

TERMS OF REFERENCE

DEVELOPMENT OF AN ESG REPORTING MANAGEMENT INFORMATION SYSTEM FOR THE UGANDA BANKERS' ASSOCIATION.

September 2026

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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 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.

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 Sustainability committee 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). This platform will digitize institutional reporting, integrate global sustainability standards specifically the International Sustainability Standards Board (ISSB) IFRS S1 and IFRS S2 frameworks incorporate climate risk reporting, and significantly reduce the time required to analyze data and generate regulatory reports.

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

Objectives of the assignment

The overall objective of this assignment is to design, build, test, and deploy a secure, scalable, and user-friendly web-based ESG reporting Management Information System and analytics platform for the banking sector, capable of collecting, validating, analysing, and reporting sustainability information at both institution and industry level, including multi-frequency data collection, ISSB alignment (IFRS S1/S2), climate risk reporting, scoring, aggregation, and reporting across all 34 UBA member institutions.

The system shall be capable of:

- Online data submission by member institutions.
- Automated scoring against the UBA ESG Framework.
- Automated industry wide aggregation.
- Generation of institution level reports.
- Generation of UBA industry level reports.
- Trend analysis over multiple reporting years.
- Dashboard visualisation for members and the secretariat.
- Export to Excel, PDF, and powerpoint compatible formats.

Specific tasks of the assignment

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

- Conduct stakeholder consultations with the UBA secretariat, UBA sustainability committee, and selected member institutions to define business and functional requirements.
- Develop an inception report detailing the implementation methodology, survey instruments, data dictionaries, and a realistic work plan.
- Develop detailed system architecture, user workflows, and technical specifications for UBA approval prior to development.
- Automate the harmonized industry ESG reporting template, consolidating overlapping reporting requirements into a single framework where applicable and indicator catalogues, to enable all 34 member institutions to seamlessly submit reports, upload supporting evidence, and track institutional progress. The template

shall be designed to accommodate future reporting enhancements and framework revisions.

- Automate indicator level scoring, pillar weighting, institutional ESG scoring, industry-level aggregation, peer benchmarking, historical trend analysis, and outlier detection.
- Develop role based access controls for UBA administrators, member institutions, and other authorised users, and provide interactive dashboards for member institutions (tracking individual progress and gaps) and the UBA Secretariat (providing real-time visibility of sector-wide progress, completion status, and analytics between formal reporting cycles).
- Build automated data validation and quality assurance controls to improve the completeness, consistency, and reliability of reported information.
- Generate report-ready outputs, charts, tables, and narrative summaries, exportable in Excel, PDF, and PowerPoint-compatible formats
- Implement secure workflows covering data submission, review, return for correction, resubmission, approval, and automated system reminders/notifications.
- Produce a comprehensive user manual and conduct structured training sessions for UBA staff, UBA sustainability committee members, and designated UBA sustainability champions at member institutions.
- Provide on-site technical support to UBA member institutions during the training/rollout phase
- Deliver a comprehensive final assignment report for submission to UBA and the funding partner.

Scope of the assignment

The scope shall focus on supporting the execution and delivery of the specific tasks presented in the section above. The project targets a total of 34 UBA members. In view of the defined deliverables, the Consultant will be required to perform tasks throughout various stages of this project in liaison with the assigned reporting officer. The expected outcome of this assignment is to improve the reporting process and implementation of the industry ESG framework.

Functional requirements of the platform

The system shall support:

- User registration and authentication.
- Institution level reporting.
- Automated scoring and weighting.
- Document uploads and an ESG evidence repository.
- Workflow approval processes.
- Dashboard visualisation.
- Automated reminders for reporting deadlines.
- Data validation checks.
- Audit trail functionality.
- Benchmarking across institutions.
- Report downloads.
- Sector-level analytics.
- Future expansion to additional reporting frameworks.

