

PCM & MAT Matching Training and Operational Needs

Presented to the Mine Act 2025 – Cavtat, Croatia

April 2025



BEN REMFREY
MBE
Managing
Director &
Founding Partner



ABOUT PCM GROUP



DR KARL STROBL
FRSA
Chief Operating
Officer &
Founding Partner

PCM

- Internationally recognized ERW RM consultancy
- 100% owned by the founding directors

MAT KOSOVO

- World's premier, permanent training facility for:
 - IMAS-Compliant EOD, IEEDD, and ERW RM
 - IATG- and STANAG-Compliant A-PSSM,
 - IMAS and ISO-compliant QM
 - STANAG/NATO technical courses

SECTORS

- Humanitarian
- National Authorities
- Military
- Law Enforcement
- Energy
- Security

SERVICES

- Integrated ERW RM solutions
- Externally accredited training
- Multi-lingual delivery capability
- Operating in conflict theatres

PEOPLE

- >60 network of trusted SMEs
- >35 permanent staff

OFFICES

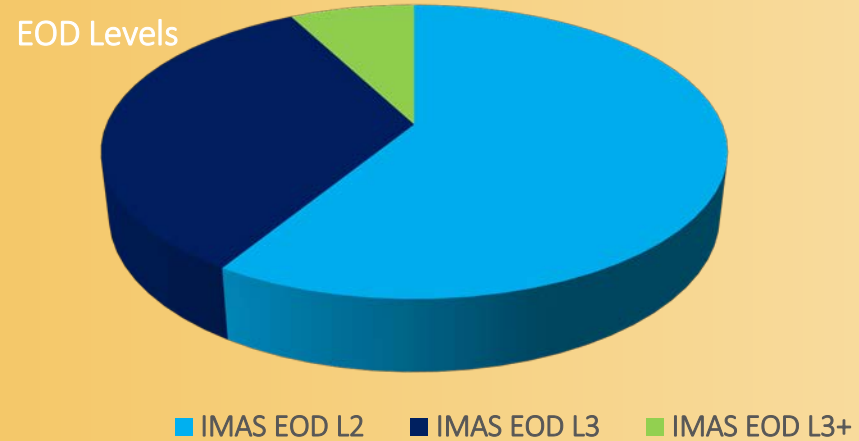
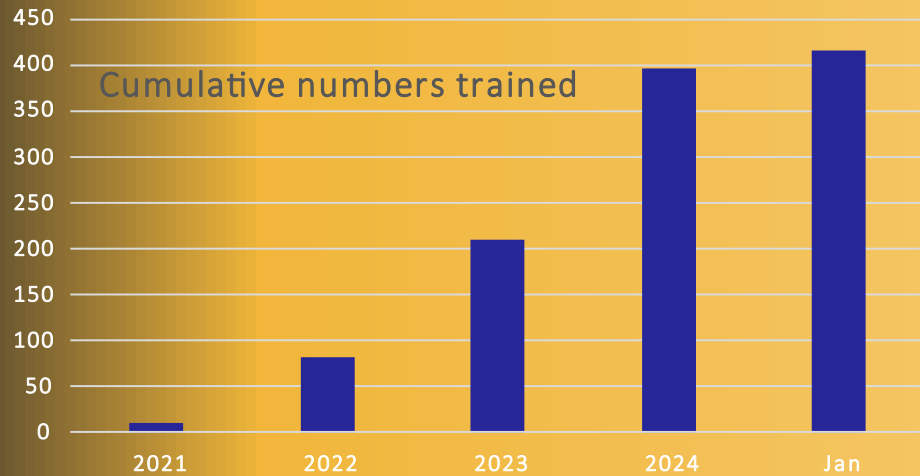
- Malta - Gozo
- Kosovo- Peja
- Ukraine - Kyiv
- Guernsey
- Libya (rep office)
- UAE (rep office)



Group Global Track Record

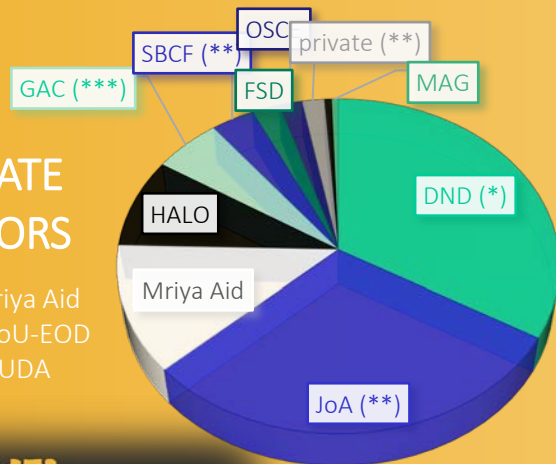
- Trained 1000s of EOD and IEDD operators, QMs, APSSMs
- From 70 countries
- Training delivered in seven languages
- On 280 distinct donor/client projects (96 in 3 years)
- >50 of which were for government agencies such as police, army, navy, air force, national guard...
- ~50% by MTTs: Syria, Iraq, South Sudan, Libya
- the rest at our fixed training centers in Kosovo and Montenegro

