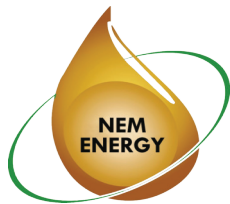


NEM ENERGY COMPANY PROFILE

2023



**NALULE ENERGY
& MINERALS
CONSULTANTS**

ABOUT US

Nalule Energy and Minerals Consultants (NEM Energy) is an independent international consulting firm offering legal, economic, tax and other advisory services to a wide range of clients, including governments, national oil companies, energy and mining ministries, NGOs, academia, the private sector, regional and international organisations.



NEM Energy has been approached directly by governments to review energy, petroleum and mining laws and offer tailored training to government officials. NEM Energy is active in different countries, including Uganda, Burundi, Sierra Leone, Namibia to mention but a few.

Welcome!

CONTENTS

04

About Nem Energy

Nalule Energy and Minerals Consultants (NEM Energy) is an independent international consulting-firm offering legal, economic, tax and

05

NEM Energy Clients

We work with governments, NGOs, Oil and Gas companies, Mining companies, academia, the private sector, public institutions, local authorities, regional

09

NEM Energy Advisory Team

Our team consists of renowned global energy and mining experts who have collectively authored over 30 leading books and over 300 journal articles in the energy and extractive

10

What We Do

At NEM Energy, we critically analyse energy and mining policies and laws. Following robust fieldwork and desktop research, we advise governments, national oil companies, NGOs, international organisations

09

NEM Energy Projects

Driven by passion, we have actively been involved in reviewing, analysing and commenting on various energy and mining laws, regulations and policies globally.

17

NEM Energy Research, Advisory Services And Tailored Training

We offer tailored advice and executive tailored training and research on energy and mining Policy and Investments. Our specialised and bespoke training cover the entire spectrum of global energy and

18

International Mining Aspects

The mining sector is increasing becoming crucial due to the important role of critical minerals in the energy transition era

20

International, National & Regional Energy Aspects & Principles

We ensure that our clients understand the crucial role of the energy sector.

22

Petroleum Contract Negotiations & Training

We ensure that our clients understand the crucial role of the energy sector.

23

Energy And Mining Arbitration Services

Our NEM Energy team of experts also specialise in arbitration and alternative dispute resolution services across the world. We are available to act as:

24

NEM Energy Advisory Committee

Our team consists of renowned global energy and mining experts who have collectively authored over 30 leading books and over 300 journal

37

NEM Energy Partners

Our team consists of renowned global energy and mining experts who have collectively authored over 30 Leading books and over 300 journals.



NEM ENERGY IS AN INDEPENDENT INTERNATIONAL CONSULTING FIRM OFFERING LEGAL, ECONOMIC, TAX AND OTHER ADVISORY SERVICES TO A WIDE RANGE OF CLIENTS.

The Company

Nalule Energy and Minerals Consultants (NEM Energy) is an independent international consulting firm offering legal, economic, tax and other advisory services to a wide range of clients, including governments, national oil companies, energy and mining ministries, NGOs, academia, the private sector, regional and international organizations. With the global shift or transition towards a low-carbon economy and the desire for 'energy poor' countries to utilize all their available energy resources for economic development, NEM Energy has become a focal point for offering tailored solutions to the unique challenges faced by both developing and developed countries with respect to petroleum governance and development in this era of climate change. NEM Energy has been approached directly by governments to review energy, petroleum and mining laws and offer tailored training to government officials. NEM Energy is active in different countries, including Uganda, Burundi, Sierra Leone, Namibia to mention but a few. Our team has worked on renowned international energy and petroleum projects and advised governments on various petroleum and mining issues, including working with countries such as South Africa, Ethiopia, Uganda, Rwanda, Namibia, China, Liberia, Tanzania, Mali, South Africa, Ghana, Qatar, Mozambique, Indonesia amongst others; and regional organizations such as the Extractive Industries Transparency Initiative (EITI) – with support from the United States Agency for International (USAID); African Legal Support Facility, African Development Bank, the World Bank, the International Energy Charter Secretariat, OXFAM, East African Community, Southern African Development Community to mention but a few.

Our team consists of renowned global energy and mining experts who have collectively authored over 30 leading books and over 300 journal articles in the energy and extractive industries – all illustrating the key issues regarding energy transitions: energy justice, mining transformation, critical minerals, climate change, and contract negotiations. A multi-disciplinary team, comprising energy lawyers, energy economists, energy engineers, finance and tax energy experts, has worked on various projects across the globe and on all continents, including Africa, Latin-America, Europe, America, Asia, Australia just to mention but a few.



NEM Energy Clients

We work with governments, NGOs, Oil and Gas companies, Mining companies, academia, the private sector, public institutions, local authorities, regional organisations, international organisations and private institutions.

THE EITI AND USAID

Name of Assignment:

Global Study on Oil and Gas Contracts Transparency and the Energy Transition

Month/Year: (2022-2023).

Activities performed:

This study was produced by NEM Energy under commission from the EITI International Secretariat with support from USAID. The study assesses how contractual provisions are responding to, or reflecting energy transition scenarios, and highlights areas to be included or strengthened

The objectives of this study therefore are to:

1. Increase stakeholder understanding of how contract transparency can advance understanding of opportunities and risks related to a country's energy transition policies and exposure to climate-related risks;
2. Strengthen government and civil society's capacity to analyse and understand contractual stipulations and the potential economic, energy and climate security, and legal risks they present



3. Increase the capacity of civil society actors to monitor contracts and contractual amendments and engage government and industry to ensure these align with energy transition policies.

Team of NEM Energy experts involved: Dr. Victoria Nalule (Team leader and Principal investigator); Professor Damilola Olawuyi; Professor Raphael Heffran; Mr Ayebare Tom Rukundo; Professor Eduardo Pereire.

We also collaborated with external consultants, including among others Dr. Theophilus Acheampong and other consultants outside of NEM Energy.



NEM Energy Clients

UGANDA REVENUE AUTHORITY (URA)



Uganda Revenue Authority
DEVELOPING UGANDA TOGETHER

In 2020, NEM Energy, represented by Dr. Victoria Nalule, conducted executive tailored training for officials at URA. The executive training focused on Artisanal and Small-Scale Mining (ASM); formalisation of ASM and other governance issues.

