

Annex A.1 Terms of Reference (TOR) for Short-Range Drone Awareness & Countermeasures Training

1. Who is the Danish Refugee Council?

Founded in 1956, the Danish Refugee Council (DRC) is a leading international NGO operating with more than 4500 employees across 32 countries. DRC addresses the complex realities of forced displacement - situations in which individuals and communities are compelled to flee their homes due to conflict, violence, persecution, human rights violations and, increasingly, the impacts of climate change. Displacement continues to rise globally, and many people remain uprooted for years, caught in protracted and complex situations that require much more than short-term assistance.

In Ukraine, DRC operates with 763 staff across seven offices, working alongside partner organisations to deliver activities in protection, shelter and settlements, infrastructure, humanitarian disarmament and peacebuilding, and economic recovery.

DRC is seeking a provider to conduct Short-Range Drone Awareness & Countermeasures Training for the internal staff of the organization. This training is an intensive practical course with hands-on activities that allow participants to understand drone operations, recognise potential threats, and learn effective countermeasures. Through realistic simulations and interactive sessions, participants will develop the skills needed to safely and confidently respond to drone-related risks in field environments.

2. Purpose of the training

The Danish Refugee Council seeks to procure a specialised provider to deliver a Short-Range Drone Awareness & Countermeasures Training for its operational staff in Ukraine. Due to the increased use of short-range attack drones in the conflict environment, this training aims to equip participants with critical awareness, operational safety practices, and practical countermeasures to enhance personal security and operational continuity in high-risk contexts. DRC aims to provide Short-Range Drone Awareness & Countermeasures training to approximately 150 employees during 2-year period.

3. Background

Short-range drones have become a significant security threat in Ukraine's ongoing conflict. These drones are widely used for reconnaissance missions, targeted attacks, and to disrupt daily operational civilian activities. This presents a serious risk to aid workers and humanitarian staff who often operate in areas vulnerable to drone surveillance and attacks.

Humanitarian staff need to be aware of the risks posed by drones and understand how to conduct themselves safely when operating in drone-affected areas. This includes knowing how to recognise drone presence, how to minimise exposure, and how to respond effectively to potential drone threats.

4. Objective of the training

4.1. Location and duration

The training should take place in **Kyiv, Ukraine with the location within a radius of up to 30 km from the city center**. It is designed as an intensive course, delivered **in one- or two-day formats**, for groups of minimum 8 to maximum 16 participants. Sessions include theoretical modules, practical exercises, and a final combined simulation scenario. The practical exercises area must be within five minutes walking distance from the classroom and provide sufficient space for scenario-based exercises. All facilities must comply with DRC safety requirements, including the availability of an underground shelter and emergency exits.

DRC will develop a training schedule with the selected firm to organize the trainings in every quarter. The Training provider should agree with DRC Ukraine the schedule of provided trainings and determine the support required from DRC.

The practical exercise area is located within a five-minute walking distance from the classroom and provides sufficient space for conducting scenario-based exercises. All facilities comply with DRC safety requirements outlined below, including the availability of an underground shelter and clearly marked emergency exits.

Audience Requirements

The training provider ensures that both the training venue and participant areas meet appropriate standards for safety, comfort, and effective learning. The venue includes:

- A training room that is sufficiently spacious to comfortably accommodate all participants and trainers, with adequate seating and workspace.
- Proper ventilation and air circulation to maintain a comfortable environment throughout the sessions.
- Appropriate lighting, acoustics, and visibility to support both presentations and practical exercises.
- Essential training equipment such as tables, chairs, a projector or screen, and space for group work where required.
- A fully equipped Tactical First Aid Kit (TCCC-compliant, in accordance with Tactical Combat Casualty Care (TCCC) Guidelines) must be available at all times, both in the training venue and at the practical training area, all items in the kit must be up to date and within their expiration dates, ensuring readiness for any medical situation during the training.

Requirements for the training site

- The training ground must include at least four purpose-built simulated shelters to support practical exercises. These shelters should be designed to replicate realistic field conditions and allow participants to practice scenario-based activities in a controlled and safe environment.
- Adequate space must be available to conduct scenario-based exercises without risk to participants or surrounding communities.
- The training ground should be secured and, where necessary, access-controlled to prevent entry by unauthorized persons.
- Adequate space must be available to conduct scenario-based exercises without risk to participants or surrounding communities.
-

Seasonal conditions are also considered:

- During summer periods, the training room is equipped with air conditioning, fans, or other cooling systems to maintain a comfortable temperature.
- During winter periods, the venue is adequately heated, ensuring a stable and suitable temperature for full-day training.