UKRAINE TRACK RECORD

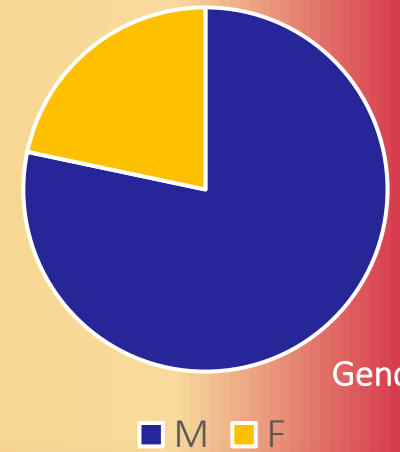
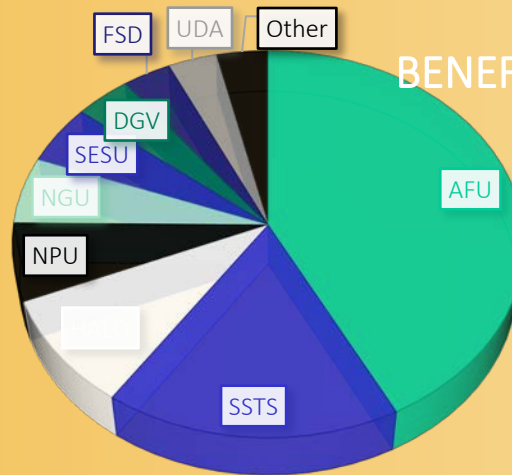


ULTIMATE SPONSORS

(*) through Mriya Aid
 (**) through FoU-EOD
 (***) through UDA



BENEFICIARIES



STRATEGIC QUESTIONS

- How to best meet the operational need
- How to reconcile the need for international standards, recognition of qualifications and certificates, with the need to adapt to evolving threats, needs, and objectives
- Does Ukraine Need IMAS?
- Does Ukraine Need STANAG or IATG?
- Has a proper TNA been done?

PLUS: strategic prioritisation needed between

- Needs of the beneficiary (operational)
- Needs of the donor (strategic / political)
- Needs of the business (sustainability)

WHAT MAKES A TRAINING ORGANISATION? LESSONS LEARNED

- International vs National Standards
 - Role of IMAS has been a long-standing subject of discussion
 - Consensus emerging, which treats IMAS the way it was always meant to function
 - As a *guideline and a baseline* for national and organizational standards
 - And as a *lingua franca* between donors, operators, consultants, and beneficiaries
- Operational vs. Training Needs
 - “Train us for what we do!” (?) not quite!
 - “Train us in the environment where we operate!” (?) not quite!
 - “Train us for the precise task or threat we face every day!” (?) not quite!
- **Training Needs and Operational Needs are necessarily different things!**

