



# **KAL ASSOCIATES**

*Certified Public Accountants*

PLOT 61-67, JP PLAZA BUILDING, NKURUMAH ROAD, P.O. BOX 20084 KAMPALA—UGANDA,  
TEL: 0312-372117, 0772-561129, EMAIL: kalassociates@yahoo.com, pkasango\_55@yahoo.co.uk

## **KAL ASSOCIATES PROFILE**

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## **Back ground**

### **1.0 KAL Associates**

KAL Associates Certified Public Accountants was established in 2006 and it is registered as a partnership with the Registrar of Business Names vide certificate of registration **No. 154641, and** Uganda Revenue Authority **V.A.T NO.44971-J and TIN1000143499** KAL Associates Certified Public Accountants have been providing accountancy, auditing, taxation and consultancy services to a wide spectrum of clients both in the public and private sectors. It is also registered with ICPAU, Office of the Auditor General and recognized by Bank of Uganda to audit banks and other financial institutions.

### **Vision**

To be a leading Pan-African professional services firm, with international affiliation, recognized for its ethics, values and professionalism with strong culture of personalized and partner-led quality service, supported by investment in its human capital and technology.

### **Mission**

To provide a wide range of personalized and partner-led professional services in the spirit of our motto "We deliver".

To equip and invest in our staff thereby empowering them to provide optimal business solutions tailored to meet the diverse needs of our clients and also make a useful contribution to the profession and the society at large.

### **Philosophy**

Our philosophy is "**Provide Efficient and Affordable, Effective services**". This **sense of business Acumen** serves as our guiding torch and deep-rooted aspiration when clients entrust us to provide professional solutions to their business challenges.

As professionals we are committed to providing superior, value added service and to delivering innovative business solutions to complex business issues. We do all our work while observing all the requisite ethical requirements of independence, integrity and trust.

**2.0 Where to find us**

KAL Associates Certified Public Accountants  
Nkrumah Road, Plot 61 – 67, JP Plaza Building, 3rd Floor,  
P.O. Box 20084  
Kampala, Uganda

**3.0 Bankers**

As a trusted audit firm we strive to associate with reputable bankers with a mileage of year in banking experience. Thus our bankers are as shown below;

Barclays Bank.  
Standard Chartered Bank  
Stanbic Bank  
Centenary Bank

**4.0 Human Resources**

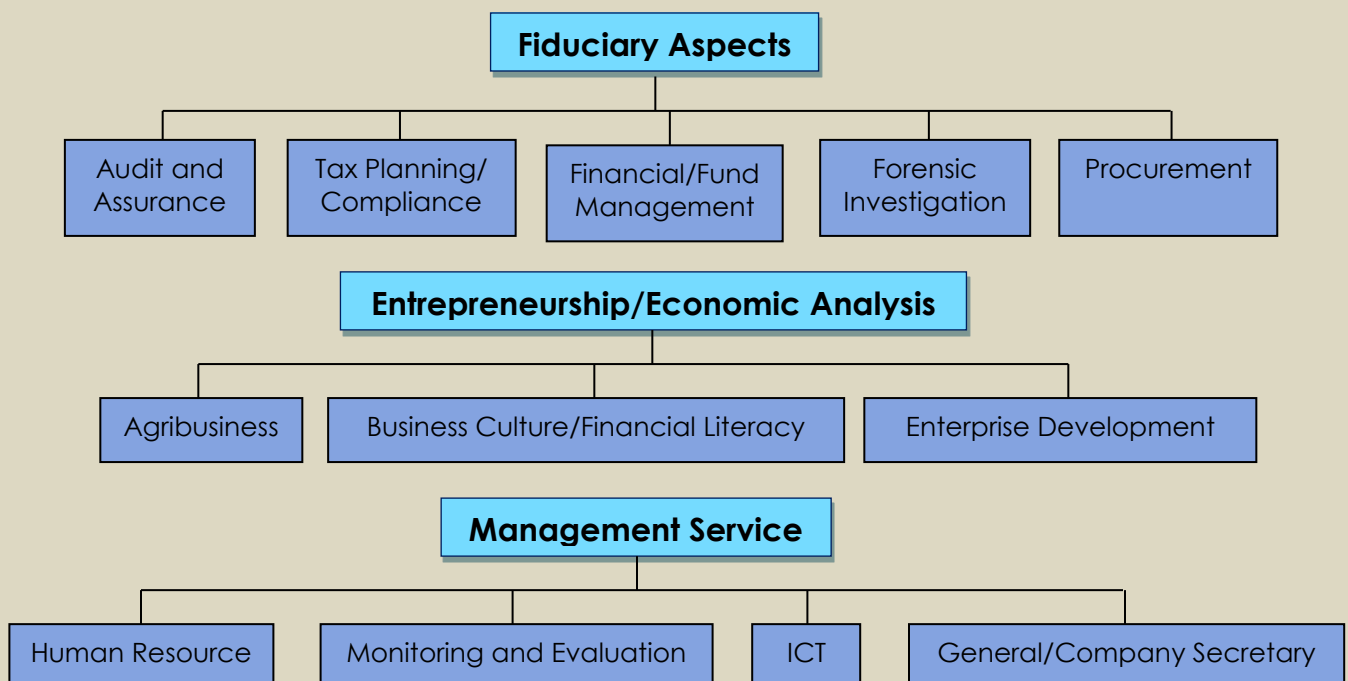
KAL Associates has qualified and experienced professional staff with diverse practical skills. Our staff comprises of full-time staff and part-time associate staff as detailed below.

