



*Firm Profile*

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**OUR LAW FIRM  
BELIEVES THAT  
OUR CLIENTS'  
SUCCESS  
DETERMINES  
OUR OWN.**

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*Consider it Solved*

# Recommended Law Firm

Our service experience has yielded International recognition.

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## Who We Are

Kampala Associated Advocates is a full service law firm based in Uganda that advises clients on a range of legal matters, from litigation and arbitration, Banking and finance, oil and gas, Intellectual Property, Telecommunications, Media and Technology Law to Corporate and transactional advisory legal services. We have a total of ten partners with varied areas of specialization, assisted by over sixteen lawyers and legal Consultants. This makes KAA the largest and leading independent legal law firm in Uganda

From its inception, the firm has provided excellent legal services, and has handled some of the largest and complex matters in commercial transactions, litigation and arbitration and taxation. Currently led by Joseph Matsiko as the Managing partner, the firm has 35 legal staff each of whom possess unique skill sets including stellar academic accomplishments, commitment to a client-focused work culture, and a track record of successful outcomes for our clients across the various sectors and practice areas we specialize and consistently excel in.

Driven by the firm's vision to be the market leader providing world class legal and advisory services, our team strives to give our clients better outcomes than they otherwise would have had, through the use of business oriented and cost effective innovative legal solutions that puts the interests of our clients as a priority and guiding principle.

Throughout its over twenty years of legal service excellence in Uganda, the firm has been involved in various legal mandates and projects which have had a positive and lasting impact on Uganda's social, economic and political prosperity. The firm is continuously evolving and changing in order to meet the changing business needs of our esteemed clients and we remain committed to the professional and excellent service of our clients through a dedicated team in a timely and sustainable manner.

**Our combined resources allow the firm to meet all the needs of our clients efficiently.**

## Our History

### Established in 2001..

...Following a merger of four major law firms. The founding partners were Bart Katureebe, a former Attorney General of the Republic of Uganda who is the former Chief Justice of the Republic of Uganda; Sam Mayanja, who served as Secretary of the Uganda Development Bank Board for over a decade; Oscar Kambona, who headed and managed the Uganda Tax Bureau; and Elly Karuhanga, a senior lawyer who has served as a member of Parliament and is now the Chairman of the Chamber of Mines and Petroleum and the Honorary Consul General of the Republic of Seychelles to Uganda.

The firm's other partners include Peter Kabatsi, a former Director of Public Prosecutions and one of the longest serving Solicitors General of Uganda, Dr. Charles K Kalumiya, former in-house Principal Legal Counsel Adviser of the United Nations High Commissioner for Refugees, and presently also Honorary Consul of the Republic of Malawi to Uganda; and Joseph Matsiko, former Director of Civil Litigation in the Attorney General's chambers. The merger was the first of its kind within the legal sector in Uganda and boosted the firms' breadth and depth of its capability, thereby enhancing the firm's market standing and reputation.

In April of 2017, the firm, in a transformative move admitted five new partners. Three of the partners to which Jet Tumwebaze, Bruce Musinguzi and Augustine Obilil Idoot, were promoted from the ranks of the firm. The other two partners, Elison Karuhanga and Zulaika Kasajja, were founding partners in the firm Karuhanga, Kasajja & Company Advocates, which was effectively merged into Kampala Associated Advocates. The recent admission of Martin erone to the partnership currently makes the partner head count of eleven makes Kampala Associated Advocates, arguably one of the largest law firm (by partner head count) in Uganda. This gives Kampala Associated Advocates an unmatched breadth and depth in both its legal expertise and experience.



# V I S I O N

## Our Mission

To Provide Legal Services to our clients through a dedicated team in a timely and sustainable manner.

## Our Core Values

Help us to achieve our mission and set us apart from our competitors. Briefly, they are a client focused approach.

- Integrity
- People Centric
- Service & Excellence
- Professionalism
- Innovation

# O U R V I S I O N

To be the market leader providing world class legal and advisory services.



# Our Practice

## Full service law firm...

...with expertise in both traditional and emerging legal practice sectors across many industries and sectors.



 Commercial Transactions	 Banking, Finance and Agriculture	 Employment and Labour	 Energy and Natural Resources
 Tax Practice	 Non-Governmental Organisations & Consular Services	 Litigation and Arbitration	 TMT (Technology, Media and Telecommunication)
 Intellectual Property	 Restructuring		

For more: [www.kaa.co.ug/expertise](http://www.kaa.co.ug/expertise)



 **Joseph Matsiko**  
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- Litigation
- Arbitration
- Telecommunications

Joseph is the Managing Partner of Kampala Associated Advocates and the co-head of the litigation and disputes resolution department. He is a versatile and distinguished litigator with a noteworthy career spanning over 25 years. Joseph joined KAA in July 2007 following years of dedicated public service as a State Attorney in the Ministry of Justice and Constitutional Affairs where he rose through the ranks to Director of Civil Litigation at the Attorney General’s Chambers.

Joseph has led numerous teams in a cross section of both transactional and litigation matters at the firm. He has extensive experience in civil and commercial litigation and has tried over 100 cases as lead counsel. He has expertise in case analysis, development and implementation of case strategy, and has engaged in the preparation and negotiation of various contractual transactions over the course of his career. Joseph has successfully represented several local and international clients in varied sectors including telecommunications, banking and finance, oil and gas as well as public bodies and government agencies.