2024 TRAINING NEEDS ANALYSIS

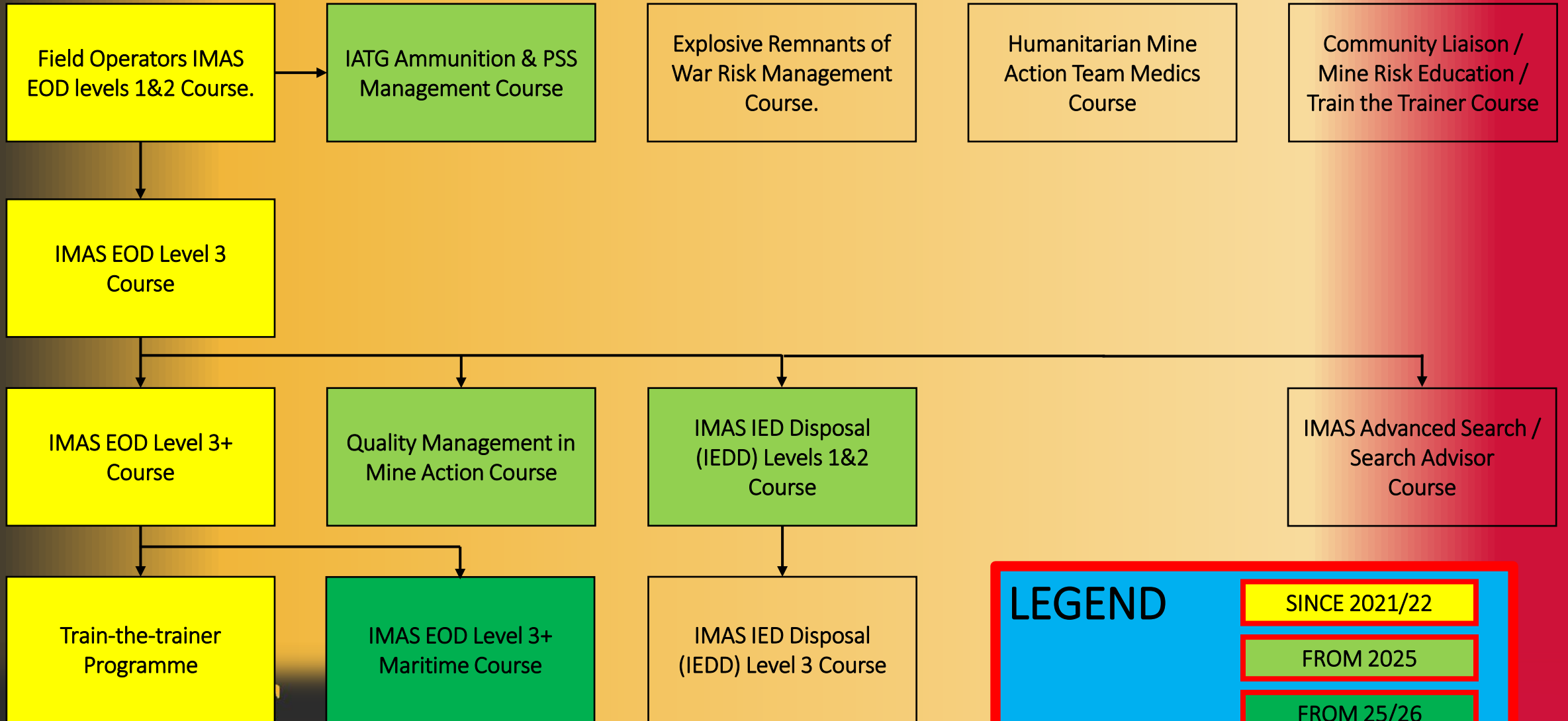
- Covered a very significant part of the entire national EOD and IEDD capacity!
- The results of the TNA we conducted are owned by the respective beneficiaries
- Resolved certain eternal issues such as “does UKR need IMAS? STANAG?”, and “how much should training adapt to the immediate, present-day need?”
- Delivery Plan
- Standards and References (2nd next slide)

RESULT → A CONCRETE PLAN FOR CONCRETE NEEDS

INTERNATIONAL & MILITARY STANDARDS

- International Mine Action Standards (IMAS) IMAS EOD L1-to-3+, IMAS IEDD L1-to-3 recent updated to meet IMAS T&EP's (Feb 2022)
- CEN Workshop Agreement for EOD Competency Standards for Humanitarian Mine Action
Part 2, 3 to 5 : Competency for EOD levels 1 to 3
- Handbook on Best Practices on Conventional Ammunition
- Best Practice Guide on Procedures for Management of Stockpiles of Conventional Ammunition
- Best Practice Guide on Physical Security of Stockpiles of Conventional Ammunition
- Manual of NATO Safety Principles for the Storage of Military Ammunition and Explosives (AASTP-1)
- NATO Guidelines for the Storage, Maintenance and Transport of Ammunition on Deployed Operations or Missions (AASTP-5)

IMAS, IATG, AND STANAG – PROGRESSIVE TRAINING IN UKRAINIAN



LEGEND

- SINCE 2021/22
- FROM 2025
- FROM 25/26

Key Takeaways

- Global recognition and track-record pre-2022
- Delivered the Most Training at EOD L2 and higher
- Beneficiary-Driven: Matching the evolving needs
- Now moving closer to the beneficiary with training cadres
- Cadre concept is supported by the beneficiaries, and something we have delivered for >15 years
- We have not had mega-donors for Ukraine, and our approach remains immensely cost-effective!
- *Beneficiary first, Donor second, PCM third*
- *Concrete and very urgent demand to train to IMAS EOD and APSSM / IATG.*