

TERMS OF REFERENCE (TOR)

**REQUEST FOR BID (RFB) FOR THE DESIGN AND DELIVERY OF A PROFESSIONAL COMMUNICATION
SKILLS TRAINING FOR PROJECT STAFF**

**DONUTS PROGRAMME: REGIONAL COFFEE AND FLOWERS PROGRAM - KENYA, UGANDA AND
ETHIOPIA**

1 Important TOR Information and Dates

TOR Name: Professional Communication Skills Training-DONUTS Regional Program		User Department: Programme Directorate
Location of Contracting Entity: Nairobi-Kenya		Correspondence Language(s): English

TOR Package Available from: 14 th October 2026	Tender Package Pickup Location: Fairtrade Africa Website
Deadline for Offer Submission: 28 th October 2026 at 17:00 hrs EAT	Submit Offers to: procurementeastafrika@fairtradeafrica.net

Fairtrade Africa reserves the right to accept or reject any late offers

Questions and Answers (Q&A)	
If any, Submit Questions in writing to: procurementeastafrika@fairtradeafrica.net	
Last Day for Questions: 20 th October 2026	Questions will be answered by: 23 rd October 2026
Questions will be answered through: procurementeastafrika@fairtradeafrica.net	

2. Background

Overview of Fairtrade Africa (FTA)

Established in 2005, Fairtrade Africa (FTA) is a member of Fairtrade International and the umbrella network organization representing Fairtrade-certified Producer Organizations in Africa and the Middle East. It has four (4) regional networks: Eastern & Central Africa; Southern Africa; West Africa; and the Middle East & North Africa. Fairtrade Africa currently represents 1,445,265 farmers and workers in 684 Producer Organizations spread across 29 countries in Africa and the Middle East by providing services to them that contribute to the improvement of their livelihoods.

Overview of the DONUTS Regional Projects

Fairtrade Africa is implementing a donor-funded program in the coffee and flowers value chains in Uganda and Ethiopia with funding from the Ministry for Foreign Affairs of Finland (MFA Finland) under the DONUTS programme (2022–2029). The projects work with Fairtrade-certified Producer Organizations, smallholder coffee farmers and hired-labour flower farms to strengthen sustainable livelihoods, decent work and workers' rights. In Ethiopia, the coffee project is concentrated in the Kafa and Jimma zones, while the flowers project works with Fairtrade-certified flower farms and their workers in Ziway region. The Uganda project is working with certified and non-certified coffee producers in western, central and eastern regions.

Project delivery is managed by a regional team of Fairtrade Africa staff based in Ethiopia, Uganda and Kenya. In the course of their work, project staff engage daily with a wide range of internal and external stakeholders, including Fairtrade Africa and Fairtrade International colleagues, donor representatives, Producer Organization leaders, farm management, trade unions and workers' committees, government institutions, implementing partners and service providers. These engagements take place across different countries, languages, cultures and communication channels, often under tight timelines and competing priorities.

Rationale for the Training

Effective, professional communication is central to the successful delivery of donor-funded projects. It underpins timely and accurate reporting to the donor, constructive relationships with partners and beneficiaries, coordinated work across country teams, and a respectful and productive working environment. Gaps in communication skills can lead to misunderstandings, delays in implementation and reporting, avoidable conflict, and reputational risk for Fairtrade Africa.

Fairtrade Africa therefore wishes to engage a qualified consultant to design and deliver a practical, interactive professional communication training for the regional projects staff. The training will strengthen staff soft skills in professional communication and enhance effective project delivery, improve working relationships with internal staff, and strengthen engagement with donors, partners and other stakeholders.

3. Purpose and Objectives of the Consultancy

3.1 Purpose

The purpose of the assignment is to strengthen the professional communication competencies of Fairtrade Africa staff working on the DONUTS regional program, so that they communicate clearly, confidently, respectfully and appropriately with internal colleagues, the donor, partners and project participants, thereby contributing to more effective project delivery and stronger working relationships.