REPUBLIC OF NAMIBIA



In 2020, the CEO of NEM Energy, Dr. Victoria Nalule, was directly invited by the Ministry of Energy of Namibia to review the Petroleum Bill of the country. The NEM Energy team offered extensive reviews and comments and advised the government on the best practices to consider in the energy sector. Other NEM Energy team members involved included Mr Ayebare Tom Rukundo.

SOUTH AFRICA MINISTRY OF ENERGY- DEPARTMENT



In 2020, NEM Energy reviewed and made extensive comments on the South African Draft Upstream Petroleum Development Bill, 2019. The team later presented the comments to the policymakers in South Africa and offered valuable advice. Dr. Victoria R Nalule and Mr Ayebare Tom Rukundo.

ETHIOPIA - MINISTRY OF MINES AND ENERGY



In 2020, NEM Energy experts reviewed the Ethiopian Petroleum Resource Development Draft Policy of August 2020; NEM Energy CEO, Dr. Victoria Nalule also led a team of mining experts in reviewing the Ethiopian Draft Mineral Resources Development Policy of October 2020. Other NEM Energy team members involved included Professor Raphael Heffron.

NEM Energy Clients

GOVERNMENT OF UGANDA



In 2019, NEM Energy CEO, Dr. Victoria Nalule, was invited by the government of Uganda, to appear as an energy and mining expert witness before the Commission of Inquiry into Land Matters in Uganda. The NEM Energy team has also been involved in analysing the country's energy and mining laws and regulations.

AFRICAN LEGAL SUPPORT FACILITY UNDER THE AFRICAN DEVELOPMENT BANK



In 2019, NEM Energy CEO, Dr. Victoria Nalule, led a team of energy experts in reviewing the Power and Mining Manuals of the ALSF Academy.

UNIVERSITIES & HIGHER EDUCATION



Our team at NEM ENERGY has also worked with different universities, including Centre for Energy Petroleum and Mineral Law and Policy (CEPMLP), University of Dundee; Queen Mary University of London; Institute of Petroleum Studies in Kampala; Uganda Christian University; International University of East Africa to mention but a few projects.

NIGERIAN NATIONAL PETROLEUM COMPANY



Name of Assignment:

Capacity Building and Training for the Nigerian National Petroleum Company

Location:

Nigeria Clients: Nigerian National Petroleum Company Positions held: Energy Consultant/ Expert

Team of consultants involved: **Month/Year:** November 2021

Dr. Victoria Nalule (Team leader/ Legal expert)

NEM Energy Clients

Activities performed:

Training the officials from the Nigerian National Petroleum Company; designing notes and carrying out capacity building activities for the officials. The training focused on petroleum agreements, including joint ventures, petroleum sharing agreements and key aspects relating to the impact of the energy transitions on oil and gas development.

OXFAM INTERNATIONAL



Name of Assignment:

Capacity Building and Training for an international NGO
OXFAM

Clients: OXFAM International **Location:** Kenya

Positions held:
Energy Consultant/ Expert

Month/Year:
December 2021

Activities performed:

Training the officials from OXFAM International; designing notes and carrying out capacity building activities for the officials. The training focused on the impact of the global energy transition on African countries. We also trained the officials and policy makers on issues relating to the role of critical minerals, impact of climate change and the energy progression theory.

Team of consultants involved:

Dr. Victoria Nalule (Team leader/ Legal expert)

ETHEKWINI MUNICIPALITY



Name of Assignment:

Review of the 2020 Draft EthekeWini Energy Policy

Month/Year: December 2020

Location: South Africa Clients: ETHEKWINI Municipality

Positions held: Energy Legal Consultant

Activities performed:

Reviewing and contributing to the 2020 Draft EthekeWini Energy Policy. This involved expert contribution to the current energy security issues in South Africa. We also advised the Municipality on the best way to balance the development of both fossil fuels and renewable energy in South Africa. The comments and extensive reviews were well received by the clients who in return offered good recommendation letters of our services.

Team of consultants involved:

Dr. Victoria Nalule (Team leader/ Legal expert)

Meet Our Team

TEAM WORK ALWAYS WIN



**Dr. Victoria
Nalule**

CEO

Victoria is a lawyer and an Energy and Mining expert, with extensive experience working on various projects in the different parts of the Globe. She is a holder of a PhD in International Energy Law and Policy (Dundee, UK).



**Prof Damilola
S. Olawuyi**

Advisory Member

Professor Olawuyi has lectured on energy and environmental law in over 50 countries including: Qatar, Great Britain, Greece, France, Denmark, United States, Australia, Spain, China, India, Kenya, Netherlands, Canada, United States and across Nigeria.



**Dr. Geoffrey
Aori Mabea**

Advisory Member

Mabea is a Kenyan national with multidisciplinary education: Geomatics Engineering, and MBA, both from Jomo Kenyatta University of Agriculture and Technology; MSc. Energy Economics and Policy, University of Surrey; and Ph.D. Energy Economics and Policy, University of Dundee.



**Ayebare
Rukundo Tom**

Advisory Member

Mr. Ayebare Rukundo Tom is a Petroleum economist with over seven years' experience in cost, financial and economic aspects of Uganda's petroleum and development sectors executed in Uganda, France and U.K.



**Dr. Geoffrey
Wood**

Advisory Member

Geoff is a Lecturer in Environmental Law at the School of Law, University of Stirling, a Researcher in Global Energy Transitions at the School of Architecture and Urban Planning, University of Dundee, and Guest Lecturer in Energy and Environmental Governance at Glasgow Caledonian University.



**Evans
Mwesigye, FCCA**

Advisory Member

A Fellow member of the Association of Chartered Certified Accountants (FCCA) and a holder of MSc in Oil and Gas Economics of the University of Dundee, Evans has a wealth of uninterrupted experience in Tax Administration spanning over two decades at Uganda Revenue Authority (URA).



**Mireille
Toulekima**

Advisory Member

Mireille has been featured on TV, Radio, Podcasts and Talk shows around the world. She has been identified and recognized as one of the women of influence in the energy sector, STEM industries and leadership and entrepreneurship globally.



