



Committed to Cooperation



The triangle is the simplest geometric shape, and to the ancient Pythagoreans, the triangle was, as the first complete polygon, the womb of number and the essence of stability.

The symbolic idea is that the vertical side represents one aspect, the horizontal side another aspect and the hypotenuse is offspring of the combining sides. The combination of one and another produces a new form of being altogether.

SUSTAINABLE PROJECTS FOR

- PUBLIC INSTITUTIONS
- PRIVATE SECTOR ORGANISATIONS
- INDIVIDUAL ENTERPRISES



FINANCING INSTITUTIONS
DONOR AGENCIES
PRIVATE CUSTOMERS





**ECONOMIES IN TRANSITION
DEVELOPING COUNTRIES**

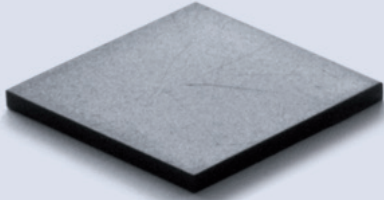
PEM – improving cooperation

PEM GmbH is an independent private consulting firm providing advisory services and technical assistance to public institutions, private sector organisations and individual enterprises in developing countries and economies in transition.

Since 1977 PEM GmbH has been operating in all major fields related to sustainable economic development and gained in-depth experience in a wide range of geographic, economic and political settings. PEM's founders acquired their professional training and experience in business consulting in Germany's dynamic and innovative private sector in the 1970s. They set out to seize the challenging opportunities of international economic cooperation with developing countries. From its very beginning, PEM recognises the vital role of private entrepreneurial activities and the enhancement of qualifications and employability for the sustainable development of economies.

Regional focuses of PEM's activities lay in the Mediterranean, Central and Eastern Europe, the Caucasus and Central Asia, Southeast Asia and Sub-Saharan Africa - its major clients being national and international financing institutions and donor agencies, public institutions and private customers.

PEM promotes the exchange of information, skills, goods and services between business communities of developing and industrialised economies. PEM delivers best practice advice and services to institutions and people engaged in the support and management of private sector development world-wide.



Entrepreneurs in the developing and transforming world

Leading development agencies and most governments have come to recognise that the creation of enabling environments and public support to private entrepreneurial activities are vital to economic growth, poverty alleviation and the promotion of social pluralism.

SMEs are the most dynamic element of economic growth and innovation. As they usually engage in labour-intensive activities, they provide essential job opportunities for the growing labour force in developing and emerging economies. To stimulate SME-led growth, management know-how and investment opportunities are required, complemented by the availability of skills and capital, appropriate legal and policy frameworks, involving both legislation and institutions, and proper functioning labour markets.

In the course of intensifying global competition, SMEs in both developing and industrialised countries are aiming to expand their activities and commercial interest beyond regional and national borders. PEM is a competent and experienced partner to strengthen the competitiveness of SMEs and to promote international business cooperation in a globalised world.



