



ANTI CORRUPTION COALITION UGANDA

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TERMS OF REFERENCE

TRAINING OF ACCU STAFF, MEMBERS AND SELECTED PARTNERS ON ACCOUNTABLE NATURAL RESOURCE GOVERNANCE AND CLIMATE JUSTICE

1.0 INTRODUCTION

Anti-Corruption Coalition Uganda (ACCU) is a coalition of like-minded individuals and organizations dedicated to promoting transparency, accountability and anti-corruption in Uganda. ACCU works at national and sub-national levels. At the national level, ACCU collaborates with Civil Society Organizations (CSOs) operating in the accountability sector while on the local level, ACCU works with and through Regional Anti Corruption Coalitions (RACCs) distributed across the country as well as grassroots member organizations. This ensures that citizens' voices are effectively represented across the national agenda.

2.0 BACKGROUND

Uganda faces evolving accountability challenges, reflected in persistent governance gaps across key sectors. The country is estimated to lose up to UGX 2 trillion annually through Illicit Financial Flows (IFFs), significantly undermining domestic resource mobilization and weakening public service delivery. Oversight in natural resource governance also remains constrained by weak enforcement of regulatory frameworks, limited transparency in licensing and revenue management and inadequate community participation in decision-making processes.

The Auditor General's Report for FY 2023/24 highlighted significant corruption risks and governance weaknesses in natural resource management and climate-related sectors. In the extractive industry, gold exports worth USD 3.014 billion (about UGX 11 trillion) were made without required permits, leading to unpaid export levies of UGX 68.842 billion, while UGX 439 billion in mineral rent fees remained outstanding. Additionally, only 45% (UGX 3.14Bn) of UGX 7.05Bn in mineral royalties was distributed to beneficiaries, undermining community benefit-sharing. In climate and environmental governance, several projects recorded severe underperformance, including the Mount Elgon Ecosystem Project where 90% of funds (USD 1.21 million) remained unspent. Water resource monitoring was also compromised, with 43% of groundwater stations and 49% of surface water stations non-functional, while air quality monitoring remained inadequate and PM2.5 levels exceeded safe limits.

These gaps indicate revenue leakages, weak enforcement, and inefficiencies that undermine climate justice and sustainable natural resource management in Uganda.

Similarly, climate change impacts, particularly in vulnerable regions such as Karamoja, have exposed climate-related injustices, where recurrent droughts and floods disproportionately affect marginalized groups including women, youth and PWDs. Despite existing legal protections under the Constitution of the Republic of Uganda, 1995 (as amended), the National Environment Act, 2019, and the Climate Change Act, 2021, as well as the establishment of a Climate Finance Unit, enforcement gaps persist, including continued wetland degradation and inadequate climate adaptation responses.

Although legal and policy frameworks exist to promote equity and inclusion in governance processes, climate justice concerns remain insufficiently integrated into accountability programming. As a result, vulnerable and climate-affected communities continue to have limited influence over decisions related to natural resource management and environmental governance.

In order to address some of these challenges, ACCU is implementing the Civic Engagement for Accountability Project. The project aims to strengthen accountability of state actors in Uganda and; enhance the capacity of non-state actors to demand for accountability. The project is implemented at national level and in 10 districts spread across Karamoja and West Nile sub-regions.

3.0 JUSTIFICATION

Emerging accountability challenges in Uganda increasingly require strengthened capacity in accountable natural resource governance and climate justice. Weak integration of climate justice considerations, including equitable access to resources, environmental sustainability, and protection of vulnerable communities, into accountability programming continues to limit the effectiveness and sustainability of these interventions. At the same time, persistent mismanagement of natural resources, including land, minerals, forests, and oil and gas, undermines service delivery, fuels corruption risks, and deprives communities of equitable development benefits.

CSOs remain central actors in promoting transparency and accountability at national and sub-national levels. However, gaps in technical knowledge on natural resource governance frameworks, revenue tracking, environmental accountability, and community oversight mechanisms constrain their ability to effectively engage duty bearers. Moreover, limited capacity to integrate climate justice into advocacy, monitoring, and reporting weakens the inclusiveness and impact of accountability interventions.