**Prof. Dr. Eduardo
G. Pereira**

Advisory Member

Prof. Dr. Eduardo G. Pereira is a professor of Natural Resources and Energy Law. He is a founding partner at the International Energy Law Training and Research Company as well as at the International Energy Law Advisory Group.



**Dr Thomas L
Muinzer**

Advisory Member

Dr Thomas L. Muinzer is from Northern Ireland, and undertook his qualifying law degree and other legal qualifications at Queen's University Belfast. After receiving his Doctorate, he taught in the Law School and the Planning Department at Queen's University, then was appointed Lecturer in Law at Stirling University, Scotland.

■ What We Do

At NEM Energy, we critically analyse energy and mining policies and laws. Following robust fieldwork and desktop research, we advise governments, national oil companies, NGOs, international organisations, energy and mining ministries and other relevant stakeholders on climate change, oil, gas, renewable energy, decarbonisation, energy transitions, critical minerals and mining issues. We also train and prepare our clients to solve complex energy and mining issues.

- Energy and mining policy, fiscal and legal analysis
- Executive and tailored training in all aspects of climate change, energy transitions, energy justice, petroleum, energy and mining
- Tailored solutions and training aimed at addressing the unique challenges countries face in the energy and mining sectors
- Energy contract reviews
- Mining contract reviews
- Energy transitions and decarbonisation mechanism analysis
- Original research and fieldwork research
- Country projects
- Expert coaching and tutoring in energy and mining
- Energy and mining arbitration services
- Investor guidance in energy and mining



■ Country Outreach: Energy & Mining Projects

Driven by passion, we have actively been involved in reviewing, analysing and commenting on various energy and mining laws, regulations and policies globally. NEM Energy has greatly influenced energy and mining policies in throughout various countries. We work with governments, investors, NGOs, international organisations and civil society. Some of these projects are outlined below:

- **Analysis of the Ethiopian Energy Policy**
- **Analysis of the Ethiopian Minerals Policy**
- **Analysis of the Ugandan Climate Change Policy**
- **Analysis of the South African Energy laws (both at the national and local level)**
- **Analysis of the Namibian Petroleum Bill**
- **Executive Training to the officials at the Nigerian National Petroleum Company**
- **Capacity building and training in the Republic of Burundi**
- **Tailored research for the EITI (USAID)**
- **Executive training for OXFAM**
- **And many other clients**





Nem Energy Projects | Case Studies

Extractive Industries Transparency Initiative | EITI

 <https://eiti.org/>

Name of Assignment:

Global Study on Oil and Gas Contracts Transparency and the Energy Transition.

Month/Year: 2022-2023

Consultant: NEM Energy

Positions held: Energy Legal Consultant

Objective of the Study:

The ongoing global transition to clean and low carbon energy sources is resulting in fundamental changes in the levels and modes of production, distribution, and commercialisation of extractive resources worldwide. As countries, businesses, and other stakeholders adopt policies and targets aimed at constraining investments and actions that contribute to the adverse effects of climate change, risk in the energy sector is on the rise. These include, financial, governance and social risks. Such risks affect different stakeholders, including host governments, energy investors and communities. For instance, financial risks negatively impact both host governments and energy investors, especially with constraints on oil and gas project financing. Social risks negatively impact both host governments and local communities. For instance, energy access and energy security social risks have not only led to the current global energy crisis, but have also prompted increased social protests throughout the globe as a result of the hike in oil and gas prices, which have in turn given rise to discontent in local communities. Consequently, this has exacerbated governance risks making it harder for countries to meet their net zero targets due to the need to invest in more fossil fuel projects as a way of addressing the energy security issues.



Nem Energy Projects | Case Studies

Extractive Industries Transparency Initiative | EITI

 <https://eiti.org/>

The 21st century dilemma therefore relates to how we can address climate change and at the same time tackle energy security challenges. Therefore, existing and new contractual arrangements in the oil and gas sector will need to respond to the challenges of the energy transition risks identified above.

Whereas there are various issues associated with the energy transition, this report is focused on transparency. The primary focus of the study therefore, is to review and assess contracts and governance frameworks in countries that are implementing EITI to identify clauses that may constrain the pace and sustainability of the net-zero transition. This research is part of the efforts to strengthen the capacity of governments and citizens to align contractual stipulations with planned or ongoing reforms on energy transition in their country.

The scope of this study therefore is to:

- Conduct a high-level review of oil and gas contracts published under the disclosure requirements of the 2019 EITI Standard, as well as model contracts, to determine a typology of contractual provisions that are 'climate relevant'.
- Conduct country-level analysis of the potential impacts of such contractual provisions, in terms of their economic impacts, their impacts on domestic energy and climate policy, and any legal risks they present related to stranded assets or bankruptcies.
- Set out recommendations for EITI implementing countries, including technical recommendations for how contracts can be drafted and/or amended to reduce risks and enhance resilience, and policy recommendations for how EITI multi-stakeholder groups (MSGs) and civil society actors can monitor contracts and engage government and industry in them.

Nem Energy Projects | Case Studies

African Union Commission On Human & People's Right

 <https://achpr.au.int/en>

Nem Energy Project:

Our CEO Dr. Victoria R Nalule, MCI Arb was invited as an independent expert to contribute to the work of the African Commission on Human and Peoples' Rights. Sharing a panel with distinguished Professors, she addressed key issues concerning Climate Change, Human Rights and Extractives. She used this opportunity to ask the African Union to consider embracing 'Energy Progression'. She also spotlighted the need to analyse the current extractive agreement specifically the presence of stabilisation Clauses. She elaborated on the need for a new 'Generation of Extractive Laws and Contracts' that would ensure African countries benefit from critical minerals. Dr. Victoria R Nalule MCI Arb also encouraged them to get all her books!

International Law Association

 <https://lnkd.in/eRbDEe3D>

Nem Energy Project:

Our CEO, Dr. Victoria R Nalule, MCI Arb joined other global experts in authoring the White Paper on Energy under the leadership of ambassador Urban Rusnak. Download it from the International Law Association at, <https://lnkd.in/eRbDEe3D>. The White Paper on Energy addresses the main issues characterising the international energy sector. While expounding on the global energy transition and climate change, it spotlights the crucial role of energy governance. It also uniquely captures the various energy challenges, including energy access, and energy related legal disputes.

