3 – Delegates (plus non-Member delegates and representatives of other international bodies and stakeholder bodies present in committee meetings, as relevant).
IDE Implementation

Preparation

- Secondary data gathering (Stage 1)
- Secondary data analysis (Stage 1)
- Preliminary draft of ToR
- Preparation of primary data collection
- Draft ToR
- Final ToR

Components of intensive studies (A4, B2, C2) and consultation with delegates (A1)
Review by EVC (F)

Consultation with concerned Directorate

Implementation – Phase 1

- Launch consultation with delegates (A1)
- Launch interviews with policymakers
  - (A4, B2, C2)
  - Send GP questionnaire (D1)

- Primary data gathering
- Secondary data analysis (Stage 2)
- Primary data analysis (Stage 1)
- Review by EVC (F)

Results of consultation with delegates (A1)
Results of GP questionnaire (D1)

Refining and benchmarking:
- MTO (A2), Participation (A3)
- Output Result quality (C1)

Intermediate report

For Official Use

IN-DEPTH EVALUATION OF THE EMPLOYMENT, LABOUR AND SOCIAL AFFAIRS COMMITTEE
Implementation – Phase 2

- Continue interviews with policymakers (A4, B2, C2)
- Primary data gathering (Stage 2)
- Results of interviews with policymakers (A4, B2, C2)
  - Corroboration, deepening and broadening of secondary data (A6, A3, B1 & C3)
- Primary data gathering (Stage 2)
- Review documentation relating to GPs and processes (D1 & D2)
- Interviews with OECD officials and key delegates on GPs and processes (D1 & D2)
- Secondary data gathering (Stage 2)
- Refining/qualitative synthesis of findings and benchmarking (A, B & C)
  - Development of GP cases and reasons for underperformance (D)
- Consultation with concerned directorate
- Overall analysis
- Conclusions, recommendations and GPs (draft)
- Review by EVC (F)

Finalisation

- Review by EVC (F)
- Draft Final Report
- Finalisation meeting with Bureau (F)
- Review by Council via Executive Committee (F)
- Final Report
- Final Report and Council conclusions
- Review by Council (F)
### Annex E. PERSONS INTERVIEWED

<table>
<thead>
<tr>
<th>Surname</th>
<th>Name</th>
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<tr>
<td>MANDLA</td>
<td>Kathryn</td>
<td>Families Group Department of Social Services</td>
<td>Acting Group Manager</td>
<td>Australia</td>
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<tr>
<td>DE VIEGER</td>
<td>Matt</td>
<td>Immigration, Refugees and Citizenship Canada</td>
<td>Director General</td>
<td>Canada</td>
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<tr>
<td>MITCHELL</td>
<td>Gail</td>
<td>Employment and Social Development Canada, Strategic Policy and Research Branch</td>
<td>Director General, Strategy and Intergovernmental Relations</td>
<td>Canada</td>
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<tr>
<td>MURPHY</td>
<td>Doug</td>
<td>Employment and Social Development Canada - Strategic and service policy branch -</td>
<td>Director General, Social policy Directorate</td>
<td>Canada</td>
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<tr>
<td>VALENTINE</td>
<td>Frasier</td>
<td>Immigration, Refugees and Citizenship Canada</td>
<td>Director General, Refugee Affairs Branch</td>
<td>Canada</td>
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<tr>
<td>ZAJAROSOVA</td>
<td>Zuzana</td>
<td>Ministry of Labour and Social Affairs Department of EU and International Cooperation</td>
<td>Director</td>
<td>Czech Republic</td>
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<tr>
<td>ZELENKOVA</td>
<td>Hana</td>
<td>Department for Social and Family Benefits, Ministry of Labour and Social Affairs</td>
<td>Expert</td>
<td>Czech Republic</td>
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<tr>
<td>BOLL</td>
<td>Joachim</td>
<td>Ministry of Employment - Analysis Unit</td>
<td>Chief Advisor</td>
<td>Denmark</td>
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<tr>
<td>NIELSEN</td>
<td>Peter</td>
<td>Danish Agency for labour market and recruitment</td>
<td>Senior Advisor</td>
<td>Denmark</td>
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<tr>
<td>AMIEL</td>
<td>Marie-Hélène</td>
<td>Direction Générale des Étrangers en France, Ministère de l’Intérieur</td>
<td>Cheffe du service des statistiques</td>
<td>France</td>
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<tr>
<td>KUNZ</td>
<td>Stéphane</td>
<td>Ministère du Travail; Délégation aux affaires européennes et internationales; Bureau Travail, Emploi, Affaires sociales, Droits de l’homme</td>
<td>Adjoint à la Cheffe du Bureau international</td>
<td>France</td>
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<tr>
<td>SCHMITT</td>
<td>Volker</td>
<td>Federal Ministry of Labour and Social Affairs (BMAS) Division I b 4 (Income and Wealth Distribution, Social Indicators)</td>
<td>Advisor</td>
<td>Germany</td>
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<tr>
<td>THOMAS</td>
<td>Jurgen</td>
<td>Federal Ministry of Labour and Social Affairs (BMAS) - OECD, OSCE, Council of Europe, ESF-Certifying Authority</td>
<td>Deputy Head of Division</td>
<td>Germany</td>
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<tr>
<td>SCHNITZER</td>
<td>Rony</td>
<td>Ministry of Economy - Labor policy division</td>
<td>Economist</td>
<td>Israel</td>
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<tr>
<td>BULGARELLI</td>
<td>Aviana</td>
<td>National Institute for Public Policy Analysis (INAPP)</td>
<td>Director of research</td>
<td>Italy</td>
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<td>Deputy Assistant Minister for International Policy Affairs</td>
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<td>VERBOOM</td>
<td>Jan</td>
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<td>ANTUNES</td>
<td>Ana Bela</td>
<td>Ministère de la Solidarité de l’emploi et de la Sécurité Sociale Bureau de Stratégie et Planification (GEP)</td>
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<td>Bernhard</td>
<td>Secrétariat d’État à l’économie</td>
<td>Chef Adjoint, Analyses du marché du travail et politique sociale</td>
<td>Switzerland</td>
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<td>BRODSKY</td>
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<td>Bureau of International Labor Affairs Office of International Relations</td>
<td>OECD Coordinator</td>
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<td>SALEH</td>
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<td>U.S. Department of Labor - ILAB - Bureau of International Labor Affairs</td>
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<td>ROBALINO</td>
<td>David</td>
<td>World Bank</td>
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In addition to Employment, Labour and Social Affairs Committee meeting summaries relevant to review period, the following documents were also consulted:

