Ligomarc

LIGOMARC ADVOCATES · FIRM PROFILE 2026

Legal and strategic advice for African investment and institutional execution.

We bring law, finance, governance and execution together to help enterprises, governments, financiers and infrastructure players move investment and institutional decisions forward.

Kampala, Uganda
17 Baskerville Avenue, Kololo

Founded 2003
Uganda rooted, Africa focused

ligomarc.com
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WHO WE ARE

Where legal rights, financial commitments and institutions meet.

We help enterprises, governments, financiers and infrastructure players make consequential decisions about investment, growth, governance, change and risk.

We connect legal advice with commercial understanding and the practical work of implementation. Founded in Kampala in 2003, Ligomarc brings together finance, infrastructure, technology, tax, employment and disputes expertise, and assembles the team around each client's priorities.



Kampala, Uganda

FOUNDED	CHAMBERS GLOBAL	IFLR1000	PRACTICE PLATFORMS
2003	Band 3	Tier 4	Ten
Kampala, Uganda	Corporate & Commercial; Dispute Resolution	Financial & Corporate; Notable in Project Development	Across FIT × TED delivery engines

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VISION 2030

“To be Africa’s most trusted legal and strategic partner to enterprises, governments, financiers and infrastructure players and institutions.”

Ligomarc Advocates is a Ugandan legal and strategic advisory firm. We work where legal rights, financial commitments and institutional responsibilities meet. Our Vision 2030 connects the Africa we want to help build with the clients we serve and the expertise we bring to their decisions.

FOUR AFRICAN PURPOSES

African family businesses

Supporting ownership, governance, growth and continuity across generations.

African culture and heritage

Recognising the value of African identity, knowledge and creative enterprise in the continent’s development.

African continental integration

Helping investment, businesses and trade operate across borders with clear rights, obligations and accountable institutions.

Strong African public institutions

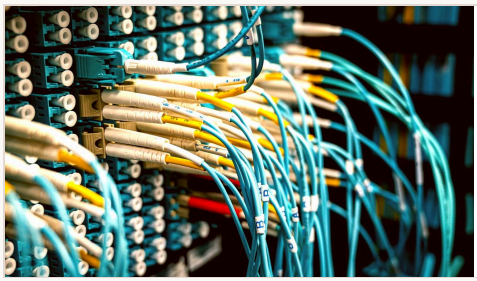
Supporting lawful authority, accountability and the capacity to implement decisions.

OUR VALUES

Integrity	Relationships	Excellence	Innovation

WHO WE SERVE

Four kinds of institution whose decisions shape Africa's growth.



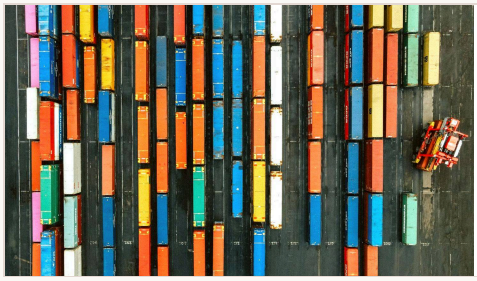
E Enterprises

Multinational enterprises, and African and family enterprises, investing, operating and growing in the region.



G Governments and regulators

Public bodies responsible for policy, regulation, reform and institutional delivery.



F Financiers and institutions

Banks, development finance institutions, funds and other investors financing enterprise and development.



I Infrastructure players and institutions

Sponsors, developers, contractors, operators and utilities delivering and maintaining essential assets and services.

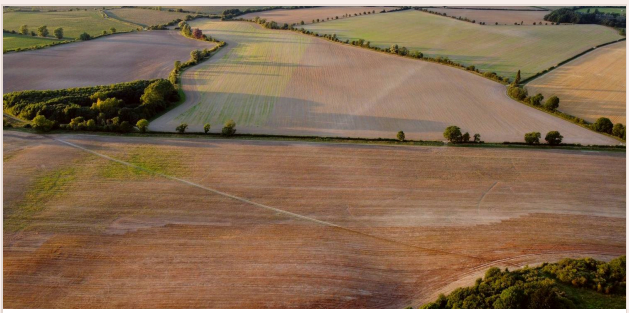
What this means for clients

Our purpose guides where we focus; your mandate determines the work. We agree scope, fees, responsibilities and reporting, and assemble the disciplines needed for the decision before you.

AIMS ECONOMIC PRIORITIES

Four sectors where our work is concentrated.

AIMS identifies four connected economic priorities: the productive base of the continent. These sector priorities connect the productive economy to capital, legal certainty and effective institutions.



A

Agriculture & Food Security

From production and value chains to investment, markets and resilient food systems.



I

Infrastructure, Utilities & Energy

Including Oil & Gas: the assets, services and systems that enable productive activity.



M

Mining, Manufacturing & Industry

Resources, processing and industrial enterprise, connected to responsible investment and operations.



S

Supply Chain & Trade

The movement of goods, services and investment within Africa and across global markets.

FIT × TED DELIVERY ENGINES

Two delivery engines. One integrated team.

FIT × TED describes how we bring our capabilities together across the AIMS priorities. The ten practice platforms that follow are the client's entry points, not barriers between teams.

FIT

F Finance

I Infrastructure

T Technology & Intellectual Property

Structuring investment and the assets, services and systems it supports.

×

TED

T Tax

E Employment

D Disputes

Addressing the obligations, relationships and risks that influence performance and continuity.

GOVERNANCE AND REGULATION RUN ACROSS BOTH ENGINES

Why the multiplication sign

It expresses integration, not a mathematical measure. Financing and project development need tax, workforce and dispute judgment; a tax, employment or dispute mandate may require financial, infrastructure or technology expertise.

Start with your priorities

Whether the immediate need is an investment, a difficult negotiation, a compliance question or a dispute, we begin by identifying the decisions that matter and the expertise needed to support them.

OUR APPROACH

Connected legal support at every stage of a client's journey.

Our approach connects the legal structure with the financing, decision rights and practical steps needed to carry it forward.

It reflects the investment-and-institutions perspective developed in the Penresa feature in Forbes Africa, without treating that feature as a ranking or endorsement.

