TERMS OF REFERENCE FOR DEVELOPMENT OF MIS SYSTEM AND DASHBOARD FOR REPORTING AGAINST UBA ESG FRAMEWORK.

August 2026

I. 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 22 Tier 1 Commercial Banks, 3 Development Banks, and 9 Tier 2 & 3 Financial Institutions. (Total has remained 34, but the 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.

II. Background and Rationale of the Assignment

The banking sector is currently implementing an industry-wide ESG (Environmental, Social, and Governance) framework. Every quarter, the Uganda Bankers Association (UBA) collects individual ESG reports from its member financial institutions, which self-report their progress on the framework. These reports are then consolidated into an industry-wide ESG Performance Report. The framework focuses on four key areas: (1) ESG Governance Framework, (2) Sustainable Finance Framework, (3) ESG Risk Management, and (4) ESG Reporting and Disclosure. UBA member financial institutions are evaluated based on their performance in these areas.

Recently, the UBA Executive Sustainability Committee Africa held a needs assessment engagement, during which one key issue emerged: the automation of the industry's ESG framework. The outcome of this discussion is the development of a comprehensive ESG Dashboard/Management Information System (MIS) aimed at simplifying the reporting process for member financial institutions and the creation of an industry performance report for the UBA Secretariat. In essence, this initiative seeks to reduce the time it takes to analyse individual submissions and produce the industry report for submission to the regulator.

In light of this, the UBA Secretariat with Support from Aceli is seeking a consultant/s to design and develop development of MIS system and dashboard for reporting against UBA ESG reporting framework.

III. Objectives of the Assignment

The overall objective of this assignment is to design, build, test, and deploy an industry ESG framework, International Sustainability Standards Board (ISSB) introduced **IFRS S1 and IFRS S2** as global sustainability disclosure standards and Climate Risk Reporting Dashboard and/or Management Information System (MIS) for reporting and train the members on the usage of this system.

3.1. Specific Tasks of the Assignment

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

- Develop an inception report detailing the approach and key timelines required to undertake the assignment.
- Automate the industry ESG framework to facilitate reporting on the ESG framework by individual UBA member financial institutions, tracking progress,
- Generate report-ready outputs, including charts, tables, and narrative summaries, to support the UBA Secretariat's Periodic Performance Report analysis.
- Provide UBA (and, subject to agreed access arrangements, BoU) with a management dashboard for real-time, ongoing visibility of sector-wide and institution-level ESG progress between formal reporting cycles.
- Produce a user guide or manual on how to operate the Dashboard/Management Information System (MIS)
- Train the UBA Sustainability Committee members and UBA staff on the usage of the ESG Dashboard/Management Information System (MIS).
- Write the final report on the assignment for onward submission to UBA and the funder.

IV. 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 of 34 UBA members. In view of the defined deliverables, the Consultant/s will be required to perform tasks throughout various stages of this project in liaison with the reporting officer. The expected outcome of this activity is to improve the reporting process and implementation of the industry ESG framework.

V. Expected Deliverables

- Inception report including methodology, survey and work plan.
- Produce an ESG Dashboard/MIS System and submit it to the UBA Secretariat.
- Train the UBA Sustainability Committee members on the usage of the newly developed Dashboard.

- Develop a final consolidated report on the assignment for submission to the UBA Secretariat.

VI. Timeframe

The assignment is expected to be conducted on average over a period of 15 days and is expected to commence immediately upon the consultant's onboarding.

VII. Technical Requirements of the Consultant (s)

The consultant/consulting firm should demonstrate strong technical competence and practical experience in Computer Science and Information Technology, and in building dashboards or MIS systems in the banking sector. Specifically, the consultant(s) should meet the following requirements:

- Proven knowledge of developing Dash Boards/MIS systems, with a clear understanding of their relevance to financial sector operations.
- Proven track record in designing and developing dashboards and MIS systems and analysing both quantitative and qualitative data.
- Prior experience of working with the financial sector or other regulated financial institutions in Uganda or similar markets will be an added advantage.
- The Team Leader should possess at least a postgraduate qualification in Computer Science, Information Technology or a related discipline, with a minimum of seven (7) years of relevant professional experience.
- Other key experts should possess relevant academic qualifications and at least five (5) years of experience in IT, Computer Science, financial sector development, or related fields.
- Demonstrated experience in preparing high-quality analytical reports, policy reviews, diagnostic assessments, and strategic recommendations for financial sector stakeholders.

VIII. 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 relevant experience, technical approach and methodology, proposed training implementation plan, team composition and CVs of key experts, and evidence of executing similar work previously.

- **Financial proposal:** The financial proposal should include a detailed budget in UGX, including Professional fees.

- Both the technical and financial proposals should **not exceed 20 pages** in length.

- **Interested applicants** should submit their application and supporting documents to **secretariat@ugandabankers.org** with the subject line "***UBA ESG Dashboard/Management Information System***" no later than **21st August 2026**.

- Due to the bulk of applications, only short-listed candidates will be contacted.

IX. Evaluation Criteria of Assignment

Criterion	Scores %
Relevant experience in conducting a similar assignment	30
Technical approach and methodology	30
Qualifications and experience of key experts	20
Financial proposal and value for money	20
Total	**100**

X. Contract Management

The contract shall be managed through the following processes:

- The consultant/s will report to the Senior Research Officer of the Uganda Bankers Association.
- The consultant/s will be responsible for undertaking the specified tasks of the project, and the Senior Research Officer will provide technical support where necessary.
- Payments will be made based on agreed milestones and deliverables under the consultancy contract.