He led the KAA team in the negotiation of a leading telecommunications operator’s licence renewal as well as the team that negotiated the asset purchase of a telecommunications company inclusive of its radio spectrum allocation. This transaction was the first of its kind and was worth over USD 15 million dollars. Joseph has advised on numerous other mergers and acquisitions, financial restructures and PPPs.

Joseph has represented clients as counsel in litigation-related matters in England, including Crown Office Chambers, Tanfield Chambers, One Essex Court, and has worked in conjunction with UK based law firms such as Fieldfisher LLP, Edwin Coe Solicitors and Freshfields to mention but a few. He has consistently been ranked by Chambers and Partners as a top lawyer in Uganda for over seven years. Joseph has sat on numerous boards in Uganda the Public Procurement and Disposal and Assets Authority.



- Certificate in Mediation and Arbitration, International Law Institute, Washington D.C.
- Certificate in Contract Compliance, Monitoring and Dispute Resolution, Institute of Public-Private Partnerships, Washington D.C.
- Certificate in International Commercial Transactions, International Law Institute, Washington D.C.
- Certificate in Public Enterprise Restructuring and Divestiture, International Law Institute, Washington D.C.
- Post Graduate Diploma in Legal Practice, Law Development Centre
- Bachelor of Laws (LLB), Makerere University



- Member, International Bar Association
- Member, Uganda Law Society
- Member, East African Law Society
- Member, Uganda Christian Lawyers Fraternity



**Elly Karuhanga**

Senior Partner

OVER 45 YRS of enrollment

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- Energy
- Mining
- Environment
- Natural Resources

Dr. Karuhanga is a one of the founding partners and a renowned senior lawyer in Uganda. He is the head of the oil and gas department. Dr. Karuhanga is a dedicated public service champion and has served the public office several capacities. He is the Consul General of the Republic of Seychelles to Uganda and was one of the

framers the 1995 Constitution of Uganda which is still in force. In addition, he was a distinguished member of parliament for two terms. Following his retirement from active politics, Elly took an interest in advocating for national economic growth. To this end, he led efforts in promoting the development of the oil and gas sector. He was the first president of Tullow Uganda and has since been at the forefront of the sector. Dr. Karuhanga later founded the Chamber of Mines and Petroleum and galvanized the stakeholders of the extractive sector to jointly promote, advance build bridges between the commercial and government players within the industry.

Dr. Karuhanga is active in several spheres of the economy and sits on numerous company boards in a cross section of sectors such as insurance, finance, hospitality, to mention but a few. He is the chairman of the board of directors of DFCU Limited and was recently elected to chair the Private Sector Foundation of Uganda. He sits on the President’s Investment Round Table and is routinely called upon to advise on matters relating to the economy, investment and finance.

In addition to his contributions in the commercial arena, Dr. Karuhanga has impacted and influenced the legal sector. He is the founder president and chairman of the Governing Council, Uganda Centre for Arbitration and Alternative Dispute Resolution (CADER) which was formed in 1998. He has been a practicing advocate for over 40 years and has been at the forefront of countless landmark cases and transactions in the country and in the region.



- LLB (Hons) Makerere University
- Post Graduate Diploma in Law, Law Development Centre



- Member, Uganda Law Society
- Member, East African Law Society



**Oscar Kambona**

Senior Partner

OVER 25 YRS of enrollment

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- Taxation
- Litigation

Oscar is a founding and senior partner at Kampala Associated Advocates and heads the tax practice. He is a prominent and respected tax lawyer in East Africa and has enjoyed an illustrious career in the taxation realm for over 20 years. He holds a master’s

degree in taxation and is pursuing a doctor of philosophy degree in taxation at Makerere University. Prior to joining KAA, Oscar practiced as a tax consultant in the Legal Services Department at the Uganda Revenue Authority and later served as legal advisor to the Commissioner General of the URA. He was one of the pioneer taxation lawyers in the country and was a principal lecturer on revenue law and taxation at the Law Development Centre for many years. He also lectured on revenue and tax law at Makerere University in addition to the National University of Rwanda and served as project supervisor under the Danida/National University of Rwanda Legal Education Project.

Oscar has advised and participated in the drafting of key taxation legislation in Uganda and other African jurisdictions. He notably participated in the development and formulation of the Income Tax Act 1997 as amended and was a consultant at the Tax Appeals Tribunal from July 1998-December 1998. Oscar is unmatched in the quantity and magnitude of taxation matters in which he has successfully represented clients from a cross section of industries and sectors in Uganda and East Africa.

He has represented MTN Uganda in every major ground breaking tax matter for over eighteen years. Markedly, he successfully represented the company in the excise tax assessment on mobile money as well as international tax dispute on management fees. Additionally, he has advised the company on the tax implications of the business of providing mobile financial platforms and successfully represented it in a taxation matter involving apportionment of inputs for Value Added Tax.

Further to this, Oscar has advised and represented various government parastatals in matters regarding the tax implications of their transactions. He notably represented the Civil Aviation Authority regarding the taxability of airport passenger service charges for VAT purposes. Other companies that he continues to represent include Uber B.V, Multichoice (U) Limited, Standard Chartered Bank, Stanbic Bank, Total (U) Limited to mention but a few.