CLIENT STAGE → CONNECTED LEGAL SUPPORT

1

Prepare

Ownership, land, licences, governance and investment readiness.

2

Finance and contract

Investment, credit, security, construction, supply and operating arrangements.

3

Operate and govern

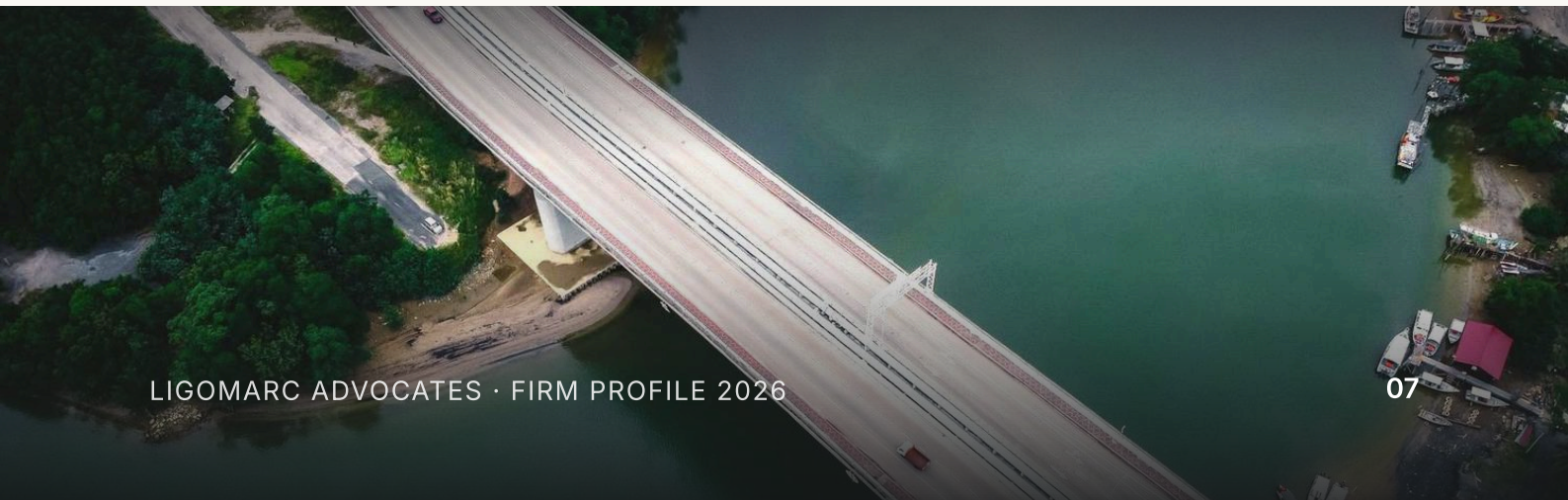
Compliance, workforce, tax, technology and contractual change.

4

Resolve and renew

Disputes, distress, restructuring, recovery, succession and exit.

We coordinate cross-border matters with appropriate local counsel and other advisers. Jurisdictional responsibilities and the scope of support are agreed for the matter.



DELIVERY MAP

A project can enter through one platform and draw on several others.

This map describes the usual starting point for assembling a team; it does not assign exclusive ownership or change partner practice roles. We identify the lead adviser, supporting specialists and decision points at engagement, without losing a clear point of responsibility.

Leads the mandate · Supports as required · Both lead: cross-engine FIT × TED

	CLIENT PLATFORM	FIT	TED	DELIVERY ORIENTATION
01	**Insolvency, Business Restructuring & Special Situations**	Lead	Lead	Financial distress, assets, workforce, tax, disputes and implementation.
02	**Finance & Investment**	Lead	Support	Supported by tax, employment and dispute expertise as required.
03	**Energy, Infrastructure & Natural Resources**	Lead	Support	Integrating regulatory, tax, workforce and dispute considerations.
04	**Agriculture & Food Security**	Lead	Lead	Investment, value chains, technology, people, tax and disputes.
05	**Technology & Intellectual Property**	Lead	Support	With tax, workforce and dispute support for the mandate.
06	**Trade & Logistics**	Lead	Lead	Finance, infrastructure, technology, tax, people and enforcement.
07	**Tax**	Support	Lead	Connected to investment, assets, technology and commercial structures.
08	**Dispute Resolution**	Support	Lead	Drawing on finance, infrastructure and technology where relevant.
09	**Employment**	Support	Lead	Connected to transactions, projects, technology and organisational change.
10	**Regulatory, Governance & Sustainability**	Lead	Lead	Authority, governance, compliance and implementation across the mandate.

PRACTICE PLATFORMS

Our ten practice platforms.

Start with the decision or challenge you face. These platforms are entry points into one integrated team, with visible sector expertise.

01 Insolvency, Business Restructuring & Special Situations p.10
FLAGSHIP

02 Finance & Investment p.11

03 Energy, Infrastructure & Natural Resources p.12
Oil & Gas · Power & Utilities · Infrastructure · Mining

04 Agriculture & Food Security p.16

05 Technology & Intellectual Property p.17

06 Trade & Logistics p.18

07 Tax p.19

08 Dispute Resolution p.20

09 Employment p.21

10 Regulatory, Governance & Sustainability p.22
Including ESG & Sustainability

Our flagship platform. Insolvency and Business Restructuring brings rescue, recovery and special situations together, connecting financial distress, stakeholder interests and the responsibilities of implementation.

Visible sector expertise. Oil & Gas, Power & Utilities, Infrastructure and Mining sit within Energy, Infrastructure & Natural Resources. Manufacturing & Industry is a sector gateway into the relevant practices.

Services are scoped for the mandate and relevant jurisdiction. Specialist advice and local counsel are engaged where required.



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01 PRACTICE PLATFORM · FLAGSHIP PLATFORM

Insolvency, Business Restructuring & Special Situations

Make difficult decisions with a clear view of the options.

When an enterprise is under pressure, delay can narrow its choices. We advise boards, lenders, creditors, investors and public institutions on stabilisation, restructuring, recovery and formal insolvency processes.