This training initiative therefore aims to strengthen the technical understanding of Regional Coalitions, ACCU staff and CSO partners in natural resource governance, including oversight, transparency mechanisms, and citizen engagement approaches. It will also enhance their ability to integrate climate justice principles into accountability programming and advocacy.

By equipping ACCU staff, Regional Coalitions and CSO partners with practical advocacy tools, policy engagement strategies and collaborative approaches, the training will improve engagements and coordinated action between national and regional actors on emerging accountability issues, ultimately strengthening accountability outcomes in Uganda's natural resource management and climate governance systems.

4.0 GENERAL OBJECTIVE

To strengthen the capacity of ACCU Staff, Regional Coalitions and CSO partners to promote accountable natural resource governance and advance climate justice in advocacy and accountability interventions.

4.1 Specific Objectives

- 1) To enhance participants' knowledge and skills in accountable natural resource governance and climate justice.
- 2) To enhance participants' capacity to integrate natural resource governance and climate justice principles into accountability programming and advocacy.
- 3) To support participants to develop practical action plans for integrating natural resource governance and climate justice into their advocacy and accountability interventions.

5.0 NATURE AND SCOPE OF WORK

The consultant will conduct a rapid training needs assessment to identify specific capacity gaps among CSO partners in accountable natural resource governance and climate justice programming. Based on the findings, the consultant will develop tailored training materials and deliver a two-day training for Regional Coalitions, ACCU staff, and selected CSO partners focusing on these thematic areas.

The consultant will design context-specific modules including legal, policy and institutional frameworks governing natural resources in Uganda; transparency, oversight, and citizen participation mechanisms; and integration of climate justice into accountability programming, monitoring, and advocacy.

The training will adopt an interactive approach, combining expert presentations, guided discussions, relevant case studies, group work, and action planning sessions. Emphasis will be placed on practical tools, policy engagement strategies, and the development of actionable plans to strengthen participants' advocacy and accountability interventions at national and sub-national levels.

6.0 EXPECTED DELIVERABLES

Prospective consultants are expected to provide;

- A 2-day training on accountable natural resource governance and climate justice in accountability programming.
- A comprehensive training report highlighting partner action plans.

7.0 METHODOLOGY

The selected consultant will be expected to develop a detailed methodology for this assignment stating how the assignment objectives will be achieved. The final methodology for this assignment will be finalized in consultation with ACCU.

8.0 TIMEFRAME FOR THE ASSIGNMENT

No.	Task	Timeline	Responsible Party
1.	Publication of the terms of reference	20/02/2026	ACCU
2.	Delivery of expressions of interest	05/03/2026	Consultants
3.	Contractual processes	10/03/2026	Consultant & ACCU
4.	Development and review of training materials including virtual capacity assessment	11/03/26-25/03/26	Consultant
5.	Conducting the training	26/03/26 – 27/03/2026	Consultant
6.	Delivery of the final training report	10/04/2026	Consultant

9.0 LEVEL OF EFFORT

This assignment is expected to take 4 working days, covering the rapid assessment and delivery of the two-day training. The service contract will be signed for a period of up to four weeks to allow for preparation, review and submission of the final report.

10.0 QUALIFICATIONS

Prospective consultants should have the following profile:

- A Master’s degree in Natural Resource Management, Environmental Governance, Climate Change, Governance, or a related field.
- At least 7 years’ experience in natural resource governance, climate justice, or accountability programming.
- Demonstrated experience in designing and delivering participatory capacity-building trainings for CSOs or similar stakeholders in similar or related fields.
- Strong knowledge of Uganda’s legal and institutional frameworks on natural resource governance and climate change, with excellent facilitation and report-writing skills.

11.0 SUBMISSION OF PROPOSALS

Consultants/individuals who meet the above requirements should submit their **technical and financial proposals** to the Executive Director, Anti-Corruption Coalition Uganda on; info@accu.or.ug with a copy to; amarlon@accu.or.ug not later than **5th March 2026**.