Oscar is described as “one of the leading tax lawyers” and “the best on domestic tax” by local sources. His skill set spans across an array of complex tax disputes, principally in the telecommunications, energy, oil and gas sectors, and extends to non-contentious mandates, according to Chambers and Partners. Oscar is also a keen athlete and has participated in over 10 marathons.



- LLD, in Tax (Ongoing)
- LLM in Tax Makerere University, Kampala
- Dip LP, Law Development Centre, Kampala
- LLB from Makerere University, Kampala



- Member, Uganda Law Society
- Member, East African Law Society





**Peter Kabatsi**

Senior Partner

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- Litigation
- Arbitration
- International Law

Peter is a Senior Partner at Kampala Associated Advocates and is the co-head of the Litigation and Disputes Resolution Department. He is a respected senior lawyer with over 45 years' experience and has had a long and distinguished career; acting in various legal positions in Uganda and various other jurisdictions. He served as Uganda's Solicitor General between 1990 and 2002 and holds the record as having served the longest in that office.

In this position, he was the principal legal advisor and representative of government in all matters at a national and international level representing government and all of its bodies and organizations. His responsibilities included negotiating and reviewing agreements, vetting and approving all draft bills prepared by the First Parliamentary Counsel. Examples of the laws enacted under his supervision included the Constitution of the Republic of Uganda, the Companies Act, the Contract Act, the Copyright Act, the Copyright Act, the Electronic Media Act and the Financial Institutions Act.

In the period between 1986 and 1990, Peter was the Director of Public Prosecutions charged with, among others, institution and prosecution of criminal proceedings. During his tenure, he spearheaded the removal of tedious, costly and lengthy committal proceedings which resulted in more expeditious criminal trials before the High Court. In addition to his impressive practice under Ugandan law, Peter has practiced law internationally. He was the President of the United Nations International Law Commission, a body of experts that is mandated with codifying and developing international law. Prior to that, he had served as the Commission's Vice President, General Rapporteur and member. During his presidency, the ILC completed and delivered numerous draft Conventions to the world, through the United Nations General Assembly.

In addition to this, Peter has served as a legal expert on a number of committees. He was part of a four member Organization of African Unity Commission of legal experts tasked with reviewing the proceedings and the conduct of the Lockerbie case and the circumstances concerning the case.

In 1988, he was a member of the Preparatory Committee of Experts for the establishment of the United Nations African Institute for Crime Prevention and Treatment of Offenders now established in Kampala. Between 1989 and 1990, He was appointed by the Organization of African Unity as a member of a group of experts that drafted the Bamako Convention on Trans Boundary Movement of Toxic Wastes and Hazardous Substances. In 1991, he was a member of the Committee of Experts that reviewed the Montreal Protocol on the ozone layer, Rio de Janeiro Brazil.

Peter is on the list of counsel eligible to practice before the Hague International Criminal Court. This list was created to ensure that persons implicated in proceedings before the Court benefit from effective legal representation. Additionally, he is an attorney and notary in the Kingdom of Lesotho where he also served as Principal Crown Counsel. He is also qualified to practice in the courts of Rwanda.



- Certificate in Human Rights (CHR) Strasbourg, France
- Post Graduate Diploma in Legal Practice, Law Development Centre
- LLB, Makerere University



- Uganda Law Society
- East African Law Society



**Dr. Charles K. Kalumiya**

Senior Partner

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- Debt Collection
- Credit management
- Non Governmental Organisations & Consular Services

Dr. Kalumiya is a senior partner at Kampala Associated Advocates and ranks as one of Uganda's most distinguished senior advocates. He is an internationally trained lawyer, having graduated with a first class degree at the University of Dar-es-Salam, obtained a Post Graduate Diploma in Legal Practice from the Law Development Center and proceeded to the prestigious Cambridge University from where he graduated with an LLM in Comparative Law and Harvard

University from where he obtained an LLM in Investment Law and a JD in the Modern Law of the Sea & Landlocked States. He brings on board over 45 years' experience in both the legal, diplomatic sphere. He worked at the United Nations for over 25 years serving in various senior positions in several parts of the world. He was a key member of the delegation that negotiated, and thereafter established, the first United Nations presence in South Africa during its transition from the apartheid regime to a full democracy. Prior to that engagement, he led legal missions of the United Nations High Commission for Refugees in Angola and South West Africa, in the negotiations for the repatriation of Namibian exiles from their respective countries of asylum pursuant to UN Security Council Resolution 435.

He later served as the UNHCR Chief of Mission and was based in Johannesburg. He oversaw the repatriation and reintegration of South African exiles, and in that capacity interacted closely with South Africa's future leaders, including Nelson Mandela, Thabo Mbeki, and Cyril Ramaphosa. Subsequently, he served as a Senior UN representative in West Africa, the Nordic and Baltic States, and Southern Africa. His last major operational engagement was as a regional coordinator & humanitarian envoy for the Angolan repatriation program (involving seven nations while based in Pretoria, from 2002 to 2003).

During his tenure as UNHCR's in-house general legal counsel for non-refugee legal matters, Dr. Kalumiya was responsible for monitoring the organisation's procurement contracts as secretary to the contracts committee & for negotiating / concluding UNCR branch office agreements with several states. He also acted for several years as a member of the Geneva-based UN Joint Administrative Appeals Board which handles staff disputes with the management under UN Staff Rules.

Dr. Kalumiya has served as a lecturer at Makerere University in Uganda, Nairobi University in Kenya and Harvard University in the United States of America. At the firm, he is in charge of the department of public international & regional law issues. He also practices with the commercial transactions department and the banking and finance practice. His areas of practice include public international law, international trade, investment law, administrative law and employment law.



