

TERMS OF REFERENCE FOR DEVELOPING A COMMUNICATION STRATEGY AND SUPPORT IMPLEMENTATION OF A 3 MONTH AWARENESS CAMPAIGN FOR WATER, SANITATION AND HYGIENE (WASH) FINANCING.

1. INTRODUCTION

About the Uganda Bankers Association

The Uganda Bankers Association (UBA) is the umbrella organization representing 34-member financial institutions licensed and supervised by the Bank of Uganda, comprising 22 Tier I Commercial Banks & 9 Tier II, and Tier III Financial institutions and 3 Development Financial Institutions. UBA promote best practices and represents the interests of the member financial institutions; works closely with Bank of Uganda to promote sustainable financial sector growth, strengthening technical by establishing strategic partnerships that enhance access to finance and product development.

1.2 About Water For People.

Water For People is an international development organization that exists to promote the development of high-quality drinking water and sanitation services, accessible to all, and sustained by strong communities, businesses, and governments. It envisages a World where every person has access to reliable and safe water and sanitation services.

1.3 About the Ministry of Water and Environment

The Ministry of Water and Environment (MWE) is the Government of Uganda agency responsible for sound management and sustainable utilization of water and environment resources for betterment of population of Uganda. The Ministry of Water and Environment established the Water Resources Institute as a center of excellence that provides cutting edge applied research and training for professional skills development across all levels on water resources management.

2. Background to the Assignment

In March 2026, Uganda Bankers' Association, the Ministry of Water and Environment, and Water For People signed a Memorandum of Understanding (MOU) to strengthen the banking sector's capacity to support WASH-related interventions. A recent Sanitation Credit Market Assessment revealed significant systemic barriers restricting sanitation financing in Uganda. Key constraints include low awareness of WASH as a

viable investment portfolio, weak institutional capacity, inadequate credit risk assessment tools, and a lack of structured coordination between financial and WASH sector actors.

To bridge these gaps, UBA supported by technical backstopping from Water For People is implementing a Technical Assistance Project aimed at improving the enabling environment for WASH financing. The primary objective of this project is to drastically increase awareness and knowledge uptake of WASH financing among UBA member financial institutions. UBA therefore intends to engage a professional communications agency/consultant to design a robust communication strategy and support the execution of a targeted 3-month awareness campaign.

2.1 Objectives of the Assignment

The main objective of this consultancy is to develop a comprehensive communication strategy and execute a high-impact, 3-month awareness campaign tailored to UBA member institutions. The campaign must effectively de-risk and position WASH financing) as a commercially viable, sustainable, and strategic investment line.

Specific Objectives:

- To reduce information asymmetry within the financial sector regarding WASH products, services and sanitation business models, and market opportunities.
- To stimulate interest and buy-in from member banks towards extend financing to the WASH sector
- To promote the business case for integrating WASH financing into existing Environmental, Social, and Governance (ESG) frameworks and banking portfolios.

2.2 Specific Tasks of the Assignment

The consulting firm/agency will work under the direct supervision of the UBA Secretariat, directly reporting to the Head Communications and Corporate Affairs, who will manage approvals in collaboration with the technical experts from Water For People. The assignment is divided into two core phases:

Phase I: Strategy Development

- **Stakeholder & Message Mapping:** Identify and segment the target audiences within the financial institutions (e.g., CEOs, Credit/Risk Officers, Product Managers, Relationship Managers) and define tailored value propositions for each.
- **Strategy Formulation:** Draft a comprehensive Communication Strategy detailing core campaign themes, strategic messaging pillars (focusing on market potential, risk mitigation, and ESG alignment), multi-channel selection, and engagement timelines.
- **Creative Concept and Content Design:** Develop the creative identity of the campaign, including a catchy tagline, visual themes, templates, and multimedia content concepts (infographics, video explainers, factsheets derived from the Market Assessment).

Phase II: 3-Month Campaign Execution

- Produce and deploy high-quality content across UBA's digital channels and targeted professional networks (e.g., LinkedIn) to engage financial professionals.
- Draft thought-leadership articles, executive briefs, and success stories highlighting the viability of sanitation enterprises and available MSME patient capital.
- Provide communication, branding, and content deployment support for targeted technical dialogues, webinars, or coordination platform meetings organized during the campaign period.

3. Scope of the Assignment

The scope shall focus on supporting improved knowledge and understanding as per objectives listed in 2.2 above. The campaign targets 34 UBA member financial institutions which include 22 Tier1 Commercial banks, 9 Tier 2 & 3 financial institutions and 3 development Banks.

4. Expected Deliverables

The selected agency will be expected to submit the following deliverables:

Deliverable	Description	Timeline
1. Inception Report	Detailed work methodology, refined implementation timeline, and initial stakeholder analysis.	Within 1 week of signing
2. Communication Strategy and Creative Assets	Final strategy document, including messaging matrix, content calendar, and approved creative designs/multimedia assets.	Within 3 weeks of signing
3. Monthly Campaign Progress Reports	Summary of activities executed, content metrics (reach, engagement), and adjustments made for subsequent weeks.	End of July 2026, August 2026 & September 2026
4. Final Campaign Evaluation Report	Comprehensive close-out report tracking performance against KPIs, stakeholder feedback, and recommendations for sustained engagement.	Within 2 weeks post-campaign

5. Duration of Assignment

The total duration for this assignment is **3.5 months** (2 weeks for strategy development and asset creation, followed by a fixed **3-month campaign execution window**).

6. Required Qualifications and Experience

The ideal agency or consultant must possess:

- Minimum of 5–7 years of demonstrable experience in corporate communications, B2B marketing, or public relations, preferably within the financial services or development sector in Uganda.
- Proven track record of developing and executing successful strategic communication campaigns for institutional audiences (C-suite, policymakers, development partners).
- Familiarity with the banking landscape in Uganda, ESG principles, or impact investing/WASH financing structures is highly desirable.
- Strong creative and technical capabilities in graphic design, multimedia content production, and professional copywriting.

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 the institution profile and relevant experience, technical approach and methodology, proposed implementation plan, 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 detailed budget in UGX, including professional fees.

Interested applicants should submit their application and supporting documents to secretariat@ugandabankers.org, with the subject line **“WASH Communication Strategy and Awareness Campaign”** no later than **1st July 2026**. Only shortlisted candidates will be contacted.

8. Evaluation Criteria of Assignment.

Applications will be evaluated in two stages: a Technical Evaluation followed by a Financial Evaluation. Only applicants attaining a minimum technical score of 70% will be considered for financial evaluation. UBA reserves the right to verify any information submitted, request clarifications, and contact referees before finalizing the evaluation.

8.1 Evaluation Criteria (100 Marks)

Criteria	Description	Score
Organizational Profile and Experience	Relevant track record in corporate communications, B2B marketing, or public relations for institutional or financial-sector clients, and quality of references from similar assignments.	20
Proposed Methodology and Creative Approach	Soundness and originality of the proposed communication strategy, messaging framework and creative concepts, and demonstrated understanding of the assignment objectives.	25
Team Composition and Expertise	Qualifications and relevant experience of proposed key experts (CVs), and adequacy of staffing to deliver a 3-month, multi-channel campaign.	15
Implementation Plan and Timelines	Realism, clarity, and feasibility of the proposed work plan against the 3.5-month delivery window set out in Section 5.	10
Financial Evaluation	Financial proposal and value for money	30
Total Evaluation Score		100

-----END-----