COMPANY PROFILE
Founded by Dr Victoria Nalule, Nalule Energy and Mining Consultancy (NEM) is an independent energy & mining consultancy firm. NEM offers advisory services to a wide range of clients, including governments, national oil companies, energy and mining ministries, NGOs, academia and the private sector.

With the global move to transition to a low-carbon economy and the desire for ‘energy poor’ countries to utilise all the energy resources for economic development- NEM has been a focal point for offering tailored solutions to the unique challenges faced by both developing and developed countries with respect to energy and mineral governance. NEM has been approached directly by governments to review energy/mining laws and offer tailored trainings to government officials.
ORIENTAL CLIENTS

We work with governments, NGOs, academia, the private sector, public institutions, local authorities, regional organisations and private institutions.

1. **Uganda Revenue Authority (URA):** In 2020, NEM, represented by Dr Victoria Nalule, conducted executive tailored training to the officials at the URA. The executive training focused on Artisanal and Small-Scale Mining; formalisation of ASM and other governance issues.

2. **Namibia:** In 2020, the CEO of NEM, Dr Victoria Nalule, was directly invited by the Ministry of Energy of Namibia to review the Petroleum Bill of the country. The NEM team offered extensive reviews and comments and advised the government on the best practices to consider in the energy sector.

3. **South Africa Ministry (Department) of Energy:** In 2020, NEM 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.


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

6. **African Legal Support Facility – (under the African Development Bank):** In 2019, NEM CEO, Dr Victoria Nalule, lead a team of energy experts in reviewing the Power and Mining Manuals of the ALSF Academy.

7. **We have also worked with different universities** including 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 involved members of NEM)
WHAT WE DO?
At NEM, we critically analyse energy and mining policies and laws. Following robust fieldwork and desktop research, we advise governments, national oil companies, NGOs, energy and mining ministries and other relevant stakeholders on oil, gas, renewable energy, decarbonisation and mining issues. We also train and prepare our clients to solve complex energy and mining issues.

OUR SERVICES
- ENERGY AND MINING POLICY, FISCAL AND LEGAL ANALYSIS
- EXECUTIVE & TAILORED TRAINING IN ALL ASPECTS OF OIL, GAS, 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
- COUNTRY PROJECTS
- TUTORING AND ADVICE TO PhD STUDENTS
COUNTRY OUTREACH: ENERGY AND MINING PROJECTS

Driven by passion, we have actively been involved in reviewing, analysing and commenting on various energy and mining laws, regulations and policies from the different parts of the globe. NEM has greatly influenced energy and mining policies in different countries. Some of these projects are outlined below:

1. Analysis of the Ethiopian Energy Policy
2. Analysis of the Ethiopian Minerals Policy
3. Analysis of the Ugandan Climate Change Policy
4. Analysis of the South African Energy laws (both at the national and local level)
5. Working with the government of Rwanda to develop the Methane Gas Policy
6. Analysis of the Namibian Petroleum Bill
NEM RESEARCH, ADVISORY SERVICES & TAILORED TRAINING

We offer tailored advice and executive tailored training and research on Energy & 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:

1. 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 Artisanal and Small-Scale mining (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 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)
  • 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 & governance of the mining sector
2. International, national and regional Energy aspects and 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 LNG
- 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 & 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 Unitization and Farm-in, Farm-Out agreements
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 100 energy and mining videos are featured on our website.

Our team consists of renown global experts in the energy and mining sectors, who continue to influence and shape energy policies worldwide. Our experts have vast experience in the industry, with a unique and multi-disciplinary background including economics, legal, management and geopolitics. NEM also works closely with external energy and mining consultants.
Victoria is the founder and Chief Executive Officer of NEM Energy. She is an Energy and Mining professional & consultant 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 from CEPMLP, University of Dundee. Victoria is the Founder and Executive Director of the African Energy and Minerals Management Initiative.