WHERE WE CAN HELP

- Early assessment of financial distress, governance duties and immediate legal risks.
- Independent business reviews with appropriate financial and operational input.
- Creditor negotiations, refinancing, debt and capital restructuring.
- Administration, receivership, liquidation and other available statutory processes.
- Distressed acquisitions, asset disposals and security enforcement.
- Public-enterprise restructuring and institutional transitions.
- Insolvency disputes and cross-border coordination with relevant advisers.

Special situations and institutional transitions

We bring restructuring expertise to exceptional corporate and public-institution situations: an urgent legal diagnostic, clarification of authority and governance, stakeholder coordination, transition planning and the legal arrangements for an orderly closure. Roles, independence, decision rights and reporting are defined at engagement.

DEFINED SERVICES

Enterprise Recovery Programme

An agreed stabilisation and restructuring plan, with creditor strategy, responsibilities and implementation milestones.

Independent Business Review

An assessment of the position and available options, combining legal analysis with financial and operational input.

State-Owned Enterprise Transformation

Advice on mandate, governance, restructuring and transition, including public-ownership approvals and accountability.

DISCUSS YOUR PRIORITIES WITH


Kabiito Karamagi


Rita Birungi Baguma


Ruth Sebatindira SC



02 PRACTICE PLATFORM

Finance & Investment

Finance that supports the transaction.

A financing proposal becomes workable when the legal structure, commercial terms and implementation requirements fit together. We advise lenders, borrowers, investors and public institutions on raising and deploying capital, managing risk and completing transactions.

WHERE WE CAN HELP

- **Lending and security:** facility documentation, guarantees, security creation and perfection, intercreditor arrangements and conditions to disbursement.
- **Project and infrastructure finance:** project contracts, government support, lender protections, direct agreements and refinancing.
- **Investment and corporate transactions:** acquisitions, joint ventures, equity investment, due diligence and ownership structures.
- **Trade and structured finance:** receivables, commodities, equipment and supply-chain financing.
- **Financial regulation:** licensing, governance, compliance and regulatory engagement.
- **Sustainable and development finance:** structuring and obligations for development, climate and sustainability-linked financing.

DEFINED SERVICES

Bankability Review

A legal risk report identifying obstacles to financing, required remedies and the party responsible for each action.

Financial Close Accelerator

A coordinated documentation and approvals process, supported by a live conditions-precedent tracker.

Integrity, AML/CFT & Beneficial Ownership Review

Ownership, anti-money-laundering controls and sanctions exposure, with recommended transaction protections.

DISCUSS YOUR PRIORITIES WITH


Joshua Ogwal


Racheal Arinaitwe



03 PRACTICE PLATFORM

Energy, Infrastructure & Natural Resources

Power, renewables and utilities.

This platform brings together Oil & Gas, Power & Utilities, Infrastructure and Mining. We assemble multidisciplinary teams for investment, contracting, regulation, operations, disputes and restructuring across these sectors.

We support generation, transmission, distribution and renewable-energy projects through investment structuring, power-purchase and offtake arrangements, grid access, financing, procurement, EPC and operating contracts.

WHERE WE CAN HELP

- Generation, transmission, distribution and renewable-power structures.
- Power-purchase and offtake arrangements, grid access and financing.
- Procurement, EPC and operating contracts.
- Licensing, tariffs, governance and distressed-project options.

DEFINED SERVICES

Integrated Energy Project Development Programme

An agreed legal work plan for approvals, land, project contracts and financing, from development through operational readiness.

Utility Governance Transformation Programme

A review of mandate, board oversight, commercial arrangements and accountability, followed by an implementation roadmap.

DISCUSS YOUR PRIORITIES WITH


Joshua Ogwal


Racheal Arinaitwe



SECTOR FOCUS · ENERGY, INFRASTRUCTURE & NATURAL RESOURCES

Oil & Gas

From investment decisions to operating projects.

Uganda's petroleum sector creates demanding work for operators, investors, public institutions and the businesses supplying them. Legal advice must connect the project agreements to financing, regulatory requirements, tax, local participation and day-to-day delivery.

WHERE WE CAN HELP

- Investment and joint-venture structures, production-sharing and operating agreements, and farm-in or farm-out arrangements.
- Supply, services, construction, transport and logistics contracts, including payment, liability, change and dispute provisions.
- Petroleum licensing and approvals, regulatory engagement and compliance planning.
- National-content obligations, supplier participation and contractual implementation.
- Land access and the legal aspects of environmental, social and stakeholder obligations.
- Project finance, security, guarantees, tax and cost-allocation issues.
- Contract disputes, investigations, claims and cross-border enforcement.

DEFINED SERVICES

Energy Local Content Programme

A practical compliance framework linking applicable requirements to procurement, supplier contracts, responsibilities and evidence.

DISCUSS YOUR PRIORITIES WITH


Kabiito Karamagi


Olivia Kyarimpa Matovu


Ruth Sebatindira SC


Racheal Arinaitwe



SECTOR FOCUS · ENERGY, INFRASTRUCTURE & NATURAL RESOURCES

Infrastructure

Structure the project. Support its delivery.

An infrastructure project needs more than a signed contract. It needs lawful approvals, workable risk allocation, financing arrangements and clear responsibilities during construction and operation. We advise public authorities, sponsors, financiers and contractors across that process.

WHERE WE CAN HELP

- Project preparation, institutional responsibilities, land access and approvals.
- PPP and concession structures, procurement processes and government support.
- Project financing, security, guarantees and lender interfaces.
- Construction and operating contracts, contract administration, variations and claims.
- Transport, logistics, water, social and digital infrastructure transactions.
- Renegotiation, restructuring, dispute resolution and orderly exit where delivery has stalled.

DEFINED SERVICES

Integrated Infrastructure Project Development Programme

A legal delivery plan linking land, approvals, procurement, contracting and financing milestones.

PPP Structuring Programme

Public authority, procurement options, commercial terms and financing requirements, with the documents needed.

Infrastructure Recovery Programme

A review of a delayed or disputed project, with a recommended renegotiation, recovery or exit strategy.