- Post Graduate Diploma in Legal Practice, Law Development Centre
- Bachelors of Law (LL.B), University of Dar-es-Salam
- LLM, Harvard University



- Uganda Law Society
- East African Law Society



**Jet J. Tumwebaze**

Partner

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- Litigation
- Land Acquisitions
- Debt Collections

Jet John is a partner at Kampala Associated Advocates and he works with the litigation department. He is also a partner in the employment, property and land conveyancing practices. Jet is a graduate of Makerere University and has been a practicing advocate for over 10 years. As a law student at Makerere University, Jet famously sought redress from the High court of Uganda seeking a judicial review to quash the decision of the university tribunal

regarding the results of an election. This case is now locus classicus on judicial reviews under the laws of Uganda. Jet joined KAA as a law student and has since established himself as a formidable litigator and skilled negotiator. For many years he led the debt collection team at the firm that was responsible for Umeme’s enormous debt. The team reduced the said debt by 75% and Jet then followed up on the uncollected debt, representing Umeme in over 900 cases to recover the debt. He also negotiated scheduled payment agreements with over 500 of the defaulters on the client’s behalf. The team eventually recovered over UGX 50 billion.

Further to this, Jet represented Tullow in the acquisition of land in the Albertine Graben and participated in the 3D seismic oil exploration exercise. He led the negotiations with the project affected persons during the resettlement exercise and thereafter represented Tullow in the claims that led to lawsuits.

Jet is well versed with property and land conveyance laws in Uganda and has advised numerous clients on the acquisition of land in PPPs. He represented the Uganda National Roads Authority in land disputes relating to land acquired in the construction the Kampala-Masaka, Masaka-Mbarara and Mbarara-Kabale roads.

He has extensive experience in the banking and finance sector, particularly with regard to mortgage perfection and bank recoveries, He has represented such leading banks as Standard Chartered Bank Uganda Limited and Centenary Bank in a multitude of matters. He is part of the team representing a client in Uganda’s largest banking and finance matter to ever be litigated under the Financial Institutions Act. The case pertains to among others, a cross section of banking laws and regulations, insolvency of financial institutions, credit and loan agreements and is worth over USD 120 million dollars.

Jet is a dedicated farmer and carries out various farming activities in his spare time. He has a particular interest in the preservation of traditional herds commonly known as the Ankole long-horned cows.



- Post Graduate Diploma in Legal Practice, Law Development Centre
- Bachelor of Laws (LL.B), Makerere University



- Uganda Law Society
- East African Law Society



**Bruce Musinguzi**

Partner

OVER 10 YRS of enrollment

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- Taxation
- Litigation
- Debt Collection
- Credit Management

Bruce is a partner at Kampala Associated Advocates and the co-head of the taxation practice. He holds a master’s degree in International Taxation from Georgetown University, Washington DC and comes

with over 12 years of experience. He was recognised as a rising star by Global Chambers and Partners in 2020. In addition to the tax practice, Bruce works with the banking and finance practice and is a highly skilled commercial and civil litigator. He has successfully represented several local and international clients in varied sectors including telecommunications, construction, banking, mining as well as public bodies and government agencies. Bruce has been at the forefront of the banking and finance practice’s recovery team for over 9 years. He is part of the KAA Litigation team that is representing a client in one of Uganda’s largest banking and finance litigation matter under the Financial Institutions Act. The case pertains to among others a cross section of banking laws and regulations, insolvency of financial institutions, credit and loan agreements and is worth over USD 120 million dollars. He has been involved in the case from its inception and was instrumental in the analysis, examination, development and execution of the case strategy.

Bruce is the engagement partner of 6 leading banks and financial institutions providing a wide range of services to the same. He has a keen understanding of the legal and practical processes involving recoveries and has successfully litigated several matters on behalf of his banking clients and has recovered over USD 7 million in the last two years. He is currently litigating two recovery matters worth over USD 18 million and was a core part of the team that advised and represented a leading financial institution in a matter worth over USD 100 million.

Further to this, Bruce is an experienced tax litigator and has represented various clients in some of the country’s biggest most complex tax matters. He was legal counsel to one of the leading oil companies in Uganda in a matter involving a dispute over capital gains tax worth over USD 400 million. He has expertise in tax planning, and understands the intricacies of internal tax related legal issues of businesses and has worked with numerous companies in this regard.

He has an outstanding understanding of the tax regimes of several jurisdictions having worked as a legal associate with both PwC and JP Morgan in the United States of America for five years.



- LLM, Tax Law, Georgetown University
- Post Graduate Diploma in Law, Law Development Centre
- LLB (Hons), Makerere University



- Uganda Law Society
- East African Law Society



**Augustine O. Idoot**  
 Partner  
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- Litigation
- Arbitration
- Telecommunications, Media & Technology (TMT)
- Intellectual Property
- Employment

Augustine is a graduate of Makerere University with a degree in law and is an advocate of the High Court of Uganda and all courts subordinate. Augustine graduated top 3 of his class at the university and was the overall best student at the Law Development Center. He holds a Masters of Law in Information Technology & Communications

law from the University of Oslo in Norway. He has close to 14 years' experience as a lawyer and has worked with some of the biggest firms in the country. Augustine heads the Intellectual Property; Employment Law and Telecommunications, Media and Technology practice teams.