Overall, the environment supports participant engagement, concentration, and well-being throughout the training.

4.2. Duration

The service provider should offer course options: **one-day training** (without accommodation) and **two-day training** with accommodation (residential option).

Detailed curriculum is outlined in Section 5. Scope of Work.

If, for a two-day training, DRC selects the residential accommodation option, all participants are accommodated for one night in single rooms, including breakfast, at the same hotel located near the training venue, at a distance of no more than 5 km by car.

Accommodation requirements (for two-day training):

The hotel meets DRC safety, accessibility, and compliance standards, including the following requirements:

- All participants are accommodated in rooms located no higher than the 4th floor and not on the top floor, to ensure safe and timely evacuation if required.
- A functional underground shelter is available and accessible to all participants at any time.
- The shelter has sufficient capacity to safely accommodate all participants in case of an emergency.
- The route to the shelter is clearly marked and easily accessible from all accommodation areas.
- The time required to reach the shelter from participant rooms does not exceed five minutes.

All rooms are clean, well-maintained, and free from construction materials, storage items, or any other clutter.

DRC will develop a training schedule with the selected firm to organize the trainings in every quarter. The Training provider should agree with DRC Ukraine the schedule of provided trainings and determine the support required from DRC.

4.3. Language

The training should be conducted in Ukrainian or English, depending on DRC's request. Delivery of training in either language should be of equal standard and the instructor requirements for both options are the same. Simultaneous interpretation, including the use of any interpreter for real-time translation, is not permitted. For the Ukrainian language course, instructors must be able to receive questions in Ukrainian. For the English language course, instructors must have sufficient levels of English to answer questions from non-native speakers, with challenging accents.

4.4. Provision of vehicles

All vehicles used for training scenarios and practical simulations must be provided by the service provider. DRC will not provide its vehicles for use during practical exercises or simulations. The replacement of non-serviceable vehicles is the responsibility of the training provider and not DRC.

DRC shall be responsible for the transportation of participants to the training location on the first day and return transportation on the end of the day (or final day - the second day). In addition, DRC shall arrange daily transportation of participants between the hotel and the training venue (if needed on the event of two-day format).

4.5. Meals and refreshments

Meals must include options for vegetarians and participants with specific dietary restrictions, as communicated by DRC in advance. Meals should consist of approx. 2500 calories per day for all meal variants. Hot food must be provided in the winter. Drinking water must be available both in the training classroom and in the practical exercises area, in sufficient quantity, with a minimum of 4 litres per participant per day. At least 2 coffee breaks must be provided, consisting of a minimum of 4 teas/coffee per person, per day, and light refreshments – this is not to be included in the aforementioned 2500 calories and 4 litres of water.

One-day training:	Two-day training:
1 st Training Day: <u>No</u> breakfast At least 2 coffee breaks Lunch (a balanced three-course meal) No Dinner	1 st Training Day: <u>No</u> breakfast At least 2 coffee breaks Lunch (a balanced three-course meal) Dinner ((a balanced three-course meal)
	2 nd Training Day: Breakfast (in the hotel) At least 2 coffee breaks Lunch (a balanced three-course meal) No Dinner

4.6. Trainer qualifications and composition

The service provider must ensure that both English and Ukrainian Short-Range Drone Awareness & Countermeasures Training sessions are delivered by a qualified and experienced training team with proven expertise in security and operational risk management, and with recognised qualifications and extensive experience in delivering practical drone awareness and countermeasures training.

The training team must consist of a minimum of three instructors per course (for groups of minimum 8 – maximum 16 participants), who are able to rotate through lessons to ensure effective delivery of the training programme with consistent levels of quality throughout. The provision of additional instructors per course will be considered an advantage.

The team must include the following roles (as minimum):

- Lead Instructor – main responsible for drone awareness
- Deputy Lead Instructor – second responsible for drone awareness training
- EORE Instructor - subject matter expert on explosive hazards, responsible for integrating Explosive Ordnance Risk Education (EORE) into drone awareness training. This includes identification of explosive ordnance (including those delivered or encountered via drones), risk recognition, safe behavior practices, and support to practical exercises using approved inert training materials.

