



labour market.

Who we are

ICON-INSTITUTE Consulting Group is one of the leading development consulting companies based in Germany. We offer innovative solutions and services to our clients and partners. Our reputation for excellence and efficiency is built on nearly 45 years of experience and a portfolio including over 860 assignments in more than 100 countries.

ICON Business Areas

- Education and Training
- Economic Development
- Financial Sector Development
- Engineering and Infrastructure
- Agriculture and Rural Development
- Social Policy and Health
- Social Research and Evaluation
- Statistics
- Information and Communication Technology
- Governance and Public Administration
- Justice and Legislation



ICON's Projects and Offices



Our Expertise

A well functioning labour market is crucial for the well-being of a society and vital for fostering development. However, in view of today's rapidly changing markets, governments, employers and employees are in need to review their strategies in order to adapt to new labour market conditions. Many countries have therefore embarked on reform processes of their labour markets.



Our work seeks to support this endeavour using an essentially demand-oriented and holistic approach. Our services are therefore generally based on thorough up-front analyses of the conditions that are determining for a reasonable set-up of employment-generating measures. A focus on the promotion of social dialogue among key players of the labour market constitutes the second element of our approach as we believe in a balance of interests and transparency of information as important catalysers for employment. Thirdly, it has become our conviction that the usually rich international good practice expertise of our consultants can be effective if we dedicate great efforts to the adjustment of the design of our services to local needs and experiences.



concepts. consulting. training.

Our Services

Our services range from

- 1 elaboration of employment policies/ strategies within reform processes, over the
- 2 fostering of co-operation between social players, through to the
- 3 design and implementation of active and passive labour market measures, reaching disadvantaged groups.

They include:

- Labour market analyses
- Labour market information systems
- Feasibility studies, needs assessments
- Project identification and formulation
- Policy advice, development of HRD strategies and actions plans
- Labour market and employment strategies
- Organisational development of key labour market Institutions
- Capacity building of public and private labour market actors (such as the Ministry of Labour, National Employment Service, job shops, labour market associations, SMEs etc.)
- Fostering of social dialogue - creation of platforms and networks for relevant stakeholders in the field of VET and labour market
- Entrepreneurial learning
- Career counselling and lifelong learning
- Active labour market measures – upgrading of labour force skills
- Job creation and enrichment measures
- Passive labour market measures – social security
- Programme monitoring, impact evaluations
- Public information and awareness campaigns
- Installation and operation of labour market information/ observation systems



Selected References

Morocco: Design and Implementation of the Labour/ Human Resources/ Training Component of the Logistics and Tourism Observatories, TA ■ Financed by: EU ■ Period: 2014-2016 ■ Project Volume in €: 489.254

Belgium: New Skills for New Jobs - Background on Monitoring Labour Market Developments in the EU and the Key Role of Employment Service, TA ■ Financed by: EU ■ Period: 2012-2014 ■ Project Volume in €: 691.678

FYROM: Further Modernisation of the Employment Service Agency, TA ■ Financed by: EU ■ Period: 2012-2013 ■ Project Volume in €: 1.375.500

Botswana: Support the Establishment of the Botswana Labour Market Observatory, TA ■ Financed by: EU-EDF ■ Period: 2010-2011 ■ Duration: 11 months ■ Project Volume in €: 193.950 ■ Location: Gaborone

Mozambique: Consultancy Services for the Creation of a Regular Employment & Labour Market Observation and Information System in the Ministry of Labour, Consulting Services ■ Financed by: WB ■ Period: 2010 ■ Duration: 10 months ■ Project Volume in €: 109.981 ■ Location: Maputo

Cyprus (northern part): Support to VET, Labour Market and LLL Systems in the Northern Part of Cyprus, TA ■ Financed by: EU ■ Period: 2009-2012 ■ Duration: 36 months ■ Project Volume in €: 1.822.508 ■ Location: Nicosia

EU Member States: Statistical Services in the Area of Labour Market Statistics, Lot 3 (Labour Force Survey), TA ■ Financed by: EU-Phare ■ Period: 2001-2003 ■ Duration: 24 months ■ Project Volume in €: 200.000 ■ Location: Luxemburg

Yemen: EC Support to Social Sector Capacity Building, TA ■ Financed by: EU ■ Period: 2010-2013 ■ Duration: 32,5 months ■ Project Volume in €: 1.479.000 ■ Location: Sana'a

Belgium: New Skills for New Jobs - Background on Monitoring Labour Market Developments in the EU and the Key Role of Employment, TA ■ Financed by: EU ■ Period: 2010-2012 ■ Duration: 24 months ■ Project Volume in €: 698.820 ■ Location: Brussels

Jordan: Strengthening the Capacity in Management, Leadership and Planning of the Ministry of Labour of the Hashemite Kingdom of Jordan (MoL), TA ■ Financed by: EU-MEDA ■ Period: 2008-2009 ■ Duration: 9 months ■ Project Volume in €: 130.000 ■ Location: Amman

Kyrgyzstan: Support to the Development of an Employment Policy, TA ■ Financed by: EU-Tacis ■ Period: 2005-2007 ■ Duration: 24 months ■ Project Volume in €: 632.880 ■ Location: Bishkek, Pilot Regions

Jordan: Institutional Strengthening of the Ministry of Labour, TA ■ Financed by: EU ■ Period: 2007-2008 ■ Duration: 16 months ■ Project Volume in €: 187.342 ■ Location: Amman

Kyrgyzstan: Regional Sector - Specific Analysis in the Field of Education Reform and Labour Market, Studies ■ Financed by: BMZ ■ Client: GTZ GmbH ■ Period: 2008 ■ Duration: 1 month ■ Project Volume in €: 16.766 ■ Location: Bishkek

Azerbaijan: Local Economic Development, TA ■ Financed by: BMZ ■ Client: GTZ GmbH ■ Period: 2007-2010 ■ Duration: 37 months ■ Project Volume in €: 860.000 ■ Location: South Region

Europe: Evaluation of the Human Resources Initiative EQUAL, second call 2004 - 2008, Studies ■ Financed by: EU ■ Period: 2004-2009 ■ Duration: 49 months ■ Project Volume in €: 2.353.756

For further information, please contact:

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