He has extensive knowledge of telecommunications and technology law and has represented the leading communications sector players in numerous industry ground breaking litigation and transactions. He led the team that consulted on a gap analysis study of the ICT laws of Uganda, advised on the formation of the current telecommunications licensing framework among others and has frequently participated in various symposium and conference panels on issues relating to Technology and the Fourth Industry revolution. He has also presided over a few technology innovation competitions as a judge.

Augustine continues to receive key mandates from some of the leading private sector actors in relation to their Employment law disputes, Intellectual Property interests and Telecommunications, Data and Privacy compliance related matters.



- Masters of Law in Information Technology & Communications Law, University of Oslo
- Post Graduate Diploma in Law, Law Development Centre
- LLB (Hons), Makerere University



- Member, International Bar Association
- Member of Uganda Law Society
- Member East African Law Society
- Associate Member, Institute of Chartered Arbitrators



**Alison Karuhanga**  
 Partner  
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- Litigation
- Oil and Gas Law
- Banking & Finance

Alison is a partner at Kampala Associated Advocates. He is the co-head of the Oil, Gas, Energy and Mining practice and is a partner in the litigation and disputes resolution department. He also practices with the banking and Finance Department. Alison is British trained lawyer with an LLB from the University of Kent. He was awarded the prestigious Chevening Scholarship

by the British Council to pursue an LLM in Oil and Gas Law at the University of Aberdeen and a leading legal experts in the petroleum sector in Uganda. He was a member of the Association of International Petroleum Negotiators and is a member of GOXI which is part of the World Bank Institutes' Governance for Extractive Industries Program which brings together practitioners from government, private sector, NGO's and think-tanks with the aim of strengthening governance in the extractive industries sector. He is also a member of the Uganda Chamber of Mines and Petroleum. Upon request by the by the Oxford Energy Institute and together with the Director of the Institute, Dr Eduardo Guedes Pereira, Alison contributed a paper comparing the legal regime in Uganda governing oil and gas law with the one in Brazil.

Alison has experience in the banking sector having served as an in-house lawyer at a DFCU Bank for over three years. He was responsible for the preparation and perfection of legal documentation, the recovery of non-performing assets and provision of legal advice. Alison along with other bank representatives appeared before the Parliamentary Legal Committee on behalf of the Uganda Bankers Association to address issues to do with mortgage regulation. Alison has extensive experience in insolvency, securitization and document registration including trademarks, patents and copyrights.

Alison worked in the Attorney General's Chambers at the Ministry of Justice for over five years serving as a state attorney and has an excellent appreciation of constitutional, public and regulatory law having rendered legal advice on a diverse number of subjects while representing the government of Uganda. He has distinctive litigation experience and has appeared before all the courts of record in Uganda as well as the East African Court of Justice. He is gifted litigator and is effective, efficient and expeditious in court.

Alison has provided resourceful representation to a wide range of clients. Following his resignation from the Ministry of Justice he was retained to represent and successfully represented the government in a major lawsuit worth over USD 400 million. During his tenure under the Ministry of Justice, he handled matters on behalf of the State House of Uganda, Ministry of Defense, The Uganda Peoples' Defense Forces, the Uganda Police Force, The Ministry of Local Government, The Ministry of Lands, The Registrar of Titles of Uganda, the Ministry of Finance, Parliament of Uganda and the Ministry of Water and Environment to mention but a few.

Alison is an exceptional orator and is a highly sought after analyst on legal matters and regularly appears on talk shows and programs both locally and internationally. He has participated in numerous thinktanks and has mentored a multitude of young lawyers. Alison enjoys reading and writing in his spare time and has been published frequently.



- Master of Laws (LL.M) University of Aberdeen
- Post Graduate Diploma in Law, Law Development Centre
- Bachelor of Laws (LL.B), University of Kent



- Uganda Law Society
- East African Law Society



**Zulaika Kasajja**

Partner

OVER 17YRS of enrollment

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- Telecommunicaitons
- Banking & Finance
- Oil & Natural resources

Zulaika is a partner at Kampala Associated Advocates (“KAA”) and is the head of the Commercial Transactions Department. She also works with the Banking and Finance Department and the Telecommunications, Media and Technology Department. She is a graduate of the Institute of Chartered Secretaries and Administrators and completed the Leadership Development Female Future Program on Board Competence.

Zulaika has extensive knowledge of the telecommunications industry in Uganda having worked with leading telecom companies in Uganda, Tanzania, Nigeria and South Africa. She has advised on numerous telecommunications transactions and brings on board over 15 years’ experience in the telecoms sector. In the recent past, she advised on the MTN licence renewal between 2018 and 2020, consulted on a gap analysis study of the ICT laws of Uganda and advised the regulator on the recent amendment to the licence framework of the telecoms sector.

She was instrumental in ensuring the successful renewal of a leading telecom company’s licences both in Uganda and Tanzania and has advised on issues ranging from Mobile Money platforms and finance structuring, interference between LTE and CDMA operators, efficient utilization of spectrum, anti-competitive legislation in the industry, establishment of tariffs, regulations on infrastructure sharing in the industry, the CEIR Regulations, Subscriber Registration and Interception Legislation to mention but a few.