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<td>MEDIUM-TERM ORIENTATIONS SURVEY REVIEW</td>
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<td>PROPOSAL TO ESTABLISH A PART II PROGRAMME AND A BOARD OF PARTICIPATING COUNTRIES FOR THE PROGRAMME FOR THE INTERNATIONAL ASSESSMENT OF ADULT COMPETENCIES (PIAAC)</td>
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<td>IN-DEPTH EVALUATION OF THE EMPLOYMENT, LABOUR AND SOCIAL AFFAIRS COMMITTEE (ELSAC)</td>
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<td>FOLLOW-UP TO THE IN-DEPTH EVALUATION OF ELSAC: FULL INTEGRATION OF THE WORKING PARTY ON MIGRATION INTO THE COMMITTEE</td>
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<td>REVISED RESOLUTION OF THE COUNCIL ON PARTNERSHIPS IN OECD BODIES</td>
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<td>HORIZONTAL PROJECTS: ANNUAL UPDATE</td>
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<td>RESOLUTION OF THE COUNCIL ON STRENGTHENING THE OECD’S GLOBAL REACH</td>
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<td>C(2015)51/REV1</td>
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<td>C(2017)106</td>
<td>2017 HORIZONTAL PROJECT UPDATE – SECOND SEMESTER REPORT TO THE COUNCIL</td>
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<td>C/M(2014)9</td>
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<td>C/M(2015)21</td>
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## Summary Record of the 1325th Session

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<td>C/M(2015)22</td>
<td>Summary Record of the 1325th Session</td>
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### Evaluation Committee

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<td>CEV(2017)1</td>
<td>In-Depth Evaluation of the Employment, Labour and Social Affairs Committee Terms of Reference</td>
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### Employment, Labour and Social Affairs Committee

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<td>Addressing the Recommendations Put Forward by the In-Depth Evaluation of ELSAC</td>
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<td>The Labour Market Integration of Immigrants and Their Children in Switzerland</td>
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<td>DELSA/ELSA(2011)2</td>
<td>A Revised Global Relations Strategy for the Employment, Labour and Social Affairs Committee</td>
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<td>DELSA/ELSA(2014)11</td>
<td>Trends in Income Inequality and Its Impact on Economic Growth</td>
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<td>Job Quality</td>
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<td>DELSA/ELSA(2015)19</td>
<td>Preparations for the 2017-2018 Programme of Work and Budget of the Employment, Labour and Social Affairs Committee</td>
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<td>DELSA/ELSA(2015)20/REV1</td>
<td>The Employment, Labour and Social Affairs’ Committee Global Relations Strategy</td>
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<td>DELSA/ELSA(2016)1</td>
<td>Director’s Statement 128th Session of the Employment, Labour and Social Affairs Committee</td>
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<td>DELSA/ELSA(2016)14</td>
<td>Vocational, Technical and Professional Skills and Adult Learning: Key Issues and OECD Current and Planned Work</td>
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<td>DELSA/ELSA/MIN(2016)3</td>
<td>Ministerial Statement Building More Resilient and Inclusive Labour Markets</td>
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<td>Summary Record: Forum and Meeting of Employment and Labour Ministers (ELSAC)</td>
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<td>DELSA/ELSA/RD(2011)1</td>
<td>Minutes of the Bureau Meeting of the Working Party on Migration</td>
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<td>DELSA/ELSA/RD(2011)2</td>
<td>Draft Revised Terms of Reference (Mandate) of the Working Party on Migration of the Employment, Labour and Social Affairs Committee</td>
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<td>DELSA/ELSA/WP2(2013)8</td>
<td>The 3rd ADBI-ILO-OECD Roundtable on Labour Migration in Asia: Assessing Labour Market Requirements for Foreign Workers and Developing Policies for Regional Skills Mobility</td>
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### Employment, Labour and Social Affairs Committee and Economic Policy Committee

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### Education Committee

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<td>Progress on the OECD Skills Strategy</td>
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<tr>
<td>EDU/EDPC(2017)12</td>
<td>OECD Skills Strategy Update</td>
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<tr>
<td>EDU/EDPC/RD(2016)23</td>
<td>Skills Summit 2016 - Chair’s Summary Skills Strategies for Productivity, Innovation and Inclusion</td>
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### General Secretariat

IN-DEPTH EVALUATION OF THE EMPLOYMENT, LABOUR AND SOCIAL AFFAIRS COMMITTEE