Technical architecture and features

The platform must be a modern, responsive web application accessible via standard browsers, built on a secure, modular, and scalable architecture. Key technical requirements include:

- **Data management:** Structured capture of qualitative and quantitative metrics, multi-period historical data storage, automated data validation checks, and secure document/evidence management.
- **Security and compliance:** Role-based access control (RBAC), multi-factor authentication (MFA), end-to-end encryption of data in transit and at rest, immutable audit logging for all user and system activities, secure backup and disaster recovery protocols, and mandatory vulnerability assessment and penetration testing (VAPT) prior to production deployment.

- **API capability:** Modular architecture designed to support future system integrations and additional reporting frameworks.
- **Automated reminders:** system generated notifications for approaching reporting deadlines, pending approvals, and returned submissions
- **Data ownership:** UBA shall retain exclusive and permanent ownership of all data, source code, database schemata, configurations, system documentation, and technical handover materials.
- **Hosting and infrastructure:** The consultant shall propose an appropriate cloud or on-premise hosting model for final decision and approval by UBA, ensuring high availability, reliable uptime standards, and robust disaster recovery protocols.

Expected deliverables

- Inception report including stakeholders' findings from the survey, detailed technical scoping, methodology, and work plan.
- System architecture & design documents covering UI/UX prototypes, database schemata, and workflow specifications
- Fully functional ESG MIS platform, deployed and operationalized with reporting, workflow, evidence, analytics, and configurable dashboards.
- Testing & security reports including UAT sign-off and VAPT compliance documentation.
- Comprehensive training delivery including UBA sustainability champions, and on-site technical support records, with user manuals and documentation for UBA staff, committee members, and bank users.
- Complete repository transfer and configuration files of source code, and any other technical materials, with confirmed system ownership arrangements to UBA.
- A final consolidated report on the assignment for submission to the UBA secretariat.

Timeframe

The assignment is expected to be conducted on average over a period of 60 days and is expected to commence immediately upon the consultant's onboarding.

Administrative and Eligibility Requirements

- Certificate of Incorporation/Registration or equivalent proof of legal status, where applicable;
- Valid Trading/Business Licence, where applicable;
- Valid Tax Identification Number (TIN);
- Valid Tax Clearance Certificate, where applicable;
- Consultant/Company Profile, including the nature of business and years of operation;
- Physical Location and Business Address, including telephone number, email address and website, where applicable;
- Key Contact Persons, including names, designations, telephone numbers and email addresses;
- Evidence of Professional Registration/Licensing (NITA U licensing),
- Signed Declaration of Non-Conflict of Interest;
- Signed Declaration of Eligibility and Non-Debarment;
- Proof of Authority to Sign the EOI/Proposal, where the person signing is not the proprietor or an authorised director/partner of the firm;
- Any other relevant information.

Technical requirements of the consultant

The consultant/consulting firm should demonstrate strong technical competence and practical experience in Computer Science and Information Technology, and software development for the financial services sector. Specifically, the consultant(s) should meet the following requirements:

- Proven track record in developing web-based MIS, business intelligence dashboards, and data management platforms
- Demonstrated firm level experience in: web-based system development; cloud-hosted application deployment; database design and administration; cybersecurity and data protection; financial sector technology solutions; business intelligence and analytics; and system integration/API development.

- Demonstrated expertise in ESG and sustainability frameworks (including ISSB IFRS S1/S2) will be an added advantage
- 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 software engineering, database design, cyber security and ESG / Sustainability reporting 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.

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, work plan, 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 explicitly covering professional fees, development/configuration costs, testing, deployment, training, and hosting.
- 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 Management Information System**" no later than **12th October 2026**.
- Due to the anticipated volume of applications, only short-listed candidates will be contacted.

Evaluation Criteria of Assignment

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

Contract Management

The contract shall be managed through the following processes:

- The consultant 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.
- The consultant shall provide dedicated post deployment support, bug fixing, system maintenance, and defect resolution for a mandatory 90day period following formal production deployment
- Prior to system commissioning, the parties shall negotiate and execute a formal SLA that outlines ongoing maintenance standards, system uptime commitments, support ticket escalation paths, and response time metrics.
- Payments will be made based on agreed milestones and deliverables under the consultancy contract.