Victoria is an author and has widely published on topics relating to oil, gas, renewable energy, climate change and mining. Her latest four books being, "Mining and the Law in Africa: Exploring the Social and Environmental Impacts"; "Energy Transitions and the Future of the Energy Sector: Law, Policy and Governance"; and another book on “Energy Poverty and Access Challenges in Sub-Saharan Africa: The Role of Regionalism". She also has a book with Hart publishers focused on Land Law and Extractives. Victoria has advised governments on oil, gas, 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 Policy Makers; leading a team of energy experts in reviewing Energy/Mining laws and policies for countries such as Namibia, Ethiopia, Uganda etc.

Victoria offers extensive experience in the Energy and Mining sectors having worked with various institutions; regional and international organizations including assignments for The Queen Mary University of London (EU Energy Decarbonisation Project); The International Energy Charter Secretariat in Belgium; The Columbia Center 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 & Co. Advocates and the Anti-Corruption Court of Uganda.

Victoria has an active YouTube Channel and Podcast both focused on energy and mining discussions. She is one of the few people who got her PhD in less than 3 years below the age of 30 years.

For more information, visit www.victorianalule.com
NEM ADVISORY COMMITTEE

1. PROF. DAMILOLA S. OLAWUYI, SAN, FCIARB

Professor Damilola is an international lawyer, professor of law, arbitrator, author, and policy consultant, with expertise in petroleum, energy and environmental law. In 2015, Professor Olawuyi was promoted to the rank of Full Professor of Law at Afe Babalola University, Ado Ekiti, Nigeria at the age of 32 years, becoming one of the youngest full professors of law in Nigerian history. He is Deputy Vice Chancellor, Chancellor’s Fellow and Director of the Institute for Oil, Gas, Energy, Environment and Sustainable Development (OGEES Institute), Afe Babalola University, Nigeria. He is also a professor of petroleum, energy and environmental law at HBKU Law School, Doha, Qatar where he teaches energy and environmental law courses.

A prolific and highly regarded scholar, Professor Olawuyi has practiced and taught law in Africa, Asia, Australia, Europe, North America and the Middle East. He 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 was also formerly deputy director and head of international environmental law at the Centre for International Governance Innovation, Waterloo, Canada.

Professor Olawuyi has published several influential journal articles and books on natural resources, energy and environmental law. He has been an expert speaker and commentator at several international conferences. His most recent book publications include: Extractives Industry Law in Africa (Springer, 2018) and The Human Rights-Based Approach to Carbon Finance (Cambridge University Press, 2016).

Professor Olawuyi is an Independent Expert on the African Commission’s Working Group on Extractive Industries, Environment and Human Rights. He is Vice Chair of the International Law Association; co-chair of the Africa Interest Group of the American Society of International Law (2016-2019); and member of the Academic Advisory Group of the International Bar Association’s Section on Energy, Environment, Natural Resources and Infrastructure Law (SEERIL). He is the Editor-in-Chief of the Journal of Sustainable Development Law and Policy; Associate Editor of the Carbon and Climate Law Review; and Senior Research Fellow of the Centre for International Sustainable Development Law, Montreal, Canada. He is a member of the Governing Council of Afe Babalola University, Ado Ekiti, Nigeria, and a Fellow of the Nigerian Institute of Chartered Arbitrators (NICARB).

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. He has most recently received the Herbert Smith Freehills Visiting Professorship at the University of Cambridge, UK and the IAS Vanguard Fellowship of the University of Birmingham. He has served as a visiting professor of law at the China University of Political Science and Law, Beijing; University Research Fellow at the Consortium for Peace Studies, University of Calgary; and David Sive Scholar at Columbia Law School, New York, United States.

Professor Olawuyi has been admitted as Barrister and Solicitor in Alberta, Canada; Ontario, Canada; and Nigeria.
2. DR. GEOFFREY AORI MABEA

Dr. Geoffrey Aori Mabea is the Executive Secretary of the Energy Regulators Association of East Africa tasked with spearheading the realisation of 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 organisations 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 most extensive geothermal energy development programmes in Kenya, leading Northern Corridor countries regional energy Integration projects (NCIP) and 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 on 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 frontline forging for the establishment of robust electricity markets in Africa.
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 working across 4 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) in a range of technical and leadership roles for more than 20 years. 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 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 one of the women 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 QUEENS has for objective to empower at least one million women and girls in STEM by 2025.