DISCUSS YOUR PRIORITIES WITH



Joshua Ogwal



Racheal Arinaitwe



SECTOR FOCUS · ENERGY, INFRASTRUCTURE & NATURAL RESOURCES

Mining

Build a sound legal foundation for mineral development.

Mining investment depends on secure rights, credible project arrangements and a clear understanding of regulatory and stakeholder obligations. We advise investors, project companies, financiers and public institutions on the legal structure of mineral development and value addition.

WHERE WE CAN HELP

- Mineral-rights due diligence, licensing and approval requirements.
- Investment structures, joint ventures, acquisitions and commercial agreements.
- Development, construction, processing, infrastructure and supply contracts.
- Financing, security and investment-related tax questions.
- Local participation and the legal aspects of land, environmental, social and community obligations.
- Regulatory disputes, restructuring and exit strategies.

DEFINED SERVICES

Mining Investment Readiness Review

Title, approvals, fiscal terms and project obligations, with a risk register and remediation priorities.

Critical Minerals & Beneficiation Strategy

Legal, fiscal and institutional arrangements for mineral development and downstream investment.

Mine Recovery Programme

Licence protection, creditor negotiations, asset transfers and an orderly exit where necessary.

DISCUSS YOUR PRIORITIES WITH



Kabiito Karamagi



Racheal Arinaitwe



04 PRACTICE PLATFORM

Agriculture & Food Security

Help agricultural enterprise grow beyond the farm gate.

Agricultural value chains depend on relationships between producers, processors, financiers, buyers and public institutions. We help clients structure those relationships, invest in processing and distribution, manage risk and prepare for growth.

WHERE WE CAN HELP

- Investment structures, acquisitions and joint ventures in agricultural businesses.
- Land arrangements, project approvals and commercial due diligence.
- Supply, production, aggregation, processing, storage and offtake agreements.
- Financing, guarantees and security for agricultural enterprises and infrastructure.
- Market access, product standards, trade documentation and cross-border contracts.
- Governance, tax, employment and environmental and social obligations.
- Restructuring and dispute resolution when supply relationships are under pressure.

DEFINED SERVICES

Agricultural Investment Readiness Review

Land, licences, supply, offtake and governance risks, with a prioritised remediation plan.

Agro-processing Accelerator

Site arrangements, permits, equipment contracts, supply, sales and financing for a processing investment.

Food Security Strategy

Policy instruments, agency responsibilities and implementation arrangements for a public programme.

DISCUSS YOUR PRIORITIES WITH


Racheal Arinaitwe


Kabiito Karamagi


Ruth Sebatindira SC



05 PRACTICE PLATFORM

Technology & Intellectual Property

Adopt technology with the right legal foundations.

Digital transformation changes how organisations deliver services, use information and manage risk. We help businesses and public institutions structure technology investments, protect intellectual assets and establish accountable governance for data and emerging technologies.

WHERE WE CAN HELP

- Technology procurement, software licensing, cloud, outsourcing and implementation contracts.
- Data protection, information-sharing arrangements and cross-border data issues.
- Cybersecurity governance, incident preparation and legal response.
- AI policies, procurement, accountability and legal-risk assessment.
- Intellectual-property protection, licensing, commercialisation and disputes.
- Digital products, payments and platforms, including regulatory and contractual requirements.

DEFINED SERVICES

AI Governance Framework

Policies, decision rights and contractual controls tailored to the organisation's AI uses and risk profile.

Data Protection Compliance & Registration Programme

A gap review and implementation plan covering applicable Ugandan obligations, documents and registration support.

Intellectual Property Strategy

Important intellectual assets, ownership and protection gaps, with a commercialisation and enforcement plan.

DISCUSS YOUR PRIORITIES WITH



Ruth Sebatindira SC



Rita Birungi Baguma



06 PRACTICE PLATFORM

Trade & Logistics

Make regional opportunity commercially workable.

Businesses need more than an ambition to trade across borders. They need to know which rules apply, how to meet product and origin requirements, how to contract and get paid, and how to manage disputes.

HOW WE HELP

For exporters and growing businesses

Market-entry structures, sale and distribution agreements, rules of origin, customs classification and valuation, standards and approvals, payment protection and dispute provisions. Preferential access must be established under applicable rules; it is not automatic.

For financiers and logistics businesses

Trade-finance transactions, guarantees, supply-chain and commodity finance, transport and warehousing agreements, and investment in logistics infrastructure.

For public institutions and development partners

Legal frameworks for trade facilitation, regional integration, corridor governance and regulatory implementation, including domestic-law gaps and the instruments needed.

DEFINED SERVICES

AfCFTA Readiness Programme

A product-and-market assessment of concessions, origin requirements, standards and approvals, with an implementation checklist.

Trade Corridor Development Advisory

The agreements, institutions, financing and responsibilities needed for a regional corridor.

Customs & Border Compliance Programme

Classification, valuation, origin and procedures, followed by corrective actions, controls and staff guidance.

