Ligomarc

LIGOMARC ADVOCATES · SELECTED EXPERIENCE 2026

Selected experience across our practice platforms.

83 matters across 14 practice areas: restructuring and special situations, finance, energy, infrastructure, tax, disputes, employment, industry, agriculture, mining, technology, trade and sustainability.

Kampala, Uganda
17 Baskerville Avenue, Kololo

Founded 2003
Uganda rooted, Africa focused

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SELECTED EXPERIENCE

Work that shows how we connect law, finance, governance and execution.

The matters that follow are organised by practice area. Many drew on several platforms at once: a receivership that needed tax and employment advice, a financing that turned on regulatory approvals, a dispute that shaped an institution's governance.

Each matter is listed with the service line it reflects and a short description of the work. Matters are described without naming clients. Further detail is provided in proposals where confidentiality and disclosure permissions allow.

UGX 1tn+
Liabilities in the court-appointed administration of a national telecoms operator

USD 1bn
Commercial bank lending secured and perfected over five years

USD 100m+
Excess distribution revenue clawed back for the electricity regulator

UGX 40bn
Settlor trust dispute won for a pension scheme

PRACTICE AREAS

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01 PRACTICE AREA · 8 SELECTED MATTERS

Insolvency & Business Restructuring

Make difficult decisions with a clear view of the options.

SELECTED EXPERIENCE

CORPORATE RESCUE

Receiverships over a steel manufacturer and an oil and gas logistics business, lifted through settlement and repayment.

INSOLVENCY PROCESSES

Liquidators of solar financing companies, an insolvent courier and a microfinance institution.

OPERATIONAL RESTRUCTURING

Diagnostic review of a media company in receivership, leading to an agreed disposal settling tax arrears.

INDEPENDENT BUSINESS REVIEW

Due diligence and appraisal of distressed businesses seeking funding from an asset reconstruction company.

INSOLVENCY PROCESSES

Court-appointed administration of a national telecoms operator with liabilities above UGX 1 trillion.

FINANCIAL RESTRUCTURING

Receivership of a regional construction group under a three-lender security sharing agreement.

DISTRESSED INVESTMENTS

Formed Uganda's first open-ended investment company for distressed assets.

BANKING AND FINANCIAL SERVICES

Debt recovery and enforcement of security for nine banks and lenders.

DISCUSS YOUR PRIORITIES WITH


Kabiito Karamagi


Rita Birungi Baguma


Ruth Sebatindira SC



02 PRACTICE AREA · 4 SELECTED MATTERS

Strategic Interventions & Special Situations

Exceptional corporate and public-institution situations, handled with authority and care.

SELECTED EXPERIENCE

STRATEGIC INSTITUTIONAL INTERVENTIONS

Crisis response for a development bank whose operations were halted, across litigation, media and lenders.

GOVERNMENT AND PUBLIC INSTITUTION TRANSFORMATION

Caretaker manager of a copyright collecting society.

STRATEGIC ENTERPRISE INTERVENTIONS

Integrated crisis management for a business facing sabotage and loss of financier confidence.

TRANSITION AND ORDERLY CLOSURE PROGRAMME

Transfer of a telecoms operator's assets and staff to a successor, settling retirement benefits for former employees.

DISCUSS YOUR PRIORITIES WITH


Kabiito Karamagi


Rita Birungi Baguma


Ruth Sebatindira SC



03 PRACTICE AREA · 9 SELECTED MATTERS

Finance

Finance that supports the transaction.

SELECTED EXPERIENCE

BANKING AND FINANCIAL SERVICES

Security preparation and perfection for commercial bank lending of about USD 1 billion over five years.

CORPORATE FINANCE

Borrower's counsel on a USD 50 million syndicated facility from a regional trade and development bank.

STRUCTURED FINANCE

Designed a US$41 million consumer electricity connection credit scheme with distributors and a regulator backstop.

BANKABILITY REVIEW

Reviewed land, construction, licence, PPA and environmental documents to clear a 10 MW solar project for lending.

INTEGRITY AND BENEFICIAL OWNERSHIP REVIEW

Ownership and integrity checks for the central bank on foreign shareholders in supervised institutions.

PROJECT AND INFRASTRUCTURE FINANCE

Lender's counsel on a USD 21 million syndicated facility for a 22.7 MWp solar plant and substation.

MERGERS AND ACQUISITIONS

Acquisition of a mobile telecoms operator valued at about USD 10 million, including due diligence and the SPA.

SUSTAINABLE AND CLIMATE FINANCE

World Bank supported working capital and guarantee scheme financing pay-as-you-go solar companies.

FINANCIAL CLOSE ACCELERATOR

Drafted and registered facility and security documents and issued legal opinions to close solar project financings.

DISCUSS YOUR PRIORITIES WITH



Joshua Ogwal



Racheal Arinaitwe



04 PRACTICE AREA · 6 SELECTED MATTERS

Energy, Oil & Gas

From investment decisions to operating projects.

SELECTED EXPERIENCE

OIL AND GAS

Advised the national oil company in proceedings in the High Court of Kenya seeking orders to block its oil import licence.

POWER

Licence amendments for the electricity regulator clawing back over USD 100 million in excess distribution revenue.

RENEWABLE ENERGY

Structuring and licensing of a 100 MW solar PV plant with battery storage, and nine mini-hydro plants.

ENERGY TRANSITION

Grant and implementing agreements for a US$100 million programme expanding solar and clean cooking access.

ENERGY FINANCE

Lender's counsel on project finance for a