Nem Energy Projects | Case Studies

The Steering Committee comprised of the global energy experts below:

Coordinator:

Urban RUSNAK, Adviser on Energy Transition Diplomacy, Brussels Diplomatic Academy, Vrije Universiteit Brussels, Former Secretary General, International Energy Charter Assistant and Rapporteur

Yuriy POCHTOVYK, Junior Legal Assistant, International Energy Charter

Hava YURTTAGUL, Junior Legal Assistant, International Energy Charter

STEERING COMMITTEE (by alphabetical order)

Malik DAHLAN, Chair of International Law and Public Policy at Queen Mary University of London

Tom DIMITROFF, Lawyer, Partner with Infrastructure Development Partnership, LLP

Andrey A. KONOPLYANIK, Member of the Scientific Council on System Research in energy, Russian Academy of Sciences

Victoria NALULE, Lawyer, Institute for Oil, Gas, Energy, Environment and Sustainability Development (OGEES)

Nobuo TANAKA, Chairman of the Innovation for Cool Earth Forum (ICEF)



Nem Energy Projects | Case Studies

Natural Resources Governance Institute | Extractives Baraza

Nem Energy Project:

Our CEO, Dr. Victoria R Nalule, MCI Arb was one of the experts who trained the participants at the 'Africa Extractives Learning and Governance Programme'. The training was organised by Natural Resource Governance Institute and Strathmore University. Dr. Nalule's topic focused on balancing the environmental and climate change targets in extractives. NEM Energy is well represented!

African Energy & Minerals Management Initiative (Aemi)

Nem Energy Project:

NEM Energy supports and sponsors the AEMI Energy/Mining Mentorship Programme. Do you want to be mentored? Then register at, <https://lnkd.in/eufmQA-3a>. Organised by the AEMI and supported by NEM Energy.

 <https://lnkd.in/dPtn8rMm>

Light University Of Bujumbura, Burundi

Nem Energy Project:

At NEM Energy we continue to build our capacity in the Republic of Burundi. We offer executive training and short courses in oil, gas, energy transitions, climate change, renewable energy and the mining sector. Click on the link to the energy and mining courses offered.

 <https://lnkd.in/dPtn8rMm>

Dubai-based Asharq Business Tv With Bloomberg

Nem Energy Project:

Our CEO, Dr. Victoria R Nalule is a regular commentator and analyst on the International Energy Sector. In Dubai, NEM Energy CEO was hosted on Asharq Business TV. She responded to comments by the Saudi Energy Minister, His Royal Highness Prince Abdulaziz, regarding OPEC acting pro-actively in managing the global oil markets.

 <https://asharq.co/m2cr4>

Nem Energy Research, Advisory Services and Tailored Training

We offer tailored advice and executive tailored training and research on energy and mining Policy and Investments. Our specialised and bespoke training cover the entire spectrum of global energy and mining markets and policy. These include among others:



Re-negotiating Extractive Contracts & Policies to align with Energy Transition

Our NEM Energy team of experts, including Dr. Victoria R Nalule; Professor Raphael Heffron and Professor Damilola Olawuyi have worked on a research project focused on, 're-negotiating extractive contracts, laws and policies to align with the energy transition and net-zero goals'. Consequently, we are available to offer executive research and tailored training to governments, oil and energy companies, mining companies, NGOs, civil society and international organisations on how to effectively achieve through the energy justice principles.

■ International Mining Aspects

- The mining sector is increasingly becoming crucial due to the important role of critical minerals in the energy transition era
- We offer advice and specialised training on negotiating mining agreements
- We review and make extensive expert comments on the effectiveness of the mining laws, regulations and fiscal regime
- Our training services have helped our clients understand how mining rights are granted, the production process, and decommissioning
- We offer specialised training on ASM, including legislation and formalisation.
- We ensure that our clients understand the various generation of mining laws, policies, regulations and fiscal regimes.
- This necessitates NEM Energy tailored research on how the mining industry previously worked and how it will move towards a sustainable future



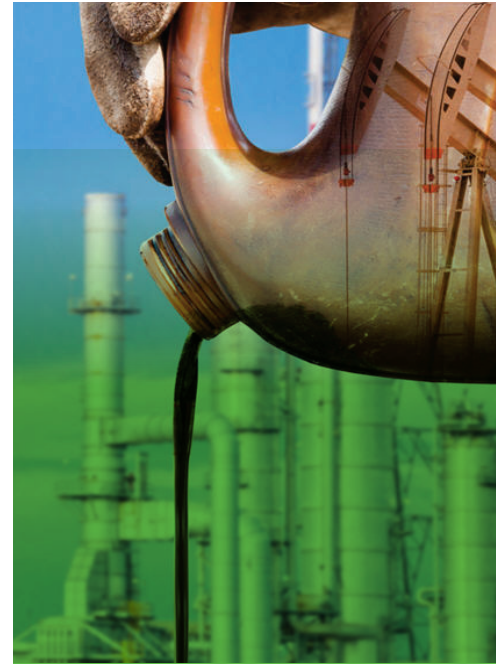
Other key issues you will learn from our specialised mining training and research include:

- History of Mining in different countries and its impact today.
- Land justice and the mining sector.
- The nature of mining rights.
- Mineral economics and options for mineral taxation.
- Mining disputes avoidance and resolution.
- Social Licence to Operate in the Mining sector; Corporate Social Responsibility (CSR).
- History of Mining in different countries and its impact today.
- Land justice and the mining sector.
- The nature of mining rights.
- Mineral economics and options for mineral taxation.
- Mining disputes avoidance and resolution.
- Social Licence to Operate in the Mining sector; Corporate Social Responsibility (CSR).
- Social, environmental, and sustainability issues surrounding mining projects.
- The regulatory and contractual model surrounding a mining project.
- The ways investors allocate risk over the long term.
- The different stages of the industry, including recognising the changing place of minerals in the world economy.
- The choices facing governments and companies in the development and governance of the mining sector



International, National & Regional Energy Aspects & Principles

- We ensure that our clients understand the crucial role of the energy sector.
- We offer training and research on aspects of energy access; energy progression; energy security; energy justice; energy transitions; just transition to a low carbon economy.
- We also cover training on electricity and gas regulation: the legal structure of electricity and gas industries, and the liberalisation of energy markets.
- Natural gas a bridge to more renewable power in this energy transition era.
- Energy disputes at the local, national and international level: and the various dispute resolution mechanisms.
- Climate Change impacts and the influences of environmental standards in energy governance and development.
- The allocation of risk between producers / generators and suppliers.
- Energy Project financing.
- Striking a balance between government/community needs and private investors services.
- Multiple and complex challenges facing the energy industry, such as decarbonisation, wide scale digitisation, and decentralisation.