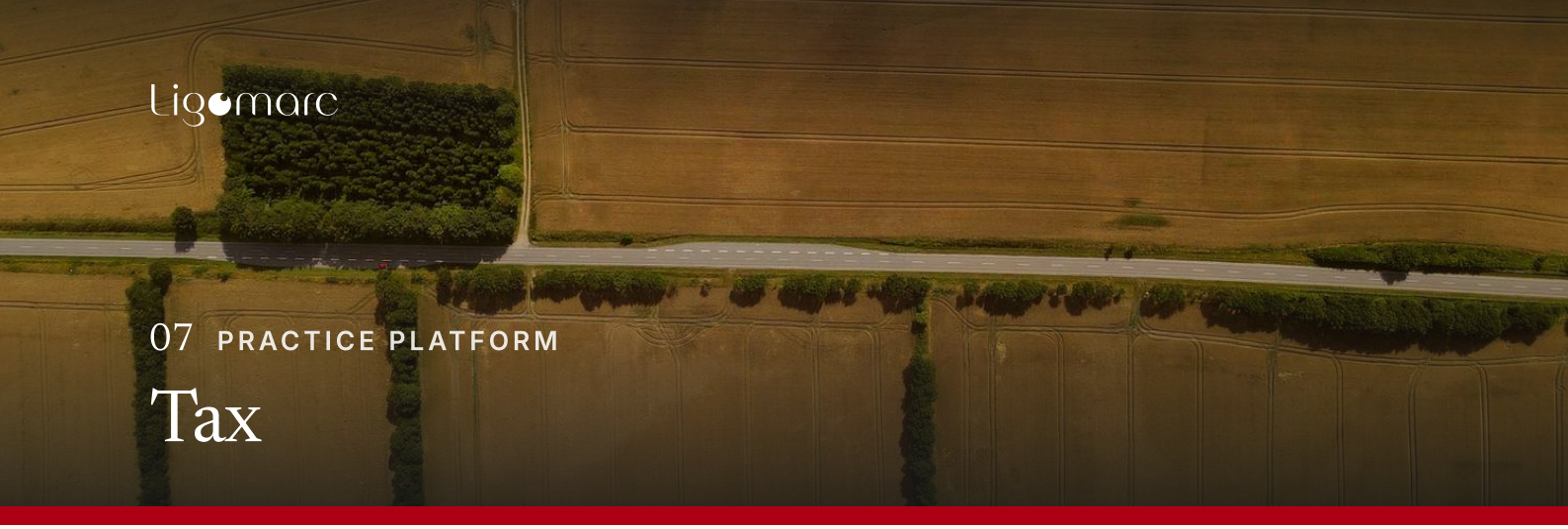
DISCUSS YOUR PRIORITIES WITH



Ruth Sebatindira SC



Kabiito Karamagi



07 PRACTICE PLATFORM

Tax

Protect enterprise value today and across generations.

Tax decisions affect investment, operations and business transitions. We advise enterprises, investors and business-owning families on managing tax obligations, structuring transactions and preparing for continuity of ownership and leadership.

WHERE WE CAN HELP

- Corporate and transaction tax, indirect taxes, incentives and cross-border arrangements.
- Transfer-pricing policies, documentation, intercompany agreements and dispute preparedness.
- Tax governance, health reviews, board oversight and risk management.
- Audits, objections, appeals, negotiated resolution and litigation.
- Family constitutions, shareholder agreements, ownership structures and succession planning.
- Private wealth, estate and philanthropic structures, with advisers in relevant jurisdictions.

DEFINED SERVICES

Enterprise Tax Governance Review

Material tax risks and decision-making, with a board-level action plan and recommended controls.

Transfer Pricing Readiness Programme

Policies, documentation and intercompany agreements aligned with applicable rules and the group's actual activities.

Family Enterprise Continuity Programme

A coordinated plan for ownership, governance, leadership and tax, supported by the agreed legal documents.

DISCUSS YOUR PRIORITIES WITH


Ruth Sebatindira SC


Olivia Kyarimpa Matovu


Martin Kakuru



08 PRACTICE PLATFORM

Dispute Resolution

Resolving consequential disputes.

A dispute can affect operations, financing, reputation and important relationships. We help clients assess their position, preserve evidence and choose a proportionate response through negotiation, mediation, arbitration or litigation.

WHERE WE CAN HELP

- Commercial, shareholder, joint-venture and financing disputes.
- Construction, infrastructure, energy and regulated-sector claims.
- Public-law, constitutional, procurement and regulatory proceedings.
- Arbitration and the recognition or enforcement of decisions and awards.
- Asset recovery, enforcement and disputes arising from financial distress.
- Cross-border dispute strategy coordinated with appropriate local counsel.

DEFINED SERVICES

Constitutional and Administrative Risk Review

A proposed decision or instrument reviewed against authority, procedure, fairness and record-keeping requirements.

Strategic Dispute Resolution Programme

An assessment and action plan covering merits, forum, evidence, resolution options and enforcement position.

Cross-Border Dispute and Enforcement Review

A jurisdiction-specific assessment of forum, recognition, enforcement and local-counsel requirements.

DISCUSS YOUR PRIORITIES WITH



Olivia Kyarimpa Matovu



Martin Kakuru



09 PRACTICE PLATFORM

Employment

Sound employment decisions and workable relationships.

Workforce decisions affect the people and capabilities on which an enterprise depends. We advise employers and institutions on employment arrangements, workplace obligations and the resolution of disputes, with attention to lawful process and practical implementation.

WHERE WE CAN HELP

- Employment contracts, policies, terms and conditions of service.
- Workplace compliance, employee relations and management responsibilities.
- Disciplinary processes, investigations and grievance handling.
- Restructuring, redundancy, transfers and separation arrangements.
- Employment disputes, negotiation and representation in relevant proceedings.
- Workforce implications of transactions and institutional change.

DEFINED SERVICES

Workforce Restructuring and Redundancy Programme

Legal planning and documentation for workforce change, consultation and implementation.

Employment Compliance Review

Employment documentation and procedures, with prioritised recommendations and an implementation schedule.

Workplace Investigation Support

Investigation scope, fair process, evidence management and reporting within an agreed role.

DISCUSS YOUR PRIORITIES WITH



Martin Kakuru



10 PRACTICE PLATFORM

Regulatory, Governance & Sustainability

Build decisions and institutions on sound legal foundations.

Regulation must work within lawful powers while responding to changing markets and public needs. We advise regulators, public institutions and enterprises on mandates, procedures, compliance and the legal implementation of reform.

WHERE WE CAN HELP

- Institutional mandates, governance, delegation and accountability.
- Regulations, guidance, consultation and implementation planning.
- Licensing frameworks, conditions, variation, suspension and review.
- Investigations, enforcement, administrative fairness and reasoned decisions.
- Economic regulation, tariff and competition-related legal issues.
- Domestic implementation of regional commitments and legal harmonisation.
- Enterprise regulatory-risk assessments, representations and dispute strategy.

DEFINED SERVICES

Regulator Mandate & Powers Review

Statutory authority, procedures and vulnerabilities, with recommended legal and operational corrections.

Treaty Domestication Gap Analysis

Regional or continental commitments compared with national law, with the steps required for implementation.

Regulatory Institution Strengthening Programme

A tailored reform plan covering governance, instruments, procedures, training and implementation support.