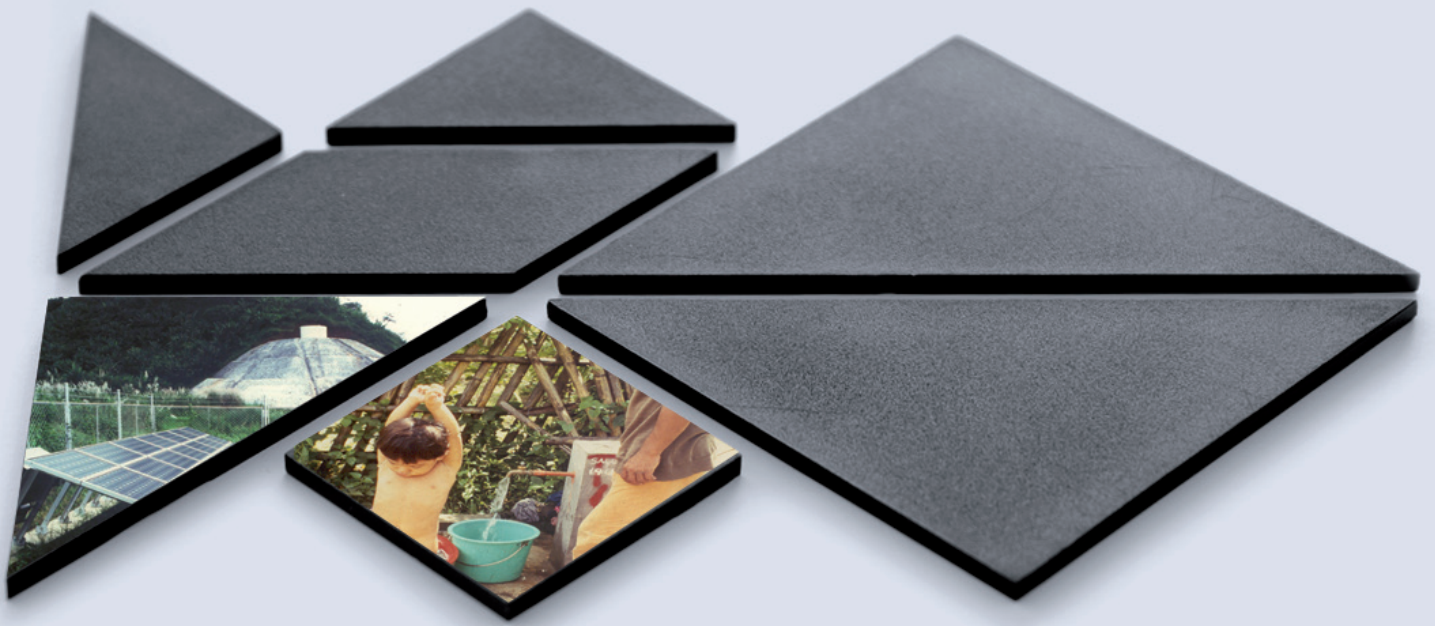
Education and Labour Market

In many transition countries, governments have been undertaking efforts to reform the vocational education and training system oriented to recognised international standards. The major challenges of reform strategies are found in the lack of practical focus of training. In order to enhance qualifications and employability, young people and adult trainees need to be prepared to the reality and dynamics of the world of work.

Thus, the education system will have to find the acceptance and confidence of employers, especially when it comes to standards of school infrastructure, staff capacities, the training offer, learning outcomes and qualifications. Therefore, close collaboration of education is needed among local employment offices, employers and trade unions / other social partners in order to assume joint responsibility for the challenges of employment promotion.

Furthermore, strengthening sustainable employment requires close co-ordination of vocational education with active labour market policies and measures to support income generation. Baseline surveys and labour market skills analyses need to take into account gender aspects, vulnerable groups and age – aiming at improving access of all social groups to education and employment opportunities.

Technical assistance shall be targeting at efficient collaboration among institutions involved directly or indirectly in education and employment. This needs capacity building and training in order to develop the competencies of institutions to contribute jointly to the practice oriented training provision. PEM is committed to facilitate cooperation, coordination and communication among all stakeholders in the education system, the labour market and donor institutions.



Environmental management and water infrastructure

Private sector competitiveness and environmental sustainability are mutually reinforcing concepts. PEM aims to contribute to enable enterprises to prosper, thus helping to maximise their contribution to sustainable development. Moving towards sustainable production and consumption, environmental issues are to be managed along all stages of the product life-cycle. This contributes to minimise the overall negative environmental effects of products and their manufacturing. Environmental improvements and remediation make industrial and commercial growth sustainable. Our efforts in many projects concentrate on developing intermediary institutions creating awareness and initiating the necessary changes in management and production.

Water is a key resource for quality of life, the things we grow and produce. It also provides natural habitats and eco-systems for plants and animal species. Access to clean water for drinking and sanitary purposes is a precondition for human health and well-being. Supporting a country's ability to provide efficient water infrastructure and services is an important task as many countries nowadays are facing water scarcity. Improvements in water and waste water infrastructure and management will enhance the quality of life of people and makes them more active participants in the society.

Furthermore there still is a need for significant progress in treating the sewage and industrial wastes which are being pumped into many river systems. Within this context, the core objective of PEM's activities in cooperation with our technical partners is to promote greater efficiency and higher quality in the provision of public water and sewage services. PEM delivers feasibility studies and independent, financially viable operational solutions in order to introduce or strengthen sustainable investments in the field of water, sewage and waste.

PEM's approach is strongly supportive of transition towards decentralisation of service responsibilities to local or regional levels. Based on intern principles e.g. European Water Framework Directive our aim is to ensure the rates of extraction from water resources are sustainable over the long term and to promote sustainable water use; to prevent deterioration and further pollution of groundwater as well as to achieve levels of water quality avoiding any risks to human health and the environment.

Our guiding vision is to contribute jointly with our partners to a globally sustainable development expressing itself in economic efficiency, social justice, and ecological sustainability.

Human, ecological and social needs have to be considered when shaping globalisation, ensuring that no region or population group is excluded or marginalised and poverty is to be reduced.