<b>Staff</b>	<b>Full-time</b>	<b>Part-time</b>	<b>Total</b>
Partners	2		2
Managers	2		2
Supervisors	2		2
Audit staff	6		6
Administrative staff	2		2
Consultants (external)	-	4	4
<b>Total</b>	<b>14</b>	<b>4</b>	<b>18</b>

## 5.0 Multiple Skills

**KAL Associates** is a syndicate of multiple skills. The firm has the managing partner, partners and supporting staff who together have a wealth of professional expertise, experience and skill towards delivering exceptional and transparent accountancy, financial management and financial/accounting information systems.

We have assembled a team of leading and respected professionals with skills covering the core Fiduciary Aspects, Management, Entrepreneurship and Economic Analysis. The diversity of our Professional services is indicated graphically below:



**6.0 Competence and Relationship with Regulatory Bodies**

KAL Associates is proud to have achieved a mileage of approval from professional and regulatory bodies and leading organizations.

As a partial manifestation of the firms' competence, we are an accredited, registered and approved firm sanctioned to conduct statutory audits and provide financial advisory services by reputable organizations which are;

KAL Associates is accredited by the institute of certified Public Accountants of Uganda which is also a member of East, Central and Southern Africa Federation of Accountants (ECSAFA).

The firm is also among the list of firms accredited by the International Fund for Agricultural Development.

The firm is also among the list of firms also recognized by the Uganda Insurance Commission (now the Insurance Regulatory Authority) to undertake professional work in the insurance industry.

The firm is among the list of firms recognized by the Bank of Uganda to undertake professional work in the financial services industry.

The firm is among the list of firms recognized by the office of the Auditor General of Uganda to perform a number of retreat assignments on his behalf.

The firm is registered with the Ministry of Tourism, Trade & Industry/Department of Co-operative Development to carry out audit services of Microfinance Institutions and SACCOS.

The firm is also registered with the Public Procurement and Disposal of Public Assets Authority (PPDA) as a services provider.

**7.0 Service Package**

We provide a full range of accounting, audit and management consultancy services. We also offer other innovative services tailored to meet the specific needs of our clients. These include:

- Accountancy
- Agribusiness Management
- Auditing
- Diagnostic studies
- Feasibility studies
- Financial Administration
- Financial Reviews and Investigations/Forensic Audits.
- Human Resource Planning and Management Services
- Investment Advisory Services
- Monitoring and evaluation
- Organisation Assessment
- Tax Planning and Computation

## **7.1 Accountancy**

Our service deliverance under accountancy includes;

- Setting up of Financial Management systems.
- Diagnosing of existing accounting systems and preparation of financial statements,
- Providing guidance and consultancy to our clients regarding appropriate book keeping policies and general compliance to national regulations, International Financial Reporting Standards and the Income Tax Act etc.

## **7.2 Auditing**

### **7.2.1 External Audit**

While offering external auditing services we ensure to comply with International Standards on Auditing as we aspire for:

- Verification of the correctness of books of account and reliability of financial reports. We examine source documents in search for evidence to substantiate the records.
- Provision of advice to clients on the reliability and adequacy of internal controls.

