

TERMS OF REFERENCE FOR CAPACITY BUILDING IN THE FINANCIAL SECTOR ON SUSTAINABILITY DISCLOSURE AND REPORTING (IFRS S1/S2 & GRI)

1. Introduction

About the Uganda Bankers Association

The Uganda Bankers' Association (UBA) is an umbrella organisation for financial institutions licensed and supervised by the Bank of Uganda (BoU). Established in 1981, UBA is currently made up of 34 members, including 23 Tier 1 Commercial Banks, 3 Development Banks, and 8 Tier 2 & 3 Financial Institutions. (Total has remained 34, but constitution of membership has changed between Tier 1 vs Tier II & III UBA promotes and represents the interests of the member financial institutions; works closely with the regulator to promote financial sector growth; undertakes policy research on the banking sector; and acts as a platform for advocacy for a strong, vibrant, and respected financial services industry.

About aBi Finance Limited

The Agricultural Business Initiative (aBi) was jointly founded by the Governments of Denmark & Uganda in 2010 as a social enterprise that channels development cooperation funding to agribusinesses & agricultural service providers. aBi aims at building a competitive, profitable & sustainable agriculture and agribusiness sector in support of equitable wealth creation in Uganda. The aBi consists of two companies limited by guarantee: aBi Finance Ltd and aBi Development Ltd.

aBi Finance It provides funding to financial institutions & agribusinesses with a focus on SMEs & smallholder farmers through Lines of Credit, Clean Technology Guarantees & Financial Services Development.

aBi Finance has been at the forefront of promoting sustainable finance initiatives in Uganda, including the development of the Green Agribusiness Taxonomy, countrywide green finance activations, supporting the development and launch of the ESG Framework for Uganda's Banking Sector, and supporting ESG capacity-building initiatives for senior leadership within financial institutions.

2. Background to the Assignment

The introduction of IFRS S1 and IFRS S2 Sustainability Disclosure Standards, alongside globally recognised frameworks such as the Global Reporting Initiative (GRI), requires financial institutions to strengthen their internal capacity to collect, manage, and disclose ESG-related information in line with internationally recognised standards.

In response to these challenges, the Uganda Bankers' Association (UBA), with financial and technical support from aBi Finance, is implementing an ESG Technical Assistance Project aimed at strengthening ESG reporting, disclosure, and risk management practices across the banking sector.

The proposed intervention will build technical capacity through a masterclass for CEOs and senior executives, technical training for ESG champions and practitioners within financial institutions, leading to certification of participants in ESG reporting frameworks where applicable and post-training advisory support to facilitate practical implementation of ESG reporting practices.

Against this background, UBA therefore seeks a qualified and experienced consultant/firm to undertake a six-month intensive capacity-building initiative to train and handhold members of the financial sector institutions in IFRS S1 & S2 and in the Global Reporting Standards (GRI).

2.1. Objectives of the Assignment

The primary goal of the assignment is to strengthen the capacity of financial institutions in Uganda to adopt and implement IFRS S1 and IFRS S2 sustainability disclosure standards and align ESG reporting with GRI frameworks, thereby enhancing transparency, risk management, and sustainable finance practices within the sector.

2.2. Specific Tasks of the Assignment

The consultant/firm shall support the execution and delivery of the following tasks:

- i. Design and deliver an Executive ESG Masterclass targeting CEOs and senior executives from financial institutions, focusing on strategic implications of IFRS S1

and IFRS S2, ESG governance and oversight and integration of ESG into institutional strategy and risk management.

- ii. Design and deliver an in-depth technical training program for ESG champions and technical staff (e.g., credit, risk, finance, sustainability teams) covering application of IFRS S1 and IFRS S2 sustainability disclosure standards, ESG data management and reporting systems, alignment between IFRS S1/S2 disclosures and GRI reporting standards and practical exercises on sustainability reporting.
- iii. Provide adequate support to the selected participants to obtain Certifications under relevant IFRS sustainability or GRI reporting frameworks.
- iv. Develop and deliver training materials, toolkits, templates, and reporting guidance to support implementation.
- v. Provide post-training advisory support for up to six (6) months, including virtual technical advisory sessions, review of ESG policies and reporting templates and guidance on sustainability disclosure preparation.
- vi. Undertake post-training evaluations to assess knowledge uptake and training effectiveness.
- vii. Prepare and submit a comprehensive training and implementation report summarizing outcomes and recommendations.