- An understanding the fundamental drivers of various energy markets, such as oil, gas, and electric power.
- Energy finance and management.
- An understanding of emissions trading and renewable energy markets.
- Disclosure and transparency, ethics and equality as they relate to the energy sector.
- Energy economics.
- The role of international and national law, looking at the legislative and policy steps that countries are putting in place to help achieve climate change.



Petroleum Contract Negotiations & Training

- An analysis and understanding of the different provisions of the petroleum agreement, including stabilisation clauses.
- Our research and training ensure that our clients get a clear understanding of how governments regulate the oil industry.
- An understanding of the structure of the contracts and agreements needed to allocate risk to individual companies.
- An understanding of the rules and regulations set out by producer governments dealing with oil and gas investors.
- Petroleum economics and the influence of changing oil prices.
- Risk sharing mechanisms amongst investors.
- Fundamentals of the oil market, natural gas and liquid natural gas.
- Shale oil and gas.
- The fundamental types of Upstream Petroleum Contracts.
- The advantages and disadvantages of the different types of Upstream Petroleum Contracts and how it is suitable for specific types of projects.
- Concessions, Production Sharing and Risk Service Contract, important details and suitability for any oil and gas upstream project.
- The role of JOA in upstream petroleum contracting Conciliation, Mediation and Settlement of Disputes.
- Understanding the essentials terms of unitisation and farm-in, farm-out agreements.



Energy and Mining Arbitration Services

Our NEM Energy team of experts also specialise in arbitration and alternative dispute resolution services across the world. We are available to act as:

- Expert witnesses on energy and mining.
- Provide expert reports and research on energy and mining.
- Act as independent energy/mining arbitrators.
- Offer tailored training and capacity building in International Arbitration and dispute resolution for energy and mining projects, and climate change litigation.

Energy and Mining Interviews And Videos

Our leaders are renowned for their contribution to the energy and mining dialogue globally. This is achieved through research and training; and by organising and hosting various energy and mining conferences, webinars, and videos. Over 200 energy and mining videos are featured on our website.





NEM Energy Advisory **COMMITTEE**

Our team consists of renowned global energy and mining experts who have collectively authored over 30 leading books and over 300 journal articles in the energy and extractive industries – all illustrating the key issues regarding energy transitions: energy justice, mining transformation, critical minerals, climate change, and contract negotiations.

A multi-disciplinary team, comprising energy lawyers, energy economists, energy engineers, finance and tax energy experts, has worked on various projects across the globe and on all continents, including Africa, Latin-America, Europe, America, Asia, Australia just to mention but a few



Dr. Victoria R Nalule



C.E.O, NEM ENERGY

Energy & Mining Expert: Arbitrator at EDAC; Consultant
& Natural Resources Law Lecturer, UK

Victoria is the founder and CEO of NEM Energy. An energy and mining professional and consultant, Victoria has extensive experience working on various projects in different countries around the world. She holds a PhD in International Energy Law and Policy from CEPMLP, University of Dundee. Victoria is also the founder and executive director of an NGO – the African Energy and Minerals Management Initiative (AEMI). Victoria has worked on global extractives and energy transition projects including recently being a team leader and Principal Investigator for the **Global Study on Oil and Gas Contracts Transparency and the Energy Transition (2022-2023)**. This study was produced by NEM Energy under commission from the **EITI International Secretariat with support from USAID**. The study assesses how contractual provisions are responding to, or reflecting energy transition scenarios, and highlights areas to be included or strengthened that will be beneficial for all energy stakeholders. Victoria is an author and has published seven books and various articles on topics relating to energy transitions, oil, gas, renewable energy, climate change, and mining. Victoria has advised governments on climate change, energy, and mining projects including appearing as an expert witness before the Commission of Inquiry into Land Matters in Uganda; presenting comments on the South African Petroleum Bill before the country's policymakers; leading a team of energy experts in reviewing energy/mining laws and policies for countries such as Namibia, Ethiopia, Uganda; training experts from the Nigerian Petroleum Company to mention but a few. Victoria offers extensive experience in the energy and mining sectors having worked with various institutions; regional and international organizations, including assignments for EITI International Secretariat with support from USAID; The Queen Mary University of

London (EU Energy Decarbonization Project); The International Energy Charter Secretariat in Belgium; The Columbia Centre on Sustainable Investment in New York. the East African Community Secretariat (EAC) in Tanzania; the University of Dundee in Scotland; the Southern African Development Community Secretariat (SADC) in Botswana; International Arbitration Case Law in New York (editor); Institute of Petroleum Studies-Kampala; Uganda Christian University; Journal of Mines, Metals and Fuels (Editorial Board Member). She has also worked with both the private and public legal sectors of Uganda, including Kakuru and Co. Advocates and the Anti-Corruption Court of Uganda. Victoria has an active YouTube Channel and Podcast both focusing on energy and mining discussions. She is one of the few people who completed her PhD in less than 3 years and below the age of 30 years. For more information about Dr. Victoria Nalule, visit www.victorianalule.com

Recent Books



**Nalule, V.R.
2023.**

**Mining Law and
Governance in
Africa:**

Transformation & Innovation
for a Sustainable Mining
Sector. Routledge (edited)



**International
Arbitration
in the Energy
& Mining
Sectors**

2023 (Lead editor of
this upcoming Palgrave
edited handbook. Edited
by Dr. Victoria Nalule and
Professor Damilola
Olawuyi)



**Nalule, V.R.
2021.**

**Land, Law and the
Extractive
Industries: Challenges and
Opportunities in Africa.**
Bloomsbury Publishing



**Nalule, V.R.
2021.**

**Energy Transitions and
the future of the African
Energy Sector: Law, Policy
and Governance.** Springer
Nature. (Edited)



**Nalule, V.R.
2021.**

Mining and the Law in Africa:
Exploring the social and
environmental impacts.
Springer Nature. Extensive
research and policy analysis
on mining laws in different
Sub-Saharan African
countries, including Uganda.