Additionally, Zulaika has wide-ranging experience in the financial and banking sector having worked in the DFCU Bank legal department. She understands the legal and operational compliance requirements of financial institutions and has interfaced with the Bank of Uganda, the Capital Markets Authority and the Uganda Securities Exchange in several transactions. She has advised on numerous financial transactions pertaining financial restructuring, trade financing, project finance and private equity.

Further, she has experience in commercial transactions as well as general administration of companies. As a chartered secretary, she has considerable experience in a wide range of company issues spanning across formation, corporate governance, compliance, mergers and acquisitions, trademarks, taxation and labour laws. As a result of her in house experience at OPCO level and her board and company secretarial positions, Zulaika has an in-depth understanding of the internal operations of corporations as well as public sector regulations.

Zulaika is a board member of the Uganda National Oil Company (UNOC) and has gained valuable experience and training from this role. UNOC has established subsidiary companies like the Uganda Refinery Holding Company where she is a member of the board and the Uganda Pipeline Company. On the UNOC board, Zulaika has gained experience in executing crucial projects through Special Purpose vehicles and structuring of PPPs and has an excellent appreciation of the upstream, midstream and downstream value chain relating to both oil and natural gas. Zulaika is an avid reader and enjoys running. She participates in numerous charity activities centered on education and child welfare and she is a volunteer with a mentoring program for young women.



- Master of Laws (LL.M) from Makerere University
- Post Graduate Diploma in Legal Practice, Law Development Centre
- Bachelor of Laws (LL.B), Makerere University



- Uganda Law Society
- East African Law Society
- ICSA Member



**Martin Erone**

Partner

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- Energy & Infrastructure

Before joining KAA, Martin worked as the Principal Legal Officer, Manager of Corporate Services, and subsequently, as Company Secretary of Uganda Electricity Transmission Company for the last 14 years. Prior to that, Martin worked in various institutions including law firms and the Inspectorate of Government.

Martin has over the years of his professional work life, participated in several transactions in the Energy space within the East African region including; the negotiation of local and regional Power Sales & Related Agreements; the negotiation of funding documents for the Karuma and Isimba Power dams and the refinancing of the Bujagali Hydro Electric plant.

He was also heavily involved in the development and implementation of the GETFIT project which led to the development of a legal framework for renewable energy projects in Uganda. This project resulted to the successful development of over 18 renewable power projects. He also oversaw the procurement of over-transmission lines and substation EPC contracts and other related service contracts, among several key transactions. Martin has also participated in the implementation of several EPC contracts including advising on contract implementation as well as the implementation of the related project resettlement action plans. Martin is an experienced and highly regarded African Energy governance expert whose specialist skills-set will further bolster the firm’s capacity to render world-class legal services within the Energy practice space.



- Master of Laws, THE UNIVERSITY OF LIVERPOOL, Liverpool, England:
- Post Graduate Diploma in Legal Practice, Law Development Centre
- Bachelor of Laws (LLB), Makerere University



- Member, Uganda Law Society
- Member, East African Law Society
- Member of the International Bar Association



**Raymond Mwebesa**  
Associate Partner

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Raymond is an Advocate of the High Court of Uganda and all Courts subordinate thereto. He is also a licensed Insolvency Practitioner in Uganda.

Raymond is a dynamic advocate with an ever-growing experience in dispute resolution, commercial law practice and insolvency practice. He is currently an Associate Partner at the firm.



- Postgraduate Diploma in Legal Practice, Law Development Centre, Uganda
- LL.B (Hons), Makerere University



- Member, Uganda Law Society
- Member, East Africa Law Society
- Member, Insolvency Practitioners of Uganda



- Corporate and Commercial
- Litigation and Dispute Resolution
- Insolvency



**Joakim K. Karaarira**  
Senior Associate

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Joakim is a graduate of Makerere University Law School with a degree in law and an Advocate of the High Court of Uganda and all courts subordinate thereto. Joakim is an Senior Associate in the firm's litigation department.

He has established himself as a fervent and intelligent legal practitioner. His practice focuses on Commercial & Civil Litigation with particular expertise in land transactions, debt recovery, arbitration, Procurement and Disposal of Assets and employment law. He has been with the firm since 2016.



- Postgraduate Diploma in Legal Practice, Law Development Centre, Uganda
- LL.B (Hons), Makerere University



- Member, Uganda Law Society
- Member, East Africa Law Society
- Member, Insolvency Practitioners of Uganda



- Arbitration
- Land Transactions
- Banking and Finance
- Commercial



**Rayner Mugyezi**  
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Rayner is an Advocate of the High Court of Uganda and all courts subordinate and a fellow of the Young Emerging Leaders Project, of the Leo Africa Institute (Class of 2018- 2019). He participates in numerous charity activities centered on education and child welfare.

Rayner possesses over five years of experience in the Legal Profession. He has participated in a number of corporate transactions, civil and commercial disputes, Succession disputes, Family disputes and land conveyances. He has conducted trainings on Money Laundering, Cyber crime, Information Technology, Privacy and Data protection and Intellectual property Law.



- Postgraduate Diploma in Legal Practice, Law Development Centre, Uganda
- LL.B (Hons), Uganda Christian University



- Member, Uganda Law Society
- Member, East Africa Law Society



- Intellectual Property
- Employment
- Commercial Litigation
- Banking and Finance
- Energy, Mining, Environment and Natural Resources



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Barbara is a Senior Associate at Kampala Associated Advocates working with the Litigation and Taxation Department. She specialises in Commercial and Civil Litigation, Taxation Litigation and Tax Advisory.