Trainers must demonstrate:

Lead Instructor/Deputy Lead Instructor

Essential Requirements:

- Up-to-date, valid diploma or certificate from a recognized UAV (drone) operator training school, including any training provider officially registered in Ukraine or operating on the Ukrainian market and delivering structured UAV operator training programs in line with national regulations and widely accepted industry practices.
- Up-to-date, valid certificate confirming practical application of UAVs in operational or field environments, such as completion certificates from recognized practical UAV training programs (e.g., tactical/field UAV courses, or ISR (Intelligence, surveillance, and reconnaissance) drone operation training, or equivalent programs delivered by training providers operating in Ukraine), or documented proof of field deployment and operational use issued by an employer, military unit, or humanitarian organization.
- Minimum of two years of relevant operational experience, preferably in high-risk or conflict-affected settings (will be an advantage), including proven practical experience in drone operations (mission planning, flight execution, and post-mission analysis) and in operating or advising on risk mitigation in high-threat or drone-affected environments.
- Higher education (Bachelor Degree) in a relevant field, such as aviation, engineering, military studies, or security studies, specifically related to drone operations or air defense forces will be advantages.
- Fluency in English and Ukrainian (not less than B2), sufficient to deliver training to national and international DRC staff, subject to DRC request.

Advantage Requirements:

- Minimum of two years of relevant operational experience in high-risk or conflict-affected settings (will be an advantage)
- Higher education (Bachelor's degree) in a relevant field related to drone operations or air defense forces will be advantages.

EORE Instructor

Essential Requirements:

- Up-to-date certified EORE (Explosive Ordnance Risk Education) instructor qualification, delivered by a recognized mine action training organization, training centre, or accredited operational operator.
- Proven experience of at least 3 years delivering EORE training sessions in humanitarian, conflict, or post-conflict settings, including the use of drone detection equipment.
- Fluency in English and Ukrainian (not less than B2), sufficient to deliver training to national and international DRC staff, subject to DRC request.

Note: The service provider may propose two separate trainer teams for Ukrainian- and English-language trainings. Each team must meet the qualification requirements outlined above.

If separate teams are proposed, fluency in English is not required for the team delivering Ukrainian-language training. Likewise, fluency in Ukrainian is not required for the team delivering English-language training.

The service provider must ensure that all trainers are appropriately qualified, experienced, and capable of delivering training to a high professional standard, in line with operational realities and duty of care obligations. Any changes to the training team must be communicated to the DRC safety team and agreed by the Head of Safety in writing, at least one week in advance of the training start date. Any replacement instructors must meet the aforementioned requirements or higher, and the Deputy Lead Instructor cannot replace the Lead Instructor without prior written approval from the Head of Safety.

The service provider is responsible for ensuring that all trainers possess the necessary qualifications, relevant experience, and the ability to deliver training at a high professional level, aligned with DRC operational context and duty of care principles. Trainers are expected to demonstrate professional behavior at all times and create a learning environment that is respectful, inclusive, and supportive.

Any modifications to the training team must be formally communicated to the DRC Safety Team and require written approval from the Head of Safety no later than one week prior to the start of the training. Replacement trainers must meet the same or higher standards as those originally proposed.

The Deputy Lead Instructor may not assume the role of Lead Instructor without prior written authorization from the Head of Safety, submitted at least one week in advance.

Training staff are required to wear identifiable professional attire throughout the training to ensure clear recognition of their role. The service provider must supply appropriate clothing for varying weather conditions, including both warm and cold environments, to maintain consistency and professionalism during all training activities.

The provider must be prepared to conduct training at any time of year upon request from DRC. This includes ensuring that instructors are equipped and capable of working in low-temperature conditions. It is up to the supplier to provide instructors with adequate protective clothing for cold weather, and instructors must have access to necessary safety equipment, including but not limited to boots, protective eyewear, hearing protection, and any additional gear required to ensure safe delivery of the training.

4.7. Authorisation for pyrotechnic effects and drone operations

The service provider must hold valid permits (or official authorization letters) for: 1) the use of **pyrotechnic materials at the designated training location**, issued by competent authority of Ukraine

2) **drone operations (including take-off, flight, and landing) at the designated training location**, issued by competent authority of Ukraine duly authorized to grant permission for the lawful use of drones for training purposes.

