



## TERMS OF REFERENCE: Business Model Consultant

**Location:** Uganda (Kampala & field sites)

**Status:** Consultant

**Deadline:** April 8, 2026

**Duration:** Approximately 87 days

### Overview

The objective of this consultancy is to design and operationalize responsible sourcing and business model frameworks for ASGM supply chain actors, aligned with the OECD Due Diligence Guidance (DDG), planetGOLD criteria, and Bank of Uganda gold sourcing mechanisms, while strengthening the capacity of miners' associations to participate in responsible gold markets.

### **About IMPACT**

IMPACT transforms how natural resources are managed in areas where security and human rights are at risk. We investigate and develop approaches for natural resources to improve security, development, and equality. We are an independent non-profit, collaborating with local partners for lasting change.

IMPACT is headquartered in Ottawa, Canada and has offices in the Democratic Republic of Congo, Uganda, and Côte d'Ivoire as well as representation in Burkina Faso and Mali. IMPACT also has programming in Zimbabwe and Kenya.

### **About planetGOLD Uganda**

The planetGOLD Uganda project is funded by the Global Environment Facility (GEF) and implemented by the United Nations Environment Programme (UNEP). In Uganda, IMPACT is the executing agency, in partnership with Uganda's National Environment Management Authority (NEMA) and the Directorate of Geological Survey and Mines (DGSM) under the Ministry of Energy and Mineral Development.

The project works with mining communities to reduce mercury use in artisanal and small-scale gold mining (ASGM) while improving environmental management and miners' livelihoods. Uganda is part of a global programme implemented in over 23 countries. Learn more: <https://www.planetgold.org/uganda>

Under Component 2, the project aims to strengthen financial inclusion and responsible gold supply chains. This includes supporting miners' associations, promoting responsible sourcing standards, engaging financial institutions, and developing business models that improve transparency, traceability, and market access.

### **Scope of Work**

The consultant will undertake the following tasks:

#### **Task 1: Responsible Sourcing Assessment**

The consultant will conduct a responsible sourcing assessment for two selected ASGM groups to evaluate their compliance with responsible gold supply chain standards.

Activities include:

1. Assessing adherence to OECD Due Diligence Guidance (DDG) and planetGOLD responsible sourcing criteria.
2. Reviewing governance structures, traceability systems, environmental practices, and labour standards.
3. Identifying gaps in responsible sourcing compliance.
4. Providing recommendations for strengthening responsible sourcing practices among the selected groups.

#### **Task 2: Engagement with Bank partner**

The consultant will support engagement with the Bank partner to align the project's responsible sourcing efforts with the central bank's initiative to purchase gold from ASGM actors.

Activities include:

1. Facilitating consultation meetings between project partners and officials.
2. Presenting responsible sourcing approaches supported by the project.
3. Supporting dialogue on how ASGM actors can participate in formal gold purchasing systems.

#### **Task 3: Support Development of Sourcing Guidelines**

The consultant will contribute technical expertise to support the development of gold sourcing guidelines.

Activities include:

1. Providing recommendations on responsible sourcing criteria aligned with OECD DDG and planetGOLD standards.
2. Ensuring sourcing guidelines support compliant ASGM actors.
3. Advising on traceability, transparency, and responsible sourcing mechanisms.

#### **Task 4: Development of Responsible Gold Supply Chain Business Model**

The consultant will develop a custom business model for ASGM supply chain actors, including miners, processors, associations, and traders.

Activities include:

1. Designing a financially viable gold supply chain model aligned with responsible sourcing standards.
2. Assessing the economic feasibility of the model.
3. Identifying potential negative impacts, particularly on women miners and vulnerable groups, and proposing mitigation measures.
4. Consulting with key stakeholders to ensure buy-in and validation of the proposed model.

#### **Task 5: Sensitization on the Business Model**

The consultant will conduct sensitization sessions with association members to introduce the business model and responsible sourcing framework.

Activities include:

1. Organizing three sensitization meetings:
  - a. Two meetings in mining communities
  - b. One meeting in Kampala.
2. Explaining the supply chain model and responsible sourcing requirements.
3. Collecting feedback from stakeholders and addressing concerns.

#### **Task 6: Support Implementation of the Business Model**

The consultant will provide technical support to operationalize the responsible sourcing model.

Activities include:

1. Supporting implementation of the Bank of Uganda sourcing guidelines.
2. Assisting ASGM actors in reporting and integrating gold flows into the supply chain model.
3. Supporting traceability and monitoring mechanisms.

#### **Task 7: Develop Capacity Building Plan**

Based on previous assessments conducted under the project, the consultant will develop a capacity building plan for partner mining associations.

Activities include:

1. Identifying key capacity gaps among association members.
2. Designing training modules on responsible sourcing, financial literacy, traceability, and governance.

#### **Task 8: Implement Capacity Building Plan**

The consultant will implement the approved capacity building plan with the selected mining associations.

Activities include:

1. Delivering training sessions for association members.
2. Providing technical guidance on responsible sourcing and supply chain participation.

#### **Task 9: Responsible Sourcing Training Workshops**

The consultant will conduct two training workshops with selected ASM groups on the implementation of responsible sourcing guidelines.

Activities include:

1. Training miners and association leaders on:
  - a. Responsible sourcing standards
  - b. Supply chain traceability
  - c. Environmental compliance.

### **Task 10: Pilot SAP Rural Sourcing Management (RSM) Application**

The consultant will support the pilot implementation of the SAP Rural Sourcing Management (RSM) application, which enables traceability and financial tracking in supply chains.

Activities include:

1. Introducing the RSM application to project partners and mining associations.
2. Supporting onboarding and initial testing of the system.
3. Linking the application with the responsible sourcing business model and traceability system.

### **Required Qualifications**

The consultant should have:

1. A degree in Business Administration, Economics, Finance, Mining Economics, or related field.
2. At least 5 years of experience in business modelling, value chain development, or responsible sourcing.
3. Experience working in mineral supply chains, ASM, or natural resource governance.
4. Knowledge of OECD Due Diligence Guidance and responsible mineral sourcing frameworks.
5. Experience engaging financial institutions and government agencies.
6. Strong stakeholder facilitation and training skills.

### **To Apply**

Send the following information by email to [jobs@impacttransform.org](mailto:jobs@impacttransform.org) by April 8, 2026

1. Curriculum vitae demonstrating qualifications for assignment (maximum 3 pages)
2. Sample of relevant writing
3. Preferred daily rate

**In the subject of the email please state:** the position you are applying for and your name.

We thank all candidates but only those selected for an interview will be contacted. Due to the volume of applications received, we ask that you do not follow up on your application.