**Nalule, V.R.
2018.**

**Energy Poverty and
Access Challenges in
Sub-Saharan Africa: The
Role of Regionalism.**
springer.



Professor Damilola S. Olawuyi



ADVISORY MEMBER

Professor and UNESCO Chair on Environmental Law and Sustainable Development | Independent Expert, UN Working Group on Business and Human Rights

Professor Damilola S. Olawuyi, SAN is a full professor and UNESCO Chair on Environmental Law and Sustainable Development at Hamad Bin Khalifa University, Doha, Qatar. He is also chancellor's fellow at the OGEEs Institute, Afe Babalola University, Ado Ekiti, Nigeria. In 2022, he was appointed independent expert on the United Nations Working Group on Business and Human Rights. Prior to this, he served as an independent expert on the African Union's Working Group on extractive industries, environment, and human rights violations in Africa. Professor Olawuyi holds a doctorate (DPhil) in Energy and Environmental Law from the University of Oxford; a Master of Laws (LLM) from Harvard University; and another LLM from the University of Calgary. He has been admitted as a barrister and solicitor in Alberta, Canada; Ontario, Canada, and in Nigeria. He serves on the executive committees and boards of several organisations. He is Vice Chair of the International Law Association globally. In recognition of his "substantial contribution to legal scholarship and jurisprudence," Professor Olawuyi was awarded the rank of Senior Advocate of Nigeria (King's Counsel equivalent) in the year 2020, therefore becoming the youngest academic ever elevated to the rank. In 2021, he was appointed by President Muhammadu Buhari as a member of the Governing Board of the Nigeria Extractive Industries Transparency Initiative (NEITI). He has served as co-chairman of the Legal Education Committee of the Nigerian Bar Association. A prolific and highly regarded scholar, Professor Olawuyi has published over 150 influential peer-reviewed articles, books, and reports on energy finance, sustainable development law and extractive resource governance. His most recent book publications include: *Environmental Law in Arab States* (Oxford University Press, 2022), *Business and Human Rights Law and Practice in Africa* (Edward Elgar, 2022), *Local Content and Sustainable Development in Global Energy Markets* (Cambridge University Press, 2021), *Extractives Industry Law in Africa* (Springer 2018), *The Human Rights Based Approach to Carbon Finance* (Cambridge University Press, 2016) and *Climate Change Law and Policy in the Middle East and North Africa Region* (Routledge, 2021).

Professor Olawuyi was formerly an international energy lawyer at Norton Rose Fulbright Canada LLP, Calgary, where he served on the firm's global committee on extractive resource investments in Africa. He has lectured on energy and environmental law in over 40 countries in Africa, Asia, Australia, Europe, North America and the Middle East. He has served as a visiting professor at Columbia Law School, New York, University of Cambridge, University of Birmingham, China University of Political Science and Law and senior visiting research fellow at the Oxford Institute for Energy Studies. In 2022, served as Bok Visiting International Professor (VIP) at the University of Pennsylvania Carey Law School, USA. Further information about his profile and publications can be found at: www.damilolaolawuyi.com

Recent Books



DAMILOLA OLAWUYI

The Human Rights Based Approach To Carbon Finance (Cambridge University Press, 2016). Reissued In Paper Back In 2018. 424 Pages



DAMILOLA OLAWUYI & OYENIYI ABE (ED),

Business And Human Rights Law And Practice In Africa (Edward Elgar, 2022)



DAMILOLA OLAWUYI & EDUARDO PEREIRA (ED)

The Palgrave Handbook Of Natural Gas And Global Energy Transitions (Palgrave Macmillan, 2022)



DAMILOLA OLAWUYI

Policy In The Middle East And North Africa Region (Routledge, 2022).



EDUARDO PEREIRA & DAMILOLA OLAWUYI (EDS),

Practical Considerations To Negotiate An Enforceable Joint Operating Agreement Under Civil Law Jurisdictions (Netherlands: 2nd Edition, Kluwer Law International, 2020) 547 Pages



DAMILOLA OLAWUYI & OYENIYI ABE (ED),

Extractives Industry Law In Africa (Springer, 2018) 380 Pages



DAMILOLA OLAWUYI

Environmental Law In Arab States (Oxford University Press, 2022)



DAMILOLA OLAWUYI

Local Content And Sustainable Development In Global Energy Markets (Cambridge University Press, 2022) Reissued In Paper Back In 2022.



Dr. Geoffrey Aori Mabea



ADVISORY MEMBER

Executive Secretary at Energy Regulators Association of East Africa (EREA)
& Interim CEO of Energy Regulation Centre of Excellence(ERCE)

Dr. Geoffrey Aori Mabea is the Executive Secretary of the Energy Regulators Association of East Africa, tasked with spearheading the realization of a robust Energy Union for Eastern Africa countries. He is an energy expert with vast experience in energy and infrastructure. Dr. Mabea has served in various leadership positions in national and international organizations where he has amassed a wealth of experience in managing multibillion-dollar projects and policy formulation in Africa. He is an energy expert with vast experience in energy and infrastructure. Dr. Mabea has served in various leadership positions in national and international organizations where he has amassed a wealth of experience in managing multibillion-dollar projects and policy formulation in Africa. He is certified with SAP Project Systems and has managed the majority of extensive geothermal energy development programs in Kenya, leading the Northern Corridor Countries Regional Energy Integration Projects (NCIP) and has participated in various assignments in South Africa and Indonesia. He has vast experience in infrastructure projects origination and portfolio management of power sector energy projects. He has served in multiple national and regional policy formulation committees in East Africa. Dr. Mabea is a Kenyan national with multidisciplinary education: Geomatics Engineering, and MBA, both from Jomo Kenyatta University of Agriculture and Technology; MSc. Energy Economics and Policy, University of Surrey; and Ph.D. Energy Economics and Policy, University of Dundee. Dr. Mabea is a Chevening Scholar and has intensively researched the economic benefits of integrating electricity markets in Eastern Africa. He is passionate about electricity markets and infrastructure in Africa and has been at the forefront of forging the establishment of robust electricity markets in Africa."