3.2 Specific Objectives

Specifically, the consultant will:

- i. Design a tailored professional communication training programme that reflects the operating context of the DONUTS regional program, including multi-country teams, donor reporting obligations and engagement with Producer Organizations, farm management and workers.
- ii. Strengthen participants' verbal, non-verbal and written communication skills, including clear and concise communication and professional email, telephone and virtual communication etiquette.
- iii. Build participants' interpersonal skills in active listening, emotional intelligence and empathy, assertiveness and boundary-setting, and sensitive, respectful and inclusive communication across cultures.
- iv. Equip participants with practical tools for giving and receiving constructive feedback, managing conflict and difficult conversations, and communicating effectively under pressure.
- v. Reinforce standards of workplace etiquette, professionalism, confidentiality and responsible data and information sharing, including in communication with the donor and external stakeholders.
- vi. Assess changes in participants' knowledge and confidence through pre- and post-training assessments and support each participant to develop an individual communication action plan for application in their work.

4. Scope of the Assignment

The assignment covers a total level of effort of three to five (3-5) days, comprising one (1) day of content preparation, one (1) day of virtual training and one (1) day of in-person (physical) training. The virtual day may preferably be scheduled before the physical training as a foundation session. Bidders are expected to propose and justify their recommendations on delivery approach in their technical proposal.

Specifically, the consultant will:

- a) **Content preparation (1 day):** Hold a briefing meeting with the Program team to confirm expectations, participant profile and logistics; review relevant background materials provided by Fairtrade Africa; administer a short pre-training needs and self-assessment survey to participants; and develop the session plan, facilitation guide, training materials and practical case studies drawn from the project context.
- b) **Virtual training (1-2 days):** Facilitate an interactive virtual session for all participants on Zoom using breakout groups, polls and practical exercises. The sessions could include a 1-day delivered before the physical training, that should build foundational knowledge; and a day after the physical training, that should consolidate learning, review progress on individual action plans and address emerging questions.
- c) **Physical training (1 day):** Facilitate an interactive, practical in-person training at a physical location in Nairobi, using role plays, simulations, group work and case studies relevant to project staff engagements with colleagues, the donor and stakeholders.
- d) **Assessment and reporting:** Administer pre- and post-training assessments and a participant evaluation and prepare a concise training report with recommendations for follow-up.

4.1 Training Content

The training shall cover, at a minimum, the following professional communication topics:

1. **Foundations of Effective Communication** - Verbal and non-verbal communication; active listening; clear and concise communication.
2. **Emotional Intelligence and Inclusive communication** - Emotional intelligence and empathy; sensitive and respectful communication; cross-cultural communication and inclusion.

3. **Constructive Feedback and difficult Conversations** - Giving and receiving constructive feedback; conflict resolution and difficult conversations.
4. **Assertiveness and Communication Under Pressure** - Assertiveness and boundary-setting; communicating effectively under pressure.
5. **Professional Etiquette and Responsible Information Sharing** - Workplace etiquette and professionalism; email, telephone, and virtual communication etiquette; confidentiality and responsible information sharing.

4.2 Participants

The training targets approximately 8 Fairtrade Africa staff working on the DONUTS regional projects in Kenya, Uganda and Ethiopia, including project managers, project coordinators, and operations support staff. The consultant should apply gender-responsive and inclusive facilitation approaches and ensure that the content is relevant to participants from different.

5. Methodology

The training shall apply practical, participatory and context-specific principles. Bidders are expected to propose and justify their own methodology; the following elements are expected as a minimum:

- a) A brief pre-training needs and self-assessment to tailor content to participants' experience and priority skill gaps.
- b) Interactive facilitation methods, with no more than one-third of session time allocated to presentations, and the remainder to role plays, simulations, case studies, group work and reflection.
- c) Case studies and scenarios grounded in the project context, such as communicating delays or changes to the donor, handling a sensitive grievance raised by a worker or farmer, coordinating a cross-country teams, and responding to urgent information requests.
- d) Pre- and post-training assessments to measure change in participants' knowledge and confidence, and a participant evaluation of the training.
- e) Individual communication action plans developed by each participant for application in their day-to-day work.

6. Deliverables

The consultant will be expected to produce the following deliverables:

- i. **Training Design Note:** presenting the confirmed training objectives, recommended sequencing of the virtual and physical days, detailed session plans and agenda for both days, the pre-training assessment tool, and the pre- and post-training assessment and evaluation tools.
- ii. **Training Materials Package:** comprising facilitation slides, case studies and exercises, participant notes or handbook and a concise quick-reference toolkit on professional communication, shared with Fairtrade Africa in editable format at least 7 working days before the first training day.
- iii. **Delivery of the Virtual Trainings:** to all participants, including attendance records.
- iv. **Delivery of the Physical Training:** (1 day) to all participants, including attendance records.
- v. **Training Report** submitted within five (5) working days after the final training day, meeting the requirements set out in Section 7.

