



TERMS OF REFERENCE: Formalization Consultant

Location: Uganda (Kampala & field sites)

Status: Consultant

Deadline: April 8, 2026

Duration: Approximately 30 days

Overview

To support the development of a National ASGM Strategy and Implementation Guidelines for Uganda, aligned with the ICGLR Regional ASGM Strategy, and to strengthen institutional capacity for ASM formalization, environmental compliance, and community sensitization.

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 UN Environment Programme (UNEP). In Uganda, IMPACT is the executing agency, in partnership with Uganda's National Environment Management Authority (NEMA) and the country's Directorate of Geological Survey and Mines (DGSM).

The project will work together with local communities to reduce the use of mercury in artisanal and small-scale gold mining, the world's largest source of anthropogenic emissions of mercury pollution—while improving the health and lives of local mining communities. The Ugandan project is part of a global program similarly implemented in 23 countries. Learn more:

<https://www.planetgold.org/uganda>

The project supports the formalization of the ASGM sector through strengthening regulatory frameworks, institutional coordination, and capacity building of government actors and mining communities.

Uganda is also a member of the International Conference on the Great Lakes Region (ICGLR), which has developed a regional ASGM strategy and certification mechanism. Therefore, the national ASGM strategy must align with the ICGLR regional framework, the Minamata Convention on Mercury, and Uganda's Mining and Minerals Act.

To support these efforts, the project seeks to recruit a Formalization Strategy Expert Consultant to facilitate the development of a national ASGM strategy, implementation guidelines, sensitization materials, and capacity building activities for key institutions.

Scope of Work

The consultant will undertake the following tasks:

Task 1: Technical Consultations for ASGM Strategy Development

- i. Conduct technical meetings with relevant government institutions including MEMD (DGSM), NEMA, and other stakeholders.
- ii. Review existing national frameworks including:
 - a. Mining and Minerals Act
 - b. ASM Regulations
 - c. Environmental and Social Impact Assessment (ESIA) requirements
 - d. National Action Plan on Mercury
- iii. Review the ICGLR Regional ASGM Strategy and identify areas for alignment with Uganda's national framework.
- iv. Identify legal, regulatory, and operational gaps affecting ASM formalization.
- v. Facilitate discussions to guide the development of Uganda's ASGM strategy.

Task 2: Facilitate Strategy Development Retreat

- i. Organize and facilitate a three-day technical retreat with experts, consultants, and representatives from relevant ministries and departments.
- ii. Lead technical sessions to define:
 - a. Formalization pathways for ASM
 - b. Institutional roles and coordination mechanisms
 - c. Licensing procedures and ASM zones
 - d. Environmental management and mercury reduction
 - e. Gender and social inclusion considerations.
- iii. Draft the National ASGM Strategy Framework during the retreat.

Task 3: Develop Sensitization Materials

- i. Develop technical and communication materials for mine-site and community sensitization sessions.
- ii. Materials should address:
 - a. ASM formalization benefits
 - b. Environmental and health risks of mercury
 - c. Responsible mining practices
 - d. Licensing processes
 - e. Gender-sensitive engagement approaches.

- iii. Ensure materials are practical and suitable for field use by government officers and project teams.

Task 4: Capacity Building – Train-the-Trainer Sessions

- i. Design and deliver three Train-the-Trainer sessions targeting 20 national and regional officers from DGSM and NEMA.
- ii. Training should cover:
 - a. ASGM formalization processes
 - b. Environmental compliance requirements
 - c. Community sensitization methodologies
 - d. Gender-sensitive engagement approaches
 - e. Use of sensitization materials developed under the project.
- iii. Build the capacity of officers to conduct mine site and community sensitization activities.

Expected Deliverables

The consultant will produce the following deliverables:

1. **Inception Report**
 - a. Methodology
 - b. Workplan
 - c. Stakeholder mapping
2. **Technical Review Report**
 - a. Analysis of legal and policy frameworks
 - b. Alignment with ICGLR ASGM Strategy
3. **Draft National ASGM Strategy for Uganda**
4. **Implementation Guidelines**
 - a. Guidance for DGSM, NEMA, and local governments.
5. **Sensitization Materials**
 - a. Training presentations
 - b. Community awareness materials
6. **Training Report**
 - a. Documentation of the three Train-the-Trainer sessions.
7. **Final ASGM Strategy and Presentation**
 - o Incorporating feedback from stakeholders.

Required Qualifications

The consultant should have:

- A master's or bachelor's degree in law, Mining Engineering, Environmental Management, Natural Resource Governance, or a related field.
- At least 3 years of experience in ASM/ASGM formalization, mining governance, or policy development.
- Strong understanding of:
 - o Uganda's mining legal framework
 - o Minamata Convention
 - o ICGLR Regional Certification Mechanism
- Demonstrated experience in stakeholder facilitation, training, and strategy development.

- Excellent report writing and facilitation skills.

To Apply

Send the following information by email to jobs@impacttransform.org by **April 8, 2026**

1. Curriculum vitae (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.