



ANTI-CORRUPTION COALITION UGANDA

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TERMS OF REFERENCE

CONDUCTING A CORRUPTION RISK ASSESSMENT FOR THE ENVIRONMENT AND NATURAL RESOURCES SECTOR

1.0 Introduction:

Anti-Corruption Coalition Uganda (ACCU) was established in January 1999 and officially registered as an NGO in 2004. ACCU unites like-minded individuals and organizations dedicated to raising awareness, exposing, and advocating for the reduction of corruption in Uganda. Since its inception, ACCU has been committed to fostering an accountable and corruption-free society through diverse initiatives, often with support from various development partners.

At the national level, ACCU collaborates with Civil Society Organizations (CSOs) operating in the accountability sector, while on the local front, ACCU works with and through Regional Anti-Corruption Coalitions (RACCs) distributed across the country, as well as grassroots member organizations.

2.0 Project Background:

To complement government efforts, ACCU is implementing the Participatory Natural Resource Governance (PNRG) project. The project aims at: Strengthening the capacity of CSOs to effectively advocate for rights-based, inclusive conservation and enhance their organizational maturity, operational effectiveness, and resilience; Enhancing the capacity and resilience of CSOs to effectively navigate, expand, and safeguard civic space while protecting fundamental freedoms and; Strengthening the capacity of duty bearers to enact and implement inclusive, rights-based laws and policies that empower indigenous peoples and local communities to actively lead, sustain, and participate in equitable climate and environmental governance and natural resource management.

The project is implemented in the districts of Bushenyi, Rubirizi, Buhweju, Ibanda, and Kitagwenda. The project utilizes existing community structures and groups, such as Collaborative Forest Management groups and citizens adjacent to Kalinzu and Kashoya Kitomi Central Forest Reserves, as well as Collaborative Resource Management groups adjacent to Queen Elizabeth National Park, to monitor the management processes of the forests, wetlands, and wildlife resources and engage duty bearers on transparency and accountability violations within the sectors.

3.0 Justification for the Assignment:

Uganda has a legal regime¹ and institutional framework for the management of wetlands, forests, and wildlife. Key institutions include the National Environment Management Authority (NEMA) and the Ministry of Water and Environment. Despite this legal and institutional framework, the management of wetlands, forests, and wildlife resources for sustainable development has not been achieved. The sector continues to face significant governance and corruption challenges that undermine conservation efforts, transparency, accountability, and sustainable development.

As a result, Uganda lost 7,500 km² of wetlands from 2000 to 2021. An estimated 5,000 hectares of wetlands are lost annually (State of Environment Report, 2024), and 99,000ha of forest cover annually (MWE, 2016), making the current total land area covered by forests 12%, down from 24% in 1990.

Corruption, weak enforcement of environmental laws, less deterrent penalties, abuse of office, illegal exploitation of natural resources, and mismanagement of public resources have contributed to widespread environmental degradation, forest loss, wildlife crime, and revenue leakages. These challenges are further compounded by limited citizen participation, inadequate access to information, weak accountability mechanisms, and fear of retaliation among citizens who report corruption and environmental crimes.

Based on this information, Anti-Corruption Coalition Uganda seeks the services of a consultant to undertake a corruption risk assessment of the Environment and Natural Resources Sector. The assessment will identify and provide evidence on corruption vulnerabilities and governance gaps, and institutional weaknesses across the environment and natural resource sector.

4.0. General Objective of the Consultancy:

The general objective of this assignment is to engage the services of a competent firm or individual to undertake a corruption risk assessment of the Environment and Natural Resources Sector, including the analysis of corruption vulnerabilities, governance gaps and institutional weaknesses, that will inform targeted policy and legal reforms, strengthen transparency and accountability systems, enhance institutional capacity to prevent and respond to corruption and support the review and enforcement of environmental laws.