Mireille Toulekima



ADVISORY MEMBER

Award-Winning Engineer & Consultant / STEM & Energy Diplomat

MIREILLE TOULEKIMA is an internationally renowned oil and gas professional, Senior Petroleum Engineer, Global Energy and STEM consultant, and Women empowerment advocate who gained her experience over 20 years in a range of technical and leadership roles working across four continents in Australia, Africa, Asia, and Europe on projects of different scale for Shell Exploration and Production (Gabon, Holland, and Malaysia), Santos Ltd (Australia, Indonesia), Woodside Energy Ltd (Australia), Sasol Exploration and production (South Africa, Mozambique, and UK), and MT Energy Resources (Australia, Ghana, Kenya, and Mozambique). She has published three books of which: "Local Content Key Enabler for Oil and Gas projects in Emerging Markets: Investing, Developing, and Providing Oversight in Countries of Operation" in 2015 which is now a reference book in Universities in the UK and in Africa. Mireille has been featured on TV, Radio, Podcasts, and Talk shows around the world. She has been identified and recognized as a woman of influence in the energy sector, STEM industries, and leadership and entrepreneurship globally. She is the founder and managing director of the Perth Australia-based energy company MT Energy Resources Ltd. She also founded the program STEM Queens in Uganda and Australia in 2018 and 2020 respectively with the objective to reach out and sponsor African and Indigenous Australian girls and women to embrace STEM and increase women participation in STEM sectors. STEM Queen's objective is to empower at least one million women and girls in STEM by 2025. Mireille serves as a board member, ambassador, global executive, and partner to global and local ventures and organizations. She contributes to international leadership and technical think tank groups and has been a guest lecturer at several technical and leadership institutions and universities globally. She is the recipient of several international awards. She was a WomenTech Network Global Award 2020 finalist in the category Diversity and Inclusion Officer Role Model of the year. She was named Australian eYs Magazine 2020 Top 50 Global Key Influencers. In 2019, she was inducted as Western Australian Women in STEM Role Model by Women in Technology Western Australia (WiTWA) and was awarded the Exceptional Woman of Excellence Award by WEF (Women Economic Forum).



Dr. Geoffrey Wood



ADVISORY MEMBER

Lecturer, Author and Editor on Energy, Environment and Climate Change

Geoff is a Lecturer in Energy and Environmental Law at the School of Law, University of Stirling, a Researcher in Global Energy Transitions at the School of Architecture and Urban Planning, University of Dundee, and Guest Lecturer in Energy and Environmental Governance at Glasgow Caledonian University. He holds a PhD in low carbon energy governance and optimizing energy infrastructure deployment from the CEPMLP and an MSc in renewable energy and environmental modeling from the School of Engineering, Physics and Mathematics, both from the University of Dundee, and a BSc (Hons) in Ecological Geography and Animal Behavior from Anglia Ruskin, Cambridge. An interdisciplinary energy and environmental law, policy, and governance specialist, his research and teaching focuses on energy transitions law, investigating the development of legal and governance frameworks to optimize sustainable energy and environmental policy delivery in terms of environmental, social, economic, political, and technological outcomes. Research interests include energy law and governance pertaining to renewable energy, low carbon energy, and fossil fuels (including unconventional hydrocarbons and carbon capture and storage), sustainable and just energy system transitions, the role of public participation and engagement (e.g., in terms of decision-making, access to information, ownership, risk management, planning); understanding new models of government-stakeholder partnerships in energy and environmental governance, multi-level governance, devolution, and constitutional law, energy storage, hydrogen, systems theory, sustainable development, and climate change law and policy. Geoff has published extensively on energy and environmental issues, with over 40 articles, books, book chapters, and other publications. He has published six books: Renewable Energy Policy in Scotland (2010); A Critical review of Scottish Renewable and Low Carbon Energy Policy (2017); The Palgrave Handbook of Managing Fossil Fuels and Energy Transitions (2019); From Fossil Fuels to Low carbon Energy Transitions: New Regulatory Trends in Latin America (2022); Zero carbon energy systems and energy transitions (2022); and Social License to Operate and Energy Transitions (2022). His seventh book 'Future Research Agendas in Energy' will be published by

Edward Elgar in April 2023. Recent research includes investigating global energy poverty, exploring the impact of austerity on environmental decision making in Scotland, a critical analysis of policy risk and politics on low carbon energy deployment in the UK and Scotland, the role of definitions in renewable and low carbon energy governance, and a case study approach to the governance of shale gas. In addition to academia, Geoff is series editor of the major new Palgrave Studies in Energy Transitions (PSET) handbook series (2022), and editor-in-chief for the 'Encyclopedia of Renewable and Low carbon Energy' (forthcoming, Palgrave). For 6 years, Geoff successfully co-edited the 'Energy, Climate and Environment' book series published by Palgrave Macmillan. He is also the founder and director of Academic Proofreading and Editing Solutions. Previously Geoff has been a Lecturer in International Energy Law and Policy at Stirling University Law School (2014-2020), and a researcher, research fellow and independent consultant for various organizations, including University of Stirling, University of Dundee, CEPMLP, Extractives Hub, Offshore Renewable Institute, Royal Society of Edinburgh and Scottish Government. Furthermore, he is a member of the Energy Poverty Research initiative (EPRI), an independent organization launched in 2017 as a step towards establishing a Scottish cross-sector center for excellence in energy poverty research. Geoff teaches: Climate change and carbon management; Downstream energy law and policy; Energy and climate change; Energy law and policy; Environmental law; International law and sustainable development; Introduction to renewable energy technology; Low carbon energy law; Marine energy; Planning law; Regulating social corporate responsibility; Research methods; and Sustainability.