### **7.2.2 Internal Audit and Review**

In order to enhance independence and objectivity, client organizations have continuously outsourced the internal audit function to us as a trusted partner in delivering audit functions. The internal audit services we provide entail examining and evaluating the organization's risk management processes and systems of control and to make recommendations for the achievement of company objectives. Our Internal audit and review approach involves;

- Examination and evaluation of financial and operating information within the organization
- Review and advice on the development of key organizational systems and the implementation of major change.
- Review of compliance with external laws and regulations and internal policies and procedures
- Review of the economy, efficiency and effectiveness of operations

## **7.3 Tax Planning and Computation**

### **7.3.1 Tax Planning**

Upon request or on a retainer basis, our clients can benefit from our tax planning expertise to enable them optimise returns on their business activities and minimise their tax exposure through our tax planning and compliance advisory services. We also maintain tax records, ensure compliance with income tax laws and liaise with the relevant tax authorities on behalf of the client.

**7.3.2 Tax Computations and Reviews**

There is a need for the client to identify and exploit the tax law provisions that are of financial benefit. Disputes often arise between the client and the tax authorities regarding the right tax charge and the timing of payment of the tax and/or submission of tax returns. Tax computation services are available for clients upon request.

**7.4 Financial Reviews and Investigations**

**7.4.1 Financial Reviews**

This professional service has two main components:

1. **Due diligence assessments:** Often our client's needs include investing, divesting, or purchasing in a business and divesting shares in a company. Such decisions require reliable professional information on the value of the business or shares in question. We provide this information which creates a basis for negotiating the business deal in question. We have a team of financial experts on call that undertake these assignments on behalf of our clients.
2. **Value for money and Programme evaluations:** When ensuring value for money for project accomplishment; we assess whether the funds provided have been properly utilised (**efficiency**), whether the objectives have been realised (**effectiveness**) and how frugally the funds have been utilised (**economy**). We provide expertise to undertake these financial reviews for public sector programmes and Non-Governmental Organisations.

**7.5 Investigations**

Clients are often faced with the need to get assurance that financial resources deployed for an activity or managed by their agents have been utilised for the intended purpose or professionally managed in line with set rules and regulations. The practice undertakes financial investigations on behalf of clients to establish this assurance or otherwise.

**7.6 Investment Advisory Services**

We have mobilised internal capacity and also have on call expertise to provide versatile solutions in treasury and investment management. We have the capacity of composing investment portfolios and working with offshore investment companies/banks. Our resource team has built up financial models for various clients to enable them plan their business and cash management.



**7.7 Financial Administration**

This service package affords clients the flexibility to run successful businesses with a mean lean human resource team.

We act as your financial manager or provide back-up to existing financial accounting functions. This service package includes:

- Advice on setting up, registration and incorporation of businesses
- Budgeting and budget reviews
- Cash flow forecast preparation and review
- Company health checks
- Diagnostic and Feasibility studies
- General accounting, records management and reporting.
- Investment advice
- Management consultancy

**7.8 Agribusiness Management**

As we provide Agricultural Productivity Enhancement and Commercialization services; we ensure to provide support in development of value chain mapping action plans of the selected commodities.

Our value chain mapping usually includes analysis of the value chains from the point of inception to a consumer and identifying opportunities and constraints for value addition. Our analysis always involves consultation with chain actors, supporters and stakeholders along with support of the legal, regulatory and policy environment.

Our approach to such assignments in a mapping exercise is structured such that it ends in a workshop with chain actors, supporters and stakeholders that will develop action plans to address constraints and enhance the available opportunities in the value chain.

We also support value chain actors in implementing their action plans using innovative approaches particularly through commercialization of elements which includes; providing support to crops with market demand, producing to market determined specification, rural commerce, marketing, and agribusiness development for the selected commodities. We support in the production and standardization of training materials.

Our agribusiness service to clients involves re-orientation of research and extension in order to complement traditional production oriented approaches with commercially oriented activities responding to market requirements, producer expressed needs, and responding to other value chain actors' business concerns.

We are a trusted partner with management of matching grants, an element in project management that has proven to be highly problematic.

**7.9 Human Resource Planning and Management Services**

KAL Associates Human Resource Consulting services provide expert assistance with personnel practices, systems, controls and evaluations. Our key services in this sector include;

- Advice in computerisation of employee records
- Career development and growth
- Development of job descriptions and specifications
- Development of staff appraisal and job evaluation systems
- Development of training needs through staff training needs assessment
- Job Classification and Grading, Manpower planning and Profiling
- Reviews of personnel practices, procedures and reward/remuneration Str

**7.10 Computerization**

Information and Communications Technology (**ICT**) is a sector we have embraced at the forefront of our firm and also for our clients. ICT offers important techniques for improvement of office productivity and automation. We recognize ICT as a specialist area in which we offer services such as;

- Feasibility and application studies
- Reviews of effectiveness of existing installations
- Specification of software and hardware requirements
- Implementation of computer systems
- Provision of hardware and technical back up service and provision of software.
- Development of data processing and office automation strategies
- Computerisation of accounts and accounting systems (Using friendly accounting software like Quick book, Pastel, Tally, Sage, Navision, Finpro and Sun systems.