Permits for the use of pyrotechnic materials and drone operations may be issued by competent Ukrainian authorities, depending on the location and nature of the training. In practice, such permits may be issued by:

- the National Police of Ukraine;
- local military administrations;
- other competent local authorities.

These permits (or official authorization letters) should include:

- the name of the organization conducting the training;
- the exact training location;

- a clearly defined validity period of the authorization, including the date of issuance and expiry date;
- a description of the planned use of pyrotechnic materials and/or drone operations (in the case of separate permits/letters).

This approach reflects the current operational practice in Ukraine, where permissions are often granted on a case-by-case basis due to the security environment and martial law conditions.

The Supplier must obtain all permits and authorizations required by the competent state authorities of Ukraine for the operation and use of technical devices (drones). The Supplier bears full and sole legal responsibility for compliance with applicable laws and for the proper provision of services under the Purchase Agreement.

The service provider bears full responsibility for compliance with all applicable laws, regulations, aviation rules, and safety standards related to both pyrotechnic effects and drone operations. The provider must implement all necessary risk mitigation measures to ensure the safety of participants, staff, bystanders, and property during the use of pyrotechnics and operation of drones.

If any authorization is rescinded, unclear, or challenged by local authorities, landowners, residents, aviation authorities, or any other relevant stakeholders, it shall be the sole responsibility of the service provider to resolve the issue or propose a reasonable and safe alternative solution.

Any changes to the original agreement resulting from the removal or limitation of authorization for pyrotechnic effects or drone operations must be communicated to the DRC Head of Safety as soon as reasonably possible. Written approval must be obtained prior to the continuation or commencement of any further training activities.

Note: Official letters from bidders confirming that they will obtain the above-mentioned permits (or official authorization letters), issued by the competent authorities of Ukraine, before the Purchase Agreement is signed may be considered acceptable at the tender stage.

In such cases, at the contracting stage, DRC will request the awarded supplier to provide the above-mentioned permits (or official authorization letters). Failure to provide the required permits (or official authorization letters) may constitute grounds for refusal to sign the Purchase Agreement.

4.8 Training materials, tools and equipment

The training must include fully functional UAV equipment sufficient for practical exercises, including multi-rotor UAVs (e.g., DJI Mavic series or equivalent), spare batteries with adequate charging capacity, charging hubs and power adapters, remote controllers and necessary control devices (such as tablets or smartphones where required), spare propellers and essential replacement parts, memory cards and data storage media. All UAV equipment must be fully operational, regularly maintained, and suitable for safe use in field training conditions. The number of UAVs available on-site must be up to two units.

The service provider shall ensure the provision of all necessary training materials to support course delivery, including presentations, handouts, and printed resources covering all training topics, and stationary (e.g., flipcharts, leaflets, highlighters, notebooks, pens).

Each participant is supplied with basic stationery: a notebook and a pen.

For practical training scenarios involving simulated explosions, the service provider provides adequate training equipment to ensure safe and effective execution of exercises. This includes a minimum of twenty-four training grenades per training, as well as at least five smoke-generating pyrotechnic devices to replicate realistic smoke conditions during scenarios.

The service provider ensures the availability of specialized equipment required for training delivery. Where demonstration of drone detection equipment is required, the service provider must provide a drone detector for instructional purposes.

The group must be equipped with four 4 portable drone detection devices. Drone Detectors must be capable of scanning the specified frequency ranges (1.3 GHz, 3.3 GHz, 5.8 GHz) within a short detection time, namely from 4 to 8 seconds. In the current version, the device operates within the following frequency bands: 900–1680 MHz, 3060–3700 MHz, and 4990–6000 MHz, with parallel high-speed automatic scanning across these ranges.

The equipment must be fully functional and suitable for safe and effective demonstration during training sessions.

The service provider ensures the availability of necessary equipment to support both theoretical and practical aspects of the training. This includes navigation and orientation tools, such as GPS devices, maps, and compasses, where relevant to the training scenarios, as well as audio-visual equipment, including speakers, microphones, and video playback capabilities to facilitate effective delivery of training content.

In addition, the service provider must provide appropriate personal protective equipment (PPE) for all participants. At a minimum, this includes protective eyewear, which is issued to each participant and must be worn during all relevant practical exercises.