Barbara has extensive experience in secured debt recovery and has represented a number of financial institutions including Stanbic Bank, Standard Chartered Bank, among others. Barbara is part of the team that successfully represented Dr. Sudhir Ruparelia and Meera Investments Limited in Uganda's largest banking dispute for recovery of over 120 million dollars. She has also been part of the team that has successfully represented several corporations in tax disputes involving large tax assessments.



- Master of Laws in Commercial and Corporate Law-Queen Mary University of London
- Postgraduate Diploma in Legal Practice, Law Development Centre, Uganda
- LL.B (Hons), Makerere University



- Member, Uganda Law Society
- Member, East Africa Law Society



- Commercial Litigation
- Taxation



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Thomas is a Senior Associate at Kampala Associated Advocates working with the Taxation and Litigation Department. He specialises in Taxation Litigation and Tax Advisory.

Since joining KAA, Thomas has been involved in various Taxation litigation and Taxation advisory tax disputes pertaining to; value added tax, income tax, excise duty and customs.

Thomas has extensive experience in Taxation and has been part of a team that has successfully represented several Corporations in complex tax disputes involving large tax assessments. He offers tax advisory services to companies including UBER B.V, Total Uganda Ltd, Tullow Oil, UMEME, Bujagali Energy Limited, Standard Chartered (U) Limited, Multichoice (U) Ltd, among others.



- Post Graduate Diploma in Law, Institute of Legal Practice and development, Rwanda
- LLB, University of the Witwatersrand, South Africa



- Commercial Litigation
- Taxation
- Immigration
- Oil & gas



**Patricia Kamugisha**  
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Patricia is currently a Senior Associate in the firm's Commercial Transactions and Corporate Advisory department offering legal services to a range of its clients.

Patricia has legal experience in banking and financing matters. She has advised several entities including leading local commercial banks on securitization, structuring of facilities, perfection of securities and provided legal opinions to banks on the legality, validity and enforceability of the securities provided by borrowers to the Banks.

Patricia is also experienced in corporate advisory matters and has rendered legal advice to several clients on matters ranging from employment, climate financing, corporate governance, acquisitions, insurance, immigration and has conducted regulatory compliance audits for various clients.



- Postgraduate Diploma in Legal Practice, Law Development Centre, Uganda
- LL.B (Hons), Makerere University



- Member, Uganda Law Society
- Member, East Africa Law Society



- Commercial Transactions
- Banking, Finance and Agriculture
- Energy and Natural Resources



**Patience E. Ngabirano**  
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Patience is a graduate of Makerere University with a degree in Bachelor of laws and is an Advocate of the High Court of Uganda and all courts subordinate. Patience is currently a Senior Associate at Kampala Associated Advocates working with the Litigation and Arbitration department. Patience specializes in Banking, Debt Recoveries and Restructuring, Recoveries Litigation, Employment matters Arbitration and Construction disputes.

Her experience over her time at KAA spans across areas of practice in Commercial litigation, arbitration, construction and employment law. Patience has amassed experience in enforceability of securities and credit facilities offered by financial institutions both in the commercial and construction industry. She has also played a vital role as part of the team that successfully represented Sundus Exchange and Money Transfer Limited and its sister companies against allegations of money laundering and terrorism financing.



- Postgraduate Diploma in Legal Practice, Law Development Centre, Uganda
- LL.B (Hons), Makerere University



- Member, Uganda Law Society
- Member, East Africa Law Society



- Commercial & Civil Litigation
- Banking and Debt Recoveries
- Employment
- Arbitration
- Construction



**Tumuhaise Ferdinand**  
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Ferdinand is an Associate in the Litigation, Taxation and Corporate Advisory Departments. Ferdinand is very passionate about Intellectual Property law, Revenue and Taxation Law, Company Law, Banking Law, Employment Law as well as Technology, Media and Telecommunications law.

He was the best student at School of Law Makerere University and completed his LLM in Taxation from Harvard Law School, class of 2021.



- LLM in Taxation, Harvard Law School
- Post Graduate Diploma in Legal Practice, Law Development Centre
- LLB, from School of Law Makerere University (Valedictorian)



- Member, Uganda Law Society
- Member, East Africa Law Society



- Intellectual Property
- Revenue and Taxation
- Employment
- Commercial Litigation
- Tax
- Technology, Media and Telecommunications
- Mineral Law and Energy



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David is an Associate in the Litigation Department. However, his experience extends to the Corporate Advisory Department, Intellectual Property, Mining Law and Employment. David is very passionate about Intellectual Property law as well as Technology, Media and Telecommunications law.



- Postgraduate Diploma in Legal Practice, Law Development Centre, Uganda
- LL.B (Hons), Uganda Christian University



- Member, Uganda Law Society
- Member, East Africa Law Society



- Telecommunications, Media & Technology
- Intellectual Property Employment
- Commercial Litigation, Arbitration



**Mercy C. Makabayi**  
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Mercy is a graduate of Uganda Christian University. Following the completion of her post graduate diploma in legal practice, she returned to KAA as an intern and rose up the ranks. Mercy is an advocate of the Highcourt and all courts subordinate thereto as well as an Associate at KAA in the Corporate Advisory and Litigation Departments.