Mireille serves as 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 in several technical and leadership institutions and universities globally. She is the recipient of several international awards. She was a Finalist for WomenTech Network Global Award 2020 in the category Diversity & 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 Australia Woman in STEM Role Model by WiTWA (Women in Technology Western Australia) and was awarded the Exceptional Woman of Excellence Award by WEF (Women Economic Forum).
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. He holds a PhD in low carbon energy governance and optimizing deployment from the Centre for Energy Petroleum and Mineral Law and Policy (CEPMLP) and an MSc in renewable energy and environmental modelling from the School of Engineering, Physics and Mathematics, both from the University of Dundee, and a BSc (Hons) in Ecological Geography and Conservation 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 optimise 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 CCS), 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. In addition to publishing three books: The Palgrave Handbook of Managing Fossil Fuels and Energy Transitions (2019), A Critical review of Scottish Renewable and Low Carbon Energy Policy (2017) and Renewable Energy Policy in Scotland (2010), he is co-editing 5 books: 'low carbon energy transitions in Latin America' (Palgrave, 2021), 'future research agendas in energy' (Edward Elgar, 2021), 'social license to operate and energy transitions' (Palgrave, 2021), 'zero carbon
energy systems and energy transitions’ (Palgrave, 2022) and 'energy poverty and energy transitions’ (Palgrave, 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 handbook series (forthcoming, Palgrave 2021), Co-Series Editor for the 'Energy, Climate and Environment' book series (Palgrave), and Editor-in-Chief for the 'Encyclopedia of Renewable and Low carbon Energy' (forthcoming, Palgrave). 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 organisations including University of Stirling, University of Dundee, CEPMLP, Extractives Hub, Offshore Renewable Institute, Royal Society of Edinburgh and Scottish Government. Further, he is a member of the Energy Poverty Research initiative (EPRi), an independent organisation launched in 2017 as a step towards establishing a Scottish cross-sector centre 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.
5. EVANS MWESIGYE, FCCA

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). 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 for Uganda. He is a member of the Multi-stakeholder group (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. He is currently Manager for Domestic Taxes Tax Appeals at the Tax Authority. Until recently, Evans has been the Manager in charge of Policy Management and Revenue Monitoring in the Petroleum Division at Uganda Revenue Authority. He is a Certified Trainer of Trainers, and lectures at the Tax Body’s Tax Institute. He holds a Msc. Oil and Gas Economics, University of Dundee, Sept. 2014; Bsc. (Economics & Statistics), Second Upper, Makerere University, 1994; Fellow, Association of Chartered Certified Accountant (FCCA), Dec, 2016; Association of Chartered Certified Accountant (ACCA), December 2011; Certified Public Accountant (CPA), December 2011; Postgraduate Diploma in Revenue and Tax Administration (PODITRA), 1997.
Dr Muinzer is Co-Director of the Aberdeen University 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 focuses most particularly on climate and energy decarbonisation 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.

6. Dr Thomas L Muinzer FRSA


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 regulate aspects of solicitors’ training in Scotland.
Dr. Muinzer is Co-Director of the Aberdeen University 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 decarbonisation 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.

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 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 National Housing and Construction company and Uganda National Roads Authority in various capacities. He possesses a Master of Science in Oil and Gas Economics from University of Dundee and a Bachelor’s Degree in Quantity Surveying from Makerere University.
NEM works closely with the African Energy and Minerals Management Initiative (AEMI). Dr Victoria Nalule is the founder and Executive Director of AEMI. Founded in 2017, AEMI is a Non-Governmental Organization based in Uganda but with collaborations with various African countries including South Sudan, Kenya, Nigeria, South Africa, Namibia, Ghana, Angola, DRC just 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 organization 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 got 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 Mechanization 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 trainings. Through the Knowledge Centre, AEMI has carried out various fieldwork research in artisanal and small-scale mining communities.

AEMI comprises of a team of experts from different countries.

For more information about AEMI visit, www.afrienergyminerals.org