DISCUSS YOUR PRIORITIES WITH



Ruth Sebatindira SC



Olivia Kyarimpa Matovu



FOCUS AREA · REGULATORY, GOVERNANCE & SUSTAINABILITY

ESG & Sustainability

Turn commitments into practical responsibilities.

Environmental, social and governance requirements increasingly affect investment decisions, contracts and institutional accountability. We help clients understand which obligations apply, how to allocate responsibility and what evidence is needed to demonstrate compliance.

WHERE WE CAN HELP

- Legal and contractual ESG due diligence for investment and financing.
- Board oversight, policies, reporting responsibilities and compliance processes.
- Environmental and social obligations in project and supply-chain agreements.
- Employment, stakeholder and community-related legal requirements.
- Climate and sustainability-linked financing terms and disclosure risks.
- Investigations, remediation plans and dispute preparedness.

DEFINED SERVICES

E&S Safeguards Compliance Programme

A review against applicable law and agreed lender standards, with an action plan, responsibilities and reporting.

Gender-Lens Investment & 2X Alignment Review

An assessment against the relevant current criteria, identifying evidence gaps and actions; not a certification.

Climate Strategy, Transition & Carbon Market Readiness

Climate commitments and proposed carbon activities, with a practical governance and contracting plan.

DISCUSS YOUR PRIORITIES WITH



Racheal Arinaitwe



Ruth Sebatindira SC



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SECTOR EXPERTISE · A MULTIDISCIPLINARY SECTOR TEAM

Manufacturing & Industry

Support investment, production and expansion.

Manufacturers need legal arrangements that work from the investment decision through to production, distribution and growth. We advise industrial businesses, investors, financiers and public institutions on establishing, operating and expanding productive enterprises, drawing on a multidisciplinary team as the mandate requires.

WHERE WE CAN HELP

- Greenfield investments, acquisitions, joint ventures and ownership structures.
- Land, permits, utilities and the legal basis for claimed investment incentives.
- Construction, equipment, technology, supply and distribution agreements.
- Financing, working-capital structures and refinancing.
- Product standards, employment, environmental obligations and regulatory compliance.
- Intellectual property, data and technology procurement.
- Restructuring, commercial disputes and business continuity.

DEFINED SERVICES

Industrial Investment Readiness Review

The site, permits, utilities, incentives and commercial contracts needed for the investment.

Factory Development Programme

A coordinated legal work plan for land, construction, equipment, financing and operational approvals.

Industrial Transformation Strategy

Investment structures, policy instruments, incentives and institutional arrangements supporting industrial growth.

DISCUSS YOUR PRIORITIES WITH


Joshua Ogwal


Racheal Arinaitwe


Ruth Sebatindira SC

DEVELOPMENT FINANCE

Legal support across the investment lifecycle.

Development finance institutions need legal advice that connects investment objectives with the requirements of a transaction and the realities of implementation. We can support lenders, investors, sponsors and implementing institutions through an agreed investment lifecycle.

STAGE	LEGAL WORK AND PRACTICAL OUTPUTS
Origination	Initial legal screening, investment structure and jurisdictional issues; a preliminary risks and requirements map.
Appraisal	Due diligence on the enterprise or project, ownership, material contracts, land, approvals and disputes; a report distinguishing critical conditions from manageable risks.
Structuring	Facility, investment, security and guarantee arrangements; agreed governance, undertakings and allocation of responsibilities.
Implementation	Conditions precedent, approvals and completion work; a responsibility matrix and closing or disbursement tracker.
Supervision	Review of agreed covenants, governance requirements and contractual changes; legal advice on identified exceptions.
Workout	Restructuring options, creditor coordination, security and enforcement; a negotiated or formal recovery pathway where appropriate.
Exit	Transfer, repayment, enforcement or disposal requirements; legal support for a planned or distressed exit.

Financial appraisal, engineering, environmental and other specialist assessments remain distinct professional workstreams. We coordinate with those advisers and work to the funder's agreed requirements; we do not promise universal compliance, enforceability or investment returns.

TRADE AND INVESTMENT

Translating regional opportunity into practical legal steps.



Regional integration becomes useful to a business when it can identify a market, understand the applicable rules, contract with confidence and move goods, services or capital lawfully.



For exporters and growing businesses

Market-entry and corporate structures; customs and origin requirements; standards and licensing; distribution, supply and logistics contracts; tax, employment and financing questions.



For financiers and project sponsors

Trade-finance and security arrangements; investment and project due diligence; corridor and logistics contracts; allocation of payment, delivery and enforcement risks.



For institutions and development partners

Legal and regulatory reviews; implementation gaps; institutional mandates and coordination; and the legal architecture of market-access programmes.

AfCFTA readiness in practice

A readiness review identifies the intended market and transaction, assesses applicable requirements and available preferences, distinguishes commitments awaiting implementation, and sets out an actionable requirements schedule. An agreement's policy ambition is not assumed to be a directly enforceable domestic right.

From energy investment to supplier opportunity

Oil and gas, power and infrastructure investments create commercial relationships for contractors, suppliers and logistics businesses. We connect contract and regulatory advice with national-content requirements, finance, tax and dispute planning, so a business can assess an opportunity before committing resources.

OUR LEADERSHIP

Seven partners. One point of responsibility for every mandate.

Our partners lead the ten practice platforms and assemble the team around each client's priorities. Their profiles follow.



Ruth Sebatindira SC

Practice Head, Technology & IP, Trade & Logistics and Tax

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Kabiito Karamagi

Practice Head, Insolvency & Business Restructuring & Special Situations

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Joshua Ogwal

Practice Head, Finance, Power & Infrastructure

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Olivia Kyarimpa Matovu

Practice Head, Dispute Resolution & Head of Arbitration

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Martin Kakuru

Deputy Practice Head, Dispute Resolution · Head, Litigation & Employment

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Rita Birungi Baguma

Deputy Head, Insolvency & Business Restructuring; Technology & Intellectual Property

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Racheal Arinaitwe

Deputy Practice Head, Finance, Power & Infrastructure

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Ligomarc

OUR LEADERSHIP

Ruth Sebatindira SC

Founder & Managing Partner

Practice Head, Technology & IP, Trade & Logistics and Tax

Ruth advises businesses, boards and families on the legal and governance decisions that connect digital enterprise, cross-border commerce, tax and the continuity of ownership.

