

REQUEST FO EXPRESSION OF INTEREST (CONSULTING SERVICES)

Date of Release: 22nd October 2020

Uganda Bankers' Association is an umbrella organization for licensed financial institutions supervised by the Central Bank of Uganda. UBA was established in 1981 and is currently made up of 35 members (All 24 licensed Commercial Banks 2 Development Banks and 9 Tier II & III Micro Finance & Deposit Taking Institutions).

The objectives of UBA among others include,

- To encourage & undertake high quality policy development initiatives and research on the banking sector, including trends, key issues & drivers impacting on or influencing the industry and national development processes therein through partnerships in banking & finance, in collaboration with other agencies.
- To work closely with the regulator BOU and other non-bank financial institutions & organizations in promoting financial sector growth, through training, development of products, technologies & other initiatives.
- To promote and represent the professional interests of its members.

In Uganda the national payments system legislation NPSA 2020 was passed/assented to in August 2020 and the banking & overall financial sector would like to maximally apply itself to achieve its intended benefits.

Members of UBA would like to drive the industry payments strategy by leveraging shared infrastructure as follows

1. Championing the growth & development of robust, 24/7, secure, integrated multi-channel digital infrastructure required to transform the industry & deepen the reach & usage of financial services.
2. To undertake & deliver (1) above with partners who have capacity to innovate & invest in growth & development, customization of robust & scalable digital infrastructure.

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3. To work closely with & align its strategy with that of the regulator and other stakeholders to achieve the wider intended objectives of the aspirations & vision of NPSA 2020.

To this end, UBA wishes to engage the services of a consultant to support its strategy process leading to scaling of the existing shared payments infrastructure as well as putting in place new dimensions

The said support will be provided under the terms of reference below.

Terms of Reference

1. Review existing documentation including the UBA payments strategy aspirations to ensure alignment with BOU, NPSA 2020, vs what is already available in the market etc.
2. Review/Assess entire existing platforms or shared ICT infrastructure, for robustness, gaps, enhancements (organic) if required to meet UBA's wider payments strategy aspirations.
3. Present possible ICT/DFS solutions, various alternatives/options available & make recommendations as appropriate. (Consider the full array of options available in the marketplace. This could include open source solutions, commercial off-the-shelf products, custom software, upgrade of existing systems, etc.)
4. Organize and lead workshops for the purpose of introduction and validation of the proposed solution.
5. Propose a high-level plan (and indicative budget if necessary).
6. Develop a high-level reference doc (including technical specifications to be used in the procuring, configuring and implementing of the proposed solutions or enhancements of existing infrastructure) and to enable existing or potential

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partners express interest in joining UBA achieve/deliver its payment strategy aspirations including roadmap/timelines.

7. Recommend institutional capacity building program in support of the proposed solutions or enhancements.

Output & Timelines:

Major Activities	Major Outputs	Expected Completion date
Draft Inception Report & Work Plan	Draft Inception report and tentative work plan must be submitted by the consultant.	Within one (1) week of commencement
Diagnostic Report	Preliminary findings: review of existing practices and systems, and gap analysis.	Within (2) weeks of commencement
Workshops	Provide comparative analysis of ICT solutions in the marketplace to meet future requirements.	Within (2) weeks of commencement
Solution	Present proposed solutions or approaches Draft Technical Specifications for implementation of proposed solution or approaches.	Within (3) weeks of commencement
Workshop 2. (Validation)	Consultant and stakeholders validate proposed solution/approach, its Technical Specifications.	Within (4) weeks of commencement
Draft Final Report	Draft Consultancy report is presented and official documentation along with final version of all deliverables.	Within (4) weeks of commencement.

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Key Qualifications and Experience of Consultant:

The Consultants expressing interest should provide the following:

a) Individuals

- a. Relevant academic qualifications in Computer Science or Engineering or other IT related disciplines or demonstrated experience in informatics, engineering or related fields. ICT Certifications will be an added advantage.
- b. Experience in writing Technical Specifications for Enterprise ICT Solutions, Proven experience in Business Process Engineering/Analysis.
- c. Good understanding/appreciation & exposure in payment systems. Extensive experience: (i) 10+ years of professional experience in providing ICT consultancy services (ii) At least five years of consulting experience in similar assignments with: (iii) hands-on experience in ICT upgrades. (iv) at least five years of experience working with ICT platforms systems in corporate and public sector.
- d. Substantial project management and organizational change expertise.
- e. Knowledge of development issues facing other developing countries particularly related to implementation of large-scale ICT systems.
- f. Extensive experience with the working procedures and policies of financial/regulated institutions or similar developing countries would be desirable.
- g. Experience in master planning, expertise and extensive strategic comprehension of the various aspects of the approved design implementation plans.
- h. Extensive knowledge of market conditions and capabilities for communications technology and infrastructure.
- i. Strong skills and knowledge of international standards and control frameworks in information security will be essential.
- j. Fluency in English is required.

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b) Firms

- a) Provide full name/profile of your organization/team, address, telephone, email, & firm website.
- b) Company profile showing services offered/similar assignments undertaken.
- c) List of personnel that would be deployed for this assignment highlighting applicable qualifications/ experience for this assignment.
- d) List of current and previous clients (indicate at least the top three clients.)
- e) Recommendation letters from current and /or previous clients (at least 3.)

Fees:

Consultants who wish to submit expressions of interest should also include their indicative fees for this assignment.

Deadline for receipt of expressions of interest/submissions is: 30th October 2020.

Submissions of expressions of interest should be addressed to:

**The Administration Manager,
Uganda Bankers' Association
Atom Leadership Centre
Plot 2702, Block 244 Nyangweso Rd
Off Kironde Rd, Tankhill Muyenga
P.O.Box 8002, Kampala
Email: solomonichumar@ugandabankers.org
Tel No: 0312 343400**