After the award

DRC reserves the right to conduct a site visit and reject the supplier if the training premises, equipment, or site arrangements do not match the Supplier's tendered proposal. The visit will verify:

- Compliance with the training classroom, practical exercise areas, distance between theoretical and practical areas, accommodation (for two-day format), and overall suitability of the venue for **Short-Range Drone Awareness & Countermeasures Training** delivery according to the Terms of Reference (ToR).
- Availability and compliance of proposed equipment, tools, materials, and safety resources for **Short-Range Drone Awareness & Countermeasures Training** exercises.
- Practical effectiveness of safety measures, including first aid equipment, in line with the Bidder's declared policies and ToR requirements.
- Practical ability of Lead, Deputy Lead Instructors and EORE Instructor to deliver **Short-Range Drone Awareness & Countermeasures Training** fluently in English and Ukrainian (minimum B2), demonstrating strong expertise, instructional, and facilitation skills for scenario-based and practical training.

After contracting

The training provider may not change any of the locations or venues without prior authorisation by the DRC Supply Chain team, following a successful in person inspection of the premises by the DRC Safety Team.

5. Scope of work

The Short-Range Drone Awareness and Countermeasures Training should be designed as an intensive course and must include both theoretical sessions and practical exercises aimed at equipping humanitarian workers with the knowledge, skills, and best practices necessary to recognise, mitigate, and react to short-range drone threats.

The training must be delivered in two possible formats, depending on operational needs:

- **One-day training** «short-range drone awareness and countermeasures training».
- **Two-day training** «short-range drone awareness and countermeasures training”.

The two-day training format is intended for staff of the Safety Department (DRC Ukraine) who are responsible for security risk management and field safety. The training agenda must be structured in a logical sequence, starting with fundamental concepts of drone threats and awareness, followed by identification and detection principles, and progressing to practical countermeasure approaches and operational use of drone detection equipment.

The supplier shall ensure that the content, depth, and delivery of the training are tailored to this target audience and their operational context.

Bidder must provide with both formats: one-day and two-day training. DRC will choose the format based on the operational needs.

Both courses will be designed to equip humanitarian participants with essential knowledge and practical skills to understand and respond to the risks posed by short-range attack drones in operational environments.

Objectives:

- Increase individual awareness of the technical characteristics, attack methods, and operational risks related to short-range drones.
- Dispel common myths and misconceptions about drone capabilities.
- Provide practical techniques to mitigate personal risk and protect themselves in areas with an active drone threat.
- Introduce best practices within the humanitarian sector for day-to-day drone risk management.
- Enhance organizational and individual safety through both non-equipment and equipment-based countermeasures.

Option 1 One-day training

Introduction to Drone Awareness and Countermeasures

- Overview of the humanitarian operational context and the increasing use of short-range attack drones.
- Discussion on the importance of awareness and risk mitigation.
- Roles and responsibilities of humanitarian personnel in minimizing drone-related threats.

Orientation to Common Short-Range Attack Drones

Technical and operational characteristics of:

- FPV (First-Person View) attack drones.
- Drop-drones (DJI-Mavic style).
- Emerging fibre-optic guided drones.
- Myths vs. realities about drone capabilities and limitations.
- Familiarization with visual indicators and flight behaviour patterns.

Short-Range Drone Target Selection & Attack Vectors

- How hostile operators select targets and execute attacks.
- Common attack patterns and tactics.
- Case studies illustrating typical drone incidents in humanitarian operational contexts.

Personal Drone Countermeasures Best Practices

- Day-to-day personal comportment and movement discipline to reduce drone detection and targeting risk.
- Behaviours and practices to avoid in high drone-threat areas.
- Practical field-tested methods to reduce exposure.

Reacting to Short-Range Drone Attacks (Without Equipment)

Techniques for identifying immediate danger signs and reacting during drone presence or attack:

- While on foot.
- While traveling in a vehicle.
- Managing cover, concealment, and movement during an active drone threat.

Non-Equipment-Based Countermeasures (Practical)

- Practical drills to apply non-equipment-based personal security techniques in simulated scenarios.
- Movement techniques, using available cover, and situational awareness exercises.

Final Practical Exercise

- Combined scenario applying all course modules in a dynamic, context-based simulation.
- Participants must implement non-equipment countermeasures under realistic threat conditions.

Final Debriefing & Course Completion

- Review of key lessons learned.
- Discussion of practical applications in field operations.
- Issuance of certificates of completion.