Scope of Services

Private Sector Development and Enabling Environment

Development of business support structures at macro and meso level, advisory to policy makers, ministries and state agencies, establishment and capacity building of professional institutions, sector associations, and chambers, business service centres, technology parks, enterprise promotion agencies, implementation of sustainable Business Development Services (BDS), business climate surveys, regulatory impact assessment, improvement of business regulations, registration, licensing, participatory approaches to enabling environment, strengthening of business networks, value chain analysis and upgrading interventions incl. implementation, regional benchmarking, cluster analysis and policy.

Vocational Education and Training (VET) and Labour Market

Supporting of VET reform and system development, VET delivery, VET legislation and regulations, life-long learning (LLL), supporting vocational training for disadvantaged groups, career education and guidance, curricula development, modularisation of training, occupational standards, assessment and certification of training programmes, quality assurance, training of trainers and teachers, validation of non-formal learning, skill needs assessment and skills development for employability, development of occupational proficiency, National Qualifications Framework (NQF), recognition of qualifications, labour market analysis, development of active labour market policies and framework regulations.

Environmental Management and Water Infrastructure

Cleaner production, prevention and reduction of industrial emissions, design of regulatory framework, awareness raising and communication strategies, master planning and feasibility studies for urban water and sewage systems, tariff system development, socio-economic impact assessments, capacity development and training of municipal institutions, planning of waste management and prevention systems.



Local and Regional Economic Development

Local and regional development strategies, institution building, participatory development planning, identification of local needs and potentials for sustainable economic development, grant fund management, training and capacity building.

SME Consultancy

Business planning, management training and coaching, finance and investment, market and product development, international marketing, fairs and exhibitions, quality management, human resource development, industrial engineering and restructuring, transfer of technology.

Public Procurement

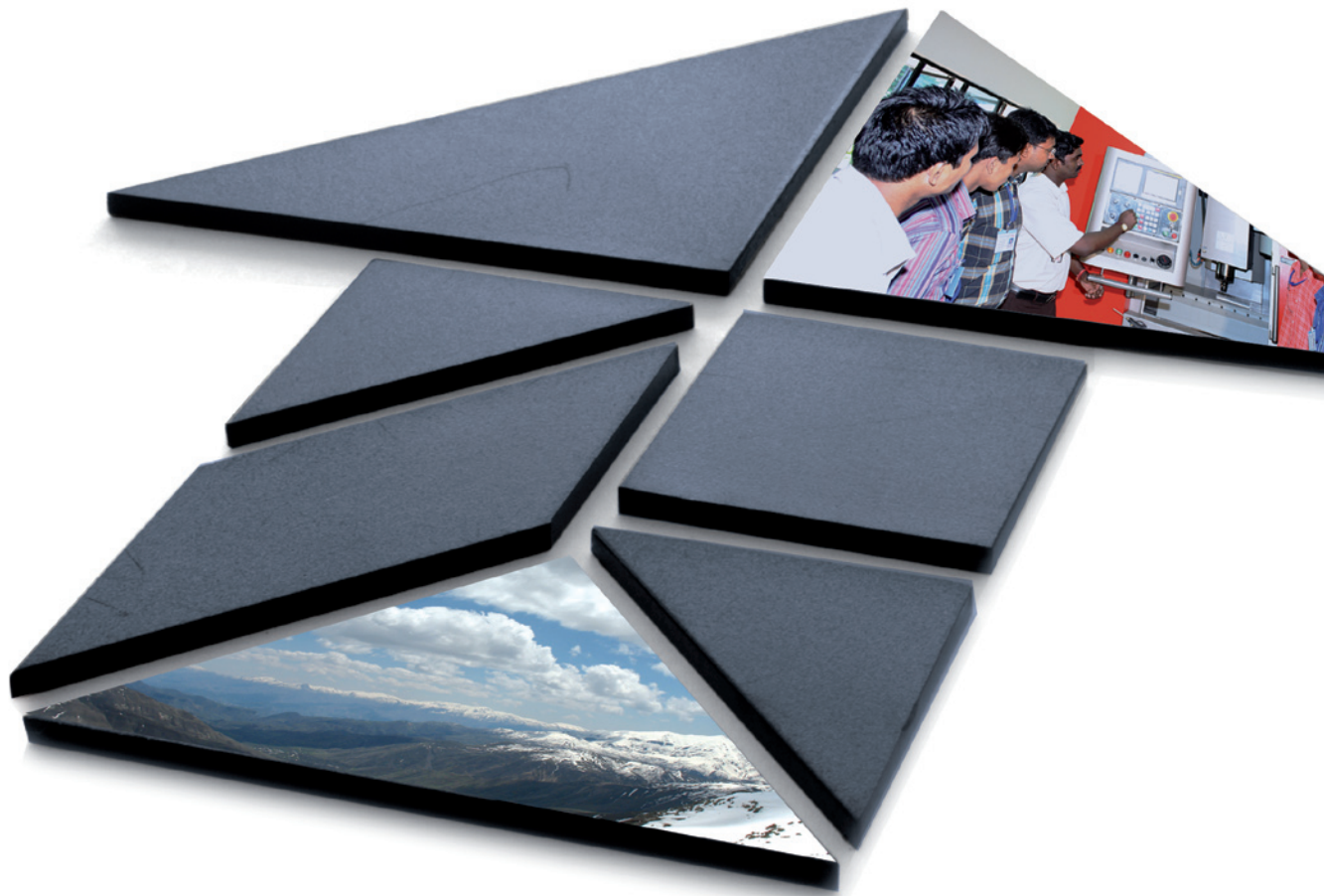
Planning of construction works and equipment, machinery and plants. Elaboration of technical specifications, BoQs and tender dossiers. Management of tender and contract processes incl. technical and financial management of services, works, and supply contracts.