4.1 Specific Objectives:

1. To identify, map, and assess corruption risks within the environment and natural resources sector, including relevant laws, policies, procedures, and institutional frameworks.
2. To conduct a literature-based comparative analysis of corruption risk assessment approaches and integrity systems in selected countries to draw lessons for Uganda's environment and natural resources sector.

¹Constitution of Uganda, 1995; the Anti-corruption Act 2012 (as amended), the Public Finance Management Act 2013 (as amended); Budget Act 2001; The Local Governments Act 1997 (as amended); Leadership Code Act 2002 (as amended); Inspectorate of Government Act 2002; The Public Procurement and Disposal of Public Assets Act 2003; The Prevention of Corruption Act 1970; Access to Information Act 2005; Public Service Standing Orders; The Audit Act 2008; Whistle Blower Act 2012 and the Anti-Money Laundering Act, 2015

3. To provide practical, evidence-based recommendations aimed at strengthening transparency, accountability, and integrity within the environment and natural resource sector.

4.2 Nature and Scope of Work:

The Consultant is expected to develop a clear methodology detailing how the assignment will be accomplished. Specifically, the Consultant is expected to:

- a) Review the Environment and Natural Resource Sector, including relevant environmental laws, anti-corruption laws where possible, policies, procedures, institutional frameworks, and undertake an analysis of key corruption risk issues affecting the environment and natural resource institutions.
- b) Identify corruption vulnerabilities, integrity gaps and systemic weaknesses within environment and natural resource institutions and propose practical recommendations to strengthen transparency, accountability and integrity.
- c) Conduct interviews and consultations with subject matter experts from state and non-state institutions.
- d) Present and validate key findings and recommendations during strategic stakeholder engagement meetings.
- e) Utilize appropriate corruption risk assessment tools and any other agreed methodologies to ensure the assignment is conducted efficiently and effectively.

5.0 Geographical Scope:

This assignment will be conducted at the national level in Kampala and at the sub-national level in the districts of Bushenyi, Rubirizi, Buhweju, Ibanda and Kitagwenda.

6.0 Methodology:

Prospective consultants are encouraged to suggest the most suitable methodology that will factor in both qualitative and quantitative methods for this assignment. Consultants are required to illustrate an appropriate methodology with a clear sampling approach showing how they intend to collect and analyse data from different stakeholders. The choice of method must consider the capacities and needs of the different target groups and stakeholders. The methodology will be discussed and finalized in consultation with ACCU.

7.0 Expected Outputs:

Prospective consultants are expected to provide a detailed technical and financial proposal detailing the consultants' understanding of the Terms of Reference, in respect to methodology, approach, tools, financial requirements and relevant CVs.

8.0 Timeframe for the Consultancy:

No.	Task	Timeline	Responsible party
1.	Publication of the terms of reference	17th July 2026	ACCU
2.	Delivery of Expression of Interest/Technical and Financial Proposals.	30th July 2026	Consultants

3.	Conclusion of contractual process	3rd August 2026	ACCU & consultant
4.	Submission of inception report	7th August 2026	Consultant& ACCU
5.	Delivery of the first draft of the report	7th September 2026	ACCU & Consultant
6.	Validation of the report	10th September 2026	ACCU & Consultant
7.	Submission of final report	21st September 2026	Consultant

9.0 Level of Effort:

This assignment is expected to take a maximum of 30 calendar days.

10.0 Relevant Skills and Experience:

The Consultant is expected to possess:

A master's degree in law, Social Sciences, Development Studies, Environmental Science, Forestry, Public Policy and Governance, or any other related qualifications, with demonstrated grounding in environmental governance.

At least 5 years of progressive experience in conducting governance, accountability, anti-corruption, or environment-related studies (evidence of experience including referees should be included in the technical proposal).

Strong research skills including analytical and report writing skills (with the ability to produce concise, readable and analytical reports).

11.0 Submission of Proposals

Consultants 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 30th July 2026.