We provide support to our clients for installation of accounting software which involves advising the client on which software will work best for their accounting system; we also carry out installation and training of users so as to build their capacity to move from manual systems to automated systems.

**7.11 General/Company Secretariat**

KAL Associates acts on behalf of the client organization to general/ company secretariat services. These services are encompassed in the provision of services such as;

- Formation and incorporation of companies: Memorandum and Articles of Association, Share capital allocation and transfers
- Applications for various licenses and permits required by various relevant authorities i.e. URA, and KCCA etc
- Filling annual returns , changes in directorships , maintaining the requisite statutory records , taking minutes at shareholders and directors meetings

**7.12 Assignments Undertaken**

We have carried out several assignments over the years. Some of the assignments and clients are outlined below:

<b>Client</b>	<b>Assignment</b>
Office of the Auditor General	Audit of Sub-Counties
Vegetable Oil Development Programme (VODP) MAAIF	Financial Backstopping- IFAD funded project.
Makerere University Business School	Developed Financial Policy Manual
Uganda Communications Employees Contributory Pension Scheme	Statutory Audit
Simba Travel care Ltd	Annual external audits and submission of returns
Limelight Limited	Annual external audits and submission of returns
Uganda Meat Producers Co-operative Union Limited	Annual external audits and submission of returns
Hill 16 Production Ltd (The Irish Pub.)	Annual external audits and submission of returns
Save Foundation Ltd	Statutory Audit
Share an Opportunity Uganda Ltd	Diagnostic Audit
Hope After Rape	Statutory Audit
Child Health Advocacy International	Statutory Audit
United organization For Batwa Development In Uganda.	Statutory Audit. Design of MIS Development of Financial & Accounting Manual
Act 4 Africa UK	Statutory Audit (Jinja & Kasese Branches)
Explore world Air ticketing Tour and Travel	Statutory Audit
Zana Secondary School	External Audit and Development of Financial Accounting Manual
Boston High School	External& Internal Audit
Global Junior school Mukono	Internal Audit
Bivii General Enterprises	Statutory Audit
Action For Development Of The Local Communities (ADOL)	Statutory Audit
Compassion International	Forensic Audit-Kasese( Nyamugasani project
Golden Leaves Hotels and Resorts Limited	Statutory Audit
Klyn Cash Forex Bureau	Statutory Audit
Nile Hotel Limited	Statutory Audit
Noor Cash Forex Bureau	Statutory Audit
Platform for Citizens Participation and Accountability (PLACA)	Statutory Audit
Rock City Forex Bureau	Statutory Audit

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Child Health Advocacy International	Statutory Audit
United organization For Batwa Development In Uganda.	Statutory Audit. Design of MIS Development of Financial & Accounting Manual
Tian Tang Steel Limited	
Twase Millers	Statutory Audit
Uganda Organic Certification (UGOCERT) Limited	Statutory Audit
Visa Handling Services Limited	Statutory Audit

**8.0 Qualifications of Key Personnel**

1. **Peter Kasango** is the Managing Partner in charge of Quality Control. He is an accomplished practicing accountant and has worked in a number of corporate settings and developed a long span of experience in accounting systems reviews, design of accounting systems and audit. He also participates widely as a resource person in training and capacity building programmes. He is a member of the Institute of Certified Public Accountant of Uganda (**ICPAU**) and the Institute of Certified Public Accountant of Kenya (**ICPAK**) and a holder of a Post Graduate Diploma in Finance (**MUK**).
2. **Moses Byanguye** is a partner, He B.Com (Accounting) and a qualified Certified Public Accountant (**ICPAU**). He also participates widely as a resource person in training and capacity building programmes funded by the Uganda capacity building project. He has a mileage of experience in handling donor funded projects
3. **Peter Muganza** is Senior Audit Manager and a member of the Institute of Certified Public Accountant of Uganda (**ICPAU**) He has accumulated 17 years of professional experience in auditing; accounting; consultancy; tax and financial management in diverse sectors such as public, private and non-governmental organizations. His exposure in different sectors makes him confident of handling all financial challenges.
4. **Richard Kakube** is an Audit Manager who has been leading audit teams for both private and public sector audits. He holds a Bachelor of Commerce Finance Degree with Diploma In Education. He worked with BIZ and company as an auditor before joining KAL Associates.
5. A list of management and professional technical staff is available at our offices