As Founder and Managing Partner, Ruth combines commercial advice with experience in institutional leadership. She served as President of the Uganda Law Society, as a Commissioner of the Judicial Service Commission and as court-appointed Administrator of Uganda Telecom Limited. These individual roles inform her approach to accountability, regulatory judgment and enterprise continuity.

Her advisory-board role for the Tilenga Project is a personal appointment, distinct from Ligomarc's membership of the UNOC legal panel and from any particular client mandate.

FOCUS

- Technology & Intellectual Property
- Trade & Continental Integration
- Tax, Transfer Pricing & Business Succession Planning

CONTACT

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QUALIFICATIONS

LLM, University of Manchester

Advanced Diploma in Transfer Pricing, Thomas Jefferson School of Law

Post Graduate Diploma in Legal Practice, Law Development Centre

LLB, Makerere University



Ligomarc

OUR LEADERSHIP

Kabiito Karamagi

Partner

Practice Head, Insolvency & Business Restructuring & Special Situations

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Kabiito advises businesses, boards and creditors on financial distress, restructuring and recovery.

He helps clients assess rescue options, protect creditor rights and manage the legal and governance demands of a business in transition.

He leads the Insolvency & Business Restructuring & Special Situations practice. His work spans administration, receivership, liquidation, secured creditor enforcement and commercial litigation, alongside financial-sector regulation and public-sector governance.

CONTACT

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+256 772 744306

QUALIFICATIONS

Fellow of INSOL International

Post Graduate Diploma in Legal Practice, Law Development Centre

LLB, Makerere University

FOCUS

- Insolvency, Administration & Business Restructuring
- Commercial Litigation & Dispute Resolution
- Public Civil Litigation
- Financial Sector, Corporate & Regulatory Advisory



Ligomarc

OUR LEADERSHIP

Joshua Ogwal

Partner

Practice Head, Finance, Power & Infrastructure

Joshua advises financiers, public institutions and project sponsors on financing, energy and infrastructure investments.

He helps clients connect transaction structures, regulatory approvals and project documentation with the requirements for implementation.

He leads the Finance, Power & Infrastructure practice. His work encompasses project finance, funds and financing schemes, concessions, public-private partnerships and regulatory advice for banks, development finance institutions, government agencies and sponsors.

CONTACT

jogwal@ligomarc.com
+256 772 744309

QUALIFICATIONS

MSc Finance & Financial Law, University of London

Post Graduate Diploma in Legal Practice, Law Development Centre

LLB (Hons), Makerere University

FOCUS

- Project Finance & Infrastructure Development
- Development Finance, Funds & Schemes
- Public-Private Partnerships & Concessions
- Energy Regulation & Power Sector Advisory



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OUR LEADERSHIP

Olivia Kyarimpa Matovu

Partner

Practice Head, Dispute Resolution & Head of Arbitration

Olivia represents businesses and public institutions in commercial disputes and arbitration.

She helps clients assess legal risk, select a resolution strategy and protect their position in matters involving regulated industries, infrastructure and cross-border transactions.

Her experience includes international arbitration under the UNCITRAL Rules, domestic litigation and cross-border dispute strategy. Her practice brings together commercial, tax and regulatory disputes.

FOCUS

- Arbitration, Mediation & Alternative Dispute Resolution
- Commercial Litigation & Trial Advocacy
- Banking, Finance & Corporate Advisory

CONTACT

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QUALIFICATIONS

LLM in International Dispute Resolution, Queen Mary University of London

Post Graduate Diploma in Legal Practice, Law Development Centre

LLB (Hons), Makerere University



Ligomarc

OUR LEADERSHIP

Martin Kakuru

Partner

Deputy Practice Head, Dispute Resolution · Head, Litigation & Employment

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Martin advises and represents businesses, public institutions and multinational organisations in commercial litigation, public-law proceedings and employment matters.

He helps clients respond to disputes and manage workforce decisions with attention to evidence, procedure and commercial consequences.

His experience extends across Uganda's superior courts and specialist tribunals, including employment, tax, electricity, insurance and procurement matters. His commercial practice includes banking, mortgages, distribution, intellectual property and arbitration.

FOCUS

- Commercial Litigation & Trial Advocacy
- Public Civil Litigation
- Employment Advisory
- Corporate Fraud

CONTACT

makakuru@ligomarc.com
+256 773 185112

QUALIFICATIONS

Post Graduate Diploma in Legal Practice, Law Development Centre

LLB, Makerere University



Ligomarc

OUR LEADERSHIP

Rita Birungi Baguma

Partner

Deputy Head, Insolvency & Business Restructuring; Technology & Intellectual Property

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Rita advises financial institutions and businesses on insolvency, restructuring and recovery.

She helps clients assess options for distressed enterprises and navigate the legal and stakeholder demands of administration, receivership and liquidation.

She is a Fellow of INSOL International. Her experience includes advising during the administration of Uganda Telecom Limited and consulting for the Office of the Official Receiver on implementation of Uganda's Insolvency Act, 2011.

CONTACT

rita@ligomarc.com
+256 772 744316

QUALIFICATIONS

Fellow of INSOL International

Global Insolvency Practice Course, INSOL International

MSc Finance and Financial Law, University of London

Post Graduate Diploma in Legal Practice, Law Development Centre

LLB, Makerere University

FOCUS

- Insolvency and Business Restructuring
- Banking & Finance



Ligomarc

OUR LEADERSHIP

Racheal Arinaitwe

Partner

Deputy Practice Head, Finance, Power & Infrastructure

Racheal advises boards, management teams and regulated businesses on governance, compliance and financing documentation.

She helps clients translate legal obligations into workable decision-making structures, controls and transaction documents.

Her work includes board effectiveness reviews, governance instruments, committee charters, compliance audits and director training, together with lending due diligence, security reviews, perfection and registration.