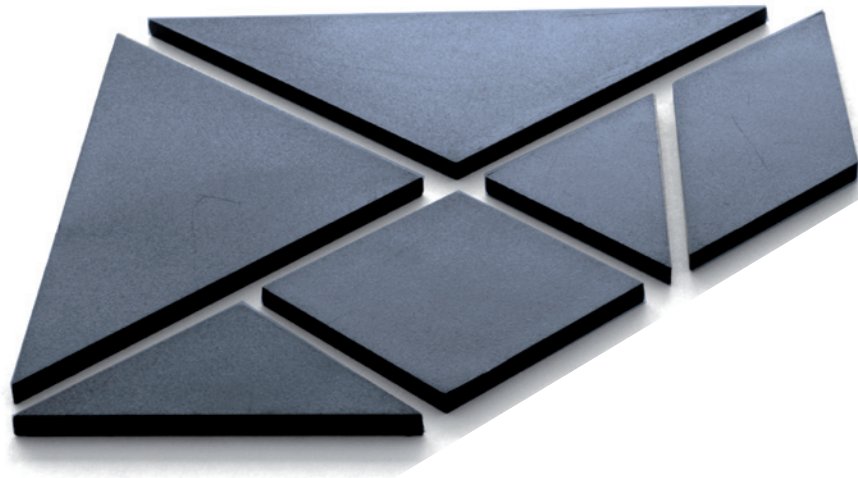
We know how

Our team of consultants, economists, social scientists, engineers and human resource developers form the company's strong structure. They all have profound experience in technical assistance and project management. A large pool of specialised associates complements PEM's core staff.

PEM maintains close working-relations with specialised organisations such as: Research and development institutes, policy advisory bodies and think tanks, business chambers and associations, vocational and educational training providers, SME-support and finance institutions. As a privileged partner of these organisations, PEM has access to their expertise, tools, services and facilities.

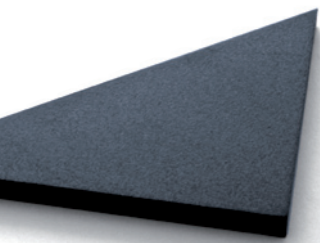
Based on the extensive experience in project management, PEM enjoys an outstanding reputation as a partner in multinational project teams. We create tailor-made alliances with international partners in accordance with project needs. This includes the active involvement of local consultants and service providers.





Country experience

Europe Albania • Bosnia-Herzegovina • Bulgaria • Croatia • Germany • Kosovo • Macedonia (FYROM) Malta • Russian Federation • Serbia • Slovakia • Ukraine **Mediterranean** Algeria • Cyprus • Egypt Jordan • Morocco • Palestinian Territories • Turkey **Africa** Benin • Burkina Faso • Cameroon • Ghana Nigeria • South Africa • Swaziland • Uganda **Asia** Armenia • Azerbaijan • India • Indonesia Kazakhstan • Mongolia • Sri Lanka



Tangram is a 3000 years old puzzle that has not lost of its fascination to date.

*By dividing a square into seven basic geometric elements, the following emerge:
Five triangles, one square and one parallelogram.
These can be put to an endless number of silhouettes. The objective of the puzzle is to form a specific shape using all seven pieces which may not overlap.*

Dealing with tangrams is said to enhance intellectual skills, foster imagination and to stimulate creative solutions.

The laying of a tangram has similarities to our intense dedication to the specifics requirement of our partners and clients. The interaction between strategic planning and intuitive acting helps to assemble project elements into a coherent overall picture.

*... and with joint efforts, we achieve joint solutions:
PEM – committed to cooperation.*





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