Option 2 Two-day training

The two-day training programme shall include all topics and learning objectives described under Option 1, and in addition cover the following modules:

Introduction to Common Frequency Detectors

- Overview of commercially available frequency detection devices used in humanitarian contexts.
- Strengths and limitations of electronic drone detection tools.
- Basic principles of how frequency detectors identify drone activity.

Frequency Detector Standard Operating Procedures

- Step-by-step response protocols when a suspected drone is detected:
- While on foot.
- While moving in a vehicle.
- Integrating frequency detection alerts into personal security management practices.

Drone Detector Operation and Use

- Basic principles of RF-based UAV detection and device functionality.
- Step-by-step procedures for operating a drone detector in field conditions.

- Interpreting detection alerts and signals.
- Practical use of the device while on foot and in a vehicle.
- Integrating drone detection into personal security practices and response actions.

Equipment-Based Countermeasures (Practical)

- Hands-on exercises practicing detection, alert response, and movement based on frequency detector signals.
- Coordination and decision-making drills under simulated operational conditions.

Final Practical Exercise

- Combined scenario applying all course modules in a dynamic, context-based simulation.
- Participants must implement countermeasures both without equipment and with equipment, under realistic threat conditions.

Throughout the both formats of the training, participants will engage in practical exercises, simulations, and hands-on activities to reinforce their learning and build confidence in responding to short-range drone threats.

Participants will receive instruction on how to identify, assess, and react to the presence of short-range attack drones, both on foot and while in a vehicle, using both non-equipment-based and equipment-based countermeasures. Practical sessions will familiarize participants with common drone models, their operational characteristics, and the techniques used by drone operators to select and engage targets.

At the end of the day of both formats, a final culminating practical exercise will take place, allowing participants to apply all newly acquired skills and knowledge in a dynamic, context-based simulated environment designed to mirror realistic operational conditions.

All participants will receive certificates upon successful completion of the training, confirming their participation in the Short-Range Drone Awareness and Countermeasures Training program.

DRC does not restrict service providers from proposing their own training plan; however, it must cover all topics mentioned above and consider the logical sequences of themes for one-day training and two-day training formats.

6. Deliverables

Following the signing of the Purchase Agreement, DRC will place Purchase Order / Service Contract (Orders) with the awarded supplier based on its needs no later than 21 days prior to the delivery of the Short-Range Drone Awareness and Countermeasures Training.

Upon placement of the Service Order, DRC and the supplier will agree on the training dates, which shall be specified in the Service Order.

The service provider is expected to deliver the training in line with the agenda stated above.

The service provider shall submit a detailed training curriculum that defines session plans, learning objectives, and the methods for theory and practical exercises, ensuring participants gain the necessary knowledge and skills for this training.

The service provider shall provide comprehensive training materials, including presentations, handouts, and printed materials covering the scope of topics delivered during the training.

The service provider is also must to issue certificates to each participant upon successful completion of the Short-Range Drone Awareness and Countermeasures Training at the conclusion of the training. Additionally, printed materials covering the key themes and topics of the training should be provided to all participants for future reference. The service provider shall provide comprehensive training materials, including presentations, handouts, and printed materials covering the scope of topics delivered during the training, as well as notebooks and pens for each participant.

The service provision must be complied with all service provision requirements outlined in Section 4 of these Terms of Reference.

Please refer to the Section 4.

7. Payment

Payment will be made in parts, for each group after the completion of the training session during 30 days after submission of an invoice and acceptance of the service by DRC.

All costs related to the training must be included in the proposal. This should cover the cost per participant, training fees, accommodation (for residential training), meals (depends on the one-day or two-day formats), coffee breaks, training materials, and any other expenses directly associated with delivering the training. All costs must be included upfront in the financial proposal. The service provider is not permitted to issue additional invoices or claim reimbursement for any expenses that were not included to the financial proposal.

8. Technical supervision

The selected Training provider will work under the supervision of:

- DRC Ukraine Head of Safety

9. Travels

The training takes place exclusively in Kyiv, Ukraine.

DRC is responsible for transferring participants to the training venue on the morning of Day 1 of the training and for transferring them back after the training at the end of the day or on the last (Day 2) day. Transportation between the training venue and the hotel (for two-day format of the training) is provided by the DRC (if needed).

10. Submission process

Please refer to the Invitation Letter RFP-UKR-2026-016 (Section A).

11. Evaluation of bids

Please refer to the Invitation Letter RFP-UKR-2026-016 (Section A).