Evans Mwesigye, FCCA



ADVISORY MEMBER

Independent Consultant

A Fellow member of the Association of Chartered Certified Accountants (FCCA), and a holder of MSc in Oil and Gas Economics of the University of Dundee, Evans has a wealth of uninterrupted experience in Tax Administration spanning over two decades at the URA. He has held technical and managerial roles in business process re-engineering, quality assurance, auditing, withholding tax regimes (taxes at source), VAT, exemption regimes, advisory, business policy, and international taxation. He regularly executed challenging assignments in various sectors, including mining, oil and gas, services, and policy development, among others. He has worked extensively with development partners on technical assistance (TA) missions, consultants, and other stakeholders to deliver policy proposals for the extractives industry of Uganda. He is a member of the MSG of Uganda's EITI Project, and the East Africa Revenue Authorities Technical Committee (EARATC). He possesses invaluable knowledge and exposure in best practices in tax administration and is passionate about delivering sustainable policy solutions for resource-rich developing economies. Evans is currently manager for Domestic Taxes Tax Appeals at the Tax Authority, Uganda. Until recently, Evans was the manager in charge of Policy Management and Revenue Monitoring at the Petroleum Division of the Ugandan Revenue Authority. He is a certified Trainer of Trainers, and lectures at the Tax Body's Tax Institute. He holds an MSc. in Oil and Gas Economics, University of Dundee, Sept. 2014; BSc. in Economics and Statistics, Second Upper, Makerere University, 1994; Fellow, FCCA, Dec, 2016; ACCA, December 2011; Certified Public Accountant (CPA), December 2011; Postgraduate Diploma in Revenue and Tax Administration (PODITRA), 1997.



Dr. Thomas L Muinzer Frsa



ADVISORY MEMBER

Co-Director, Aberdeen University Centre for Energy Law | Reader in Energy Transition Law, University of Aberdeen School of Law

Dr. Muinzer is co-director of the Centre for Energy Law, based at the University of Aberdeen, Scotland, where he also works as a Senior Lecturer in Energy Transition Law. His teaching, research, and consultancy work focus most particularly on climate and energy decarbonization law and policy. He has subsidiary and intersecting interests in the sphere of constitutional law, human rights protections, and the safe and responsible governance of energy and the environment. Thomas is the author

of the first monograph on the world's first example of national framework climate legislation: Climate and Energy Governance for the UK Low Carbon Transition: The Climate Change Act 2008 (Palgrave: UK, 2018). He is also a contributing editor to the first book-length study of national climate change Acts from around the world: National Climate Change Acts: The Emergence, Form, and Nature of National Framework Climate Legislation (Hart/Bloomsbury: UK, 2021). Thomas is also a co-founder of the Scottish Climate Emergency Legal Network, and a member of the Legislation Working Group at the Legal Services Agency, Glasgow, which co-ordinates the Network. He is co-convenor of the Energy Law section of the Society of Legal Scholars, the body which runs the UK's major national legal conference, and sits on the Law Society of Scotland's Education and Training (Policy) Committee and its Education and Training (Standard Setting) Sub-Committee, which regulates aspects of solicitors' training in Scotland.



Ayebare Rukundo Tom



ADVISORY MEMBER

Manager, Economic and Financial Analysis at Petroleum Authority of Uganda

Mr. Ayebare Rukundo Tom is a Petroleum economist with over seven years' experience in cost, financial, and economic aspects of Uganda's petroleum and development sectors executed in Uganda, France, and U.K. Currently, he works with the Petroleum Authority of Uganda as the Manager of Economic and Financial Analysis. Previously, he worked with the Ministry of Energy and Mineral Development in roles relating to the economic and commercial regulation of the oil and gas sector. He has also worked with the National Housing and Construction Company and Uganda National Roads Authority in various capacities. He possesses a MSc in Oil and Gas Economics from the University of Dundee and a Bachelor's Degree in Quantity Surveying from Makerere University."



Prof. Dr. Eduardo G. Pereira



ADVISORY MEMBER

International Energy Attorney & Scholar

Prof. Dr. Eduardo G. Pereira is a professor of Natural Resources and Energy Law. He is a founding partner at the International Energy Law Training and Research Company as well as at the International Energy Law Advisory Group. He has been active in the natural resources and energy industry for more than 15 years and is an international expert on oil and gas contracts and regulations. His experience in this area – both academic and practical – is extensive. He has practical experience in over 50 jurisdictions covering America, Europe, Africa, and Asia. He is a professor of natural resources and energy law as a full-time, part-time, honorary, adjunct and/or visiting scholar in a number of leading academic institutions around the world. He is also a managing editor for the GSENRLJ and an associate editor of OGEL. He is also the author and editor of several leading oil and gas textbooks.

■ Our Partners

THE AFRICAN ENERGY & MINERALS MANAGEMENT INITIATIVE (AEMI)

NEM Energy works closely with the AEMI. Dr. Victoria Nalule is the founder and executive director of AEMI. Founded in 2017, AEMI is a non-governmental organisation based in Uganda but collaborates with various African countries, including South Sudan, Kenya, Nigeria, South Africa, Namibia, Ghana, Angola, and the Democratic Republic of Congo, to mention but a few. It aims to meet the practical needs required for the improved management and governance of the energy and mineral sector to foster economic development in Africa. The organisation also aspires to build capacity and improve on the governance and management of the extractive industry through the provision of timely services with utmost professionalism with a view to eradicate poverty and ensure sustainable development. AEMI has developed several programmes to achieve its agenda. These include the Women in Energy and Mining Empowerment Programme; AEMI Knowledge Centre and Training Programme; AEMI LEGAL Aid Programme; Mining Mechanisation Programme; AEMI Health and Protective Gears Programme; the Clean Energy and Environmental Protection Programme; and the Mentorship Programme. Our team has greatly contributed to the African energy and mining sectors through the AEMI Knowledge Centre and Training Programme. The AEMI Knowledge Centre provides a platform where key issues in African energy and mining are addressed through research, policy briefs, policy analysis, policy dialogues, conferences, and training. Through the Knowledge Centre, AEMI has carried out various fieldwork research in artisanal and small-scale mining communities. AEMI comprises a team of experts from different countries. For more information about AEMI visit, www.afrienergyminerals.org.



AFRICAN ENERGY & MINERAL
management initiative

CONTACT US

We Love to Hear From You
Please call or email contact form and we
will be happy to assist you.



5th Floor Lotis Towers,
Kampala. Uganda



Telephone:
+4474 9039 5399



E-mail: info@nemenergyco.com
www.nemenergyco.com