Mercy has vast experience in Transactional law, Mergers and Acquisitions, Project Financing, Structuring and Restructuring of debt, Revenue and Taxation Law, securities and Banking Law. Her experience spans across corporate advisory, energy law, banking, finance and tax, telecommunications and media. Mercy continues to provide reliable day to day advisory services as well as company secretarial services to different corporate entities in numerous fields of law.



- Postgraduate Diploma in Legal Practice, Law Development Centre, Uganda
- LL.B (Hons), Uganda Christian University



- Member, Uganda Law Society
- Member, East Africa Law Society



- Litigation & Arbitration
- Mergers & Acquisitions
- Commercial Transactions
- Banking & finance
- Non Governmental Organisations & Consular Services



**Charlotte Ahabwe**  
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Charlotte is an Associate at Kampala Associated Advocates and part of the Commercial Transactions, Oil & Gas and Tax Departments. She is a graduate of Makerere University, where she served as Speaker of the Law Society and is currently an advocate of the High Court of Uganda and all courts subordinate. She Also has a Post Graduate Diploma in Tax and Revenue Administration from the East African School of Taxation.

Charlotte has extensive knowledge of insolvency practice, intellectual property, oil and gas laws, collective investment schemes/Unit Trust Funds, private equity and corporate compliance. She has advised on numerous commercial, corporate and day-to-day oil and gas matters. Additionally, she has experience in mergers and acquisitions as well as general administration of companies. She has vast experience in a wide range of company issues spanning across formation, corporate governance, compliance, mergers and acquisitions, labour laws and insolvency.



- Postgraduate Diploma in Legal Practice, Law Development Centre, Uganda
- LL.B (Hons), Makerere University



- Member, Uganda Law Society
- Member, East Africa Law Society



- Tax
- Corporate and commercial
- Energy & natural resources
- Litigation
- Debt collection
- Insolvency



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Hannat undertook her clerkship at KAA as a pre-requisite for the award of the Post-Graduate Diploma in Legal Practice from the Law Development Centre.

Following the completion of her Post Graduate Diploma in Legal Practice, she returned to KAA as a Legal Intern. In July, 2021, she was formally hired by KAA as a Legal Assistant in the Corporate and Finance Advisory Department. She is currently an Associate in the Firm's Corporate and Finance Advisory Department. Her experience spans across corporate and land transactions, preparation of security documents and perfection of securities, conducting due diligence investigations, advisory on legal compliance over commercial and land transactions, insolvency and litigation.



- Postgraduate Diploma in Legal Practice, Law Development Centre, Uganda
- LL.B (Hons), Makerere University



- Member, Uganda Law Society
- Member, East Africa Law Society



- Banking, Finance and Agriculture
- Commercial Transactions
- Restructuring
- Land transactions
- Tax
- Immigration



**Bonny K. Ntanda**  
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Bonny holds a bachelor’s degree in law from Makerere University Kampala, and Post Graduate Diploma in Legal Practice at the Law Development Centre Kampala.

His areas of interest include civil litigation, commercial law, international law, corporate finance and insolvency law.



- Postgraduate Diploma in Legal Practice, Law Development Centre, Uganda
- LL.B (Hons), Makerere University



- Litigation and Arbitration
- Intellectual Property
- Banking, Finance and Agriculture
- Employment Law



**Julius Caesar Rugaya**  
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Julius Caesar holds a Bachelor of Laws Degree from Makerere University and has a post graduate diploma from the from the Law Development Centre.

He joined as a Clerkship student and was subsequently retained as a Legal intern and currently a Legal Assistant.

At KAA, he is placed in the Litigation and Taxation Departments where his main areas of focus are on civil and commercial litigation, as well as provision of legal advisory services in various sectors.



- Bachelor of Laws (Hons.), Makerere University.



- Litigation and Arbitration
- Tax Practice
- Commercial Transactions
- Oil and Gas
- Employment and Labour
- Banking, Finance and Agriculture
- Intellectual Property



**Spera Nowomugisha**  
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Spera holds a Bachelor of Laws Degree from Uganda Christian University and has a post graduate diploma from the from the Law Development Centre.

Spera joined the KAA team in 2022 as a clerkship student and was subsequently retained as as a Legal intern and currently a Legal Assistant.

At KAA, she is placed in the corporate and commercial department wherein she works with our associates on various areas of the law such as; preparation of security documents and perfecting securities, advisory on legal compliance over commercial and land transactions, offering corporate advisory on formation and establishment of Non-governmental Organisations and Various Companies. She is actively engaged and assists in preparations of various bid documents and technical proposals on behalf of the firm.



- Bachelor of Laws Degree (Hons), Uganda Christian University.



- Banking, Finance and Agriculture
- Oil and Gas
- Commercial Transactions
- Litigation and Arbitration



**Rob Ebubura**  
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Ebubura Rob holds a Bachelor of Laws Degree from Islamic University in Uganda and has a post graduate diploma from the from the Law Development Centre.

Kampala. Rob joined the KAA team in 2022 as a Clerkship student and subsequently returned as a Legal intern and and currently a Legal Assistant.

At KAA, he is placed in the Litigation and Taxation Departments where his main areas of focus are on civil and commercial litigation, as well as provision of legal advisory services in various sectors.



- Bachelor of Laws (Hons.), Islamic University in Uganda.



- Litigation and Arbitration
- Commercial Transactions
- Employment and Labour
- Banking, Finance and Agriculture
- TMT (Technology, Media and Telecommunication)





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