FOCUS

- Corporate Governance & Board Advisory
- Banking & Finance Documentation
- Corporate & Commercial Transactions
- Real Estate & Conveyancing

CONTACT

rarinaitwe@ligomarc.com
+256 776 744320

QUALIFICATIONS

MBA, Makerere University

Postgraduate Certificate, Mechanics of Loan Documentation, Middlesex University

Post Graduate Diploma in Legal Practice, Law Development Centre

LLB, Makerere University

OUR PEOPLE

Legal, tax and business-services teams behind every mandate.

Our wider legal, tax and business-services teams support delivery. We identify the relevant team and reporting arrangements when a mandate is agreed.



Paul Kasami
Senior Associate



Ronald Muyanja
Deputy Head of Tax



Elisha Tayebwa
Associate



Gerald Sebandeke
Tax Associate



Barbra Natukunda
Junior Associate



Joel Otelu
Junior Associate



Sean Kakansa
Legal Assistant



Stuart Kavule
Clerk



Robert Bwambale
Head of Talent and Development



Faith Alowo
Business Development Lead



Karen Kanimba
Head Finance

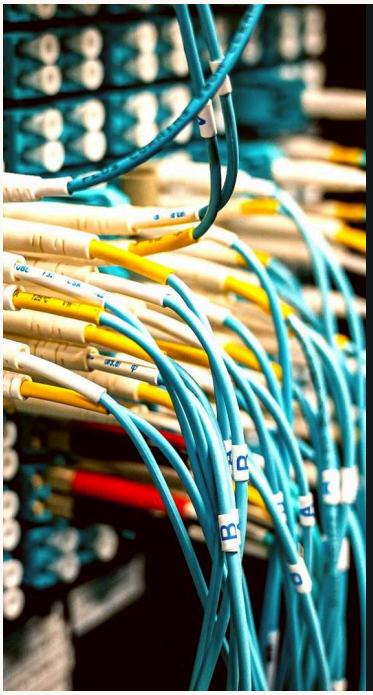


Fred Ssamula
Records Officer

Also on the team: Loyce Nakanzi, Associate; Paul Mathias Nsubuga, Legal Assistant; Phionah Ayo, Clerk.

EXPERIENCE

Work that draws on the combined capabilities of the firm.



DEFINING ASSIGNMENT

Uganda Telecom: a multidisciplinary assignment.

Uganda Telecom Limited was a major assignment for Ligomarc and a defining example of the firm working across disciplines. Every department played a key role in the firm's work on the administration; it drew on the combined capabilities of the firm.

Ruth Sebatindira SC served as court-appointed Administrator from 2020 to 2022, an individual court appointment. Ligomarc's multidisciplinary work supporting the administration was the firm's contribution; the two roles are distinct.

UCC

Telecommunications legal and regulatory framework

An assignment for the Uganda Communications Commission reviewing the legal and regulatory framework for the telecommunications industry.

2 of 5

Specialist insolvency credentials

Kabiito Karamagi and Rita Birungi Baguma are Fellows of INSOL International: two of the five Uganda-based active Fellows in INSOL's directory as at 10 November 2026. A dated count, not a ranking.

Band 3

Chambers Global

Ranked for Corporate and Commercial, and for Dispute Resolution, in Uganda.

Tier 4

IFLR1000

Listed for Financial and Corporate, and as Notable in Project Development.

We provide relevant matter experience in proposals where confidentiality and disclosure permissions allow.

OUR AFRICAN PURPOSE

Four commitments that guide the questions we ask.

They guide the work we pursue; they do not replace the client's objectives or the legal obligations of a mandate.



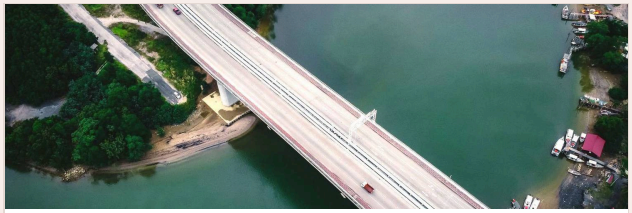
African family businesses

Support the ownership, governance, financing and succession arrangements that help enterprises endure beyond a single founder or generation.



African culture and heritage

Recognise the value of cultural expression and knowledge, and help rights holders consider intellectual property, contracting, governance and commercialisation responsibly.



African continental integration

Help businesses and institutions work through the legal requirements of cross-border trade, investment and collaboration, translating regional ambitions into jurisdiction-specific advice.



African institutional stewardship

Support clear powers, accountable governance, lawful decisions and implementation. Strong institutions sustain confidence in markets and public responsibilities.

What this means for a client

We seek to understand both the immediate legal question and the setting in which a decision must work: the people, institutions, commercial relationships and implementation constraints that shape it.

WORKING WITH LIGOMARC

Begin with the decision before you.

Tell us the broad nature of the opportunity or challenge, the organisation involved and the relevant jurisdictions.

1

Tell us the decision

The opportunity or challenge, the organisation and the jurisdictions involved.

2

We check and assemble

We undertake initial checks and identify the appropriate team.

3

We agree the scope

We discuss scope, fees and responsibilities before accepting a mandate.

ENGAGEMENT OPTIONS

Defined assignments

A transaction, review, dispute or project with agreed scope, deliverables, responsibilities and fees.

Retained advice

An agreed programme of recurring support, with defined availability, covered work and arrangements for matters outside scope.

Panel and framework arrangements

Services under the terms of a lawful appointment and any applicable procurement or call-off process.

Embedded or secondment support

Considered where appropriate, with clear supervision, confidentiality, conflicts and reporting provisions.

Delivery and accountability

We agree the work plan, key assumptions and dependencies, reporting and decision points. Changes in scope, timetable or resource requirements are discussed with the client. Engagements may require collaboration with financial, technical or other advisers and with local counsel in relevant jurisdictions.

Ligomarc

CONTACT

Start with your priorities. We will identify the decisions that matter and the expertise needed to support them.

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Please do not send confidential documents or detailed matter information with an initial enquiry. Contacting the firm does not itself create a lawyer–client relationship. This profile provides general information, not legal advice.