3. Scope of the Assignment

The scope shall focus on supporting the execution and delivery of the specific tasks presented in Section 2.2 above. The project targets a total number of **50 participants**, mainly staff from **34** UBA member financial institutions, which include **23** Commercial Banks, **3** Development Banks, and **8** Tier I and II financial institutions and other Banking sector practitioners. In view of the defined deliverables, the Consultant and or firm will be required to perform tasks throughout various stages of this project in liaison with the reporting officer. The project will be delivered through two cohorts with post-training follow-up support.

- **Cohort 1** – Executive Masterclass: Targeting CEOs / delegated senior executives with a focus on strategic ESG integration and governance.
- **Cohort 2** – Technical Training: Targeting ESG champions and technical staff with a focus on the practical application of IFRS S1 & S2, and GRI reporting.
- **Followed by five months** of hand-holding post-training support for the UBA member financial institutions.

4. Expected Deliverables

- i. Inception Report outlining methodology and implementation plan.
- ii. Training Curriculum and Materials aligned with IFRS S1, IFRS S2, and GRI.
- iii. Executive Masterclass Delivery for CEOs and senior executives.
- iv. Technical Training Delivery for ESG champions and practitioners
- v. Certification participants where applicable.
- vi. Training Toolkit including templates and reporting guides.
- vii. Post-training handholding support provided for five months.
- viii. Final assignment report summarizing outcomes, lessons learned, and recommendations.

5. Timeframe

The assignment is expected to be implemented over a period of approximately six (6) months, including training delivery and hand-holding technical support. The initial training activities are expected to commence in Q2 2026.

6. Technical Requirements of the Consultant (s)

- The consulting firm should demonstrate strong expertise & exposure in ESG advisory, sustainability reporting, and climate-related financial disclosures with proven experience delivering IFRS sustainability standards training (IFRS S1 & S2) and/or GRI reporting training.
- The consultancy firm should have a strong reputation in training financial institutions.
- Should have worked on similar capacity-building engagements with financial institutions in areas of ESG, green finance, or sustainability finance in the past for reputable institutions.
- The Team Leader and other experts should have qualifications in ESG, sustainable finance or related fields and have proven experience in capacity building in ESG, green finance, or sustainability finance.
- Key experts should have relevant postgraduate qualifications in finance, sustainability, ESG, climate finance, or related fields, at least 5 years of relevant

professional experience and demonstrated experience delivering training and advisory services in ESG and sustainability reporting.

- Proven experience in conducting related capacity building engagement with financial institutions - Testimonials from other similar projects.
- Possesses Legal compliance, e.g., licences, certificates, etc.

7. Application process

Interested consultants and firms can apply for the assignment by submitting an expression of interest to take up the assignment, with the following documents:

- **Technical proposal:** The technical proposal should include a firm profile and relevant experience, technical approach and methodology, proposed training structure/implementation plan, certification pathway, team composition and CVs of key experts, Evidence of executing similar work previously and at least three recommendations from similar assignments.
- **Financial proposal:** The financial proposal should include a detailed budget in UGX, including Professional fees, Certification costs, Training materials, Travel, and logistical costs (if applicable).
- **Interested applicants** should submit their application and supporting documents to secretariat@ugandabankers.org with the subject line "**UBA Capacity Building in IFRS S1 & S2 and GRI**" no later than **8th May 2026**. Only short-listed candidates will be contacted.

8. Evaluation Criteria of Assignment

Criterion	Scores %
Relevant experience in ESG and sustainability reporting	30
Technical approach and methodology	30
Qualifications and experience of key experts	20
Financial proposal and value for money	20
Total	100

9. Contract Management

The contract shall be managed through the following processes:



- The consultant and or firm will report to the Executive Director of the Uganda Bankers Association.
- The consultant and or firm will be responsible for designing training materials, delivering training sessions, providing advisory support, and preparing reports.
- Payments will be made based on agreed milestones and deliverables under the consultancy contract.