7. Training Report Requirements

- i. An executive summary highlighting key results, observations and recommendations (maximum one page).
- ii. The training report shall provide:
 - a) A short background to the training, its objectives and the approach used.
 - b) A summary of the sessions delivered, including dates, mode of delivery, topics covered and methods used.
 - c) Participation data disaggregated by sex and country.
 - d) Analysis of pre- and post-training assessment results and participant evaluation findings.
 - e) Key observations on participants' strengths and remaining skill gaps, and practical recommendations for follow-up learning, coaching or institutional support.
 - f) Length: not to exceed ten (10) pages, excluding annexes.
 - g) Annexes: agenda, attendance lists, assessment and evaluation tools, and a summary of individual action plan commitments.

8. Location of Assignment

The physical training will take place in Nairobi while the virtual trainings will be delivered online on Zoom. Content preparation will be undertaken remotely by the consultant.

Fairtrade Africa will be responsible for the training venue and for participants' travel, accommodation and meals during the physical training. The consultant's professional fees, own travel and any other costs related to the assignment shall be included in the financial proposal.

9. Timeframe and Level of Effort

The assignment will be conducted between 16th November to 4th December with the physical training on 23rd November 2026. The detailed schedule will be agreed with Fairtrade Africa at the briefing meeting.

10. Contact Persons for the Assignment

The Project Manager will serve as the primary contact for this assignment.

11. Assignment Qualifications

- a) A degree in communication, human resource management, organizational development, psychology, education or a related field; an advanced degree is an added advantage.
- b) At least seven (5) years' experience designing and facilitating soft skills, professional communication or interpersonal effectiveness training for adult professionals.
- c) Demonstrated experience delivering training for international NGOs, development organizations or donor-funded programmes, including staff who engage with donors and multi-country teams.
- d) Proven ability to deliver highly interactive training both in person and virtually, using practical methodologies.
- e) Experience working/ facilitating trainings in multi-cultural set-ups in East Africa; familiarity with the Kenyan, Ugandan and Ethiopian working contexts is an advantage.
- f) Certification in training, facilitation or coaching emotional intelligence is an added advantage.
- g) Familiarity with the Fairtrade system, agricultural value chains or ethical trade programmes is an advantage.
- h) Excellent spoken and written communication skills in English.

12. Submission Guidelines

All applications must include the following:

- a) Separate technical and financial proposal documents. The technical proposal shall include the cover letter and curriculum vitae (CVs) of consultants together in one document.
- b) The technical proposal must demonstrate the consultant's understanding of the ToR and include the proposed methodology, recommended sequencing of the virtual and physical days with justification, a draft training outline/agenda, and the proposed approach to pre- and post-training assessment.
- c) At least one sample of training materials from a comparable assignment such as session plan, handout or slides.
- d) Three contactable references from organizations for whom similar assignments have been conducted within the last three (3) years, with supporting evidence.
- e) A detailed financial proposal stating the daily professional fees and all other costs, inclusive of applicable taxes.

13. Evaluation Criteria

The evaluation method for this procurement will be Quality and Cost-Based Selection (QCBS). Technical criteria will account for 70% of the weight, while Cost/Financial score will account for 30% of the weight.

Mandatory/ Eligibility Criteria

- Copy of Valid Tax Compliance Certificate
- Copy of Registration/Incorporation Certificate
- Copy of a valid business permit

14. Payment Schedule

The total contract value shall be paid in two instalments linked to the satisfactory completion and approval of agreed deliverables.

- i. An initial payment of 40% will be made upon submission and approval of the Training Design and the Training Materials Package.
- ii. The final 60% will be paid upon delivery of the virtual and physical training sessions and approval of the Training Report.

15. Submission Instructions

Proposals must be submitted electronically to: procurement@fairtradeafrica.net.

Subject line: **Professional Communication Training - DONUTS Regional Program.**

Deadline for submissions: 28th October at 17:00 hrs EAT.

NOTE: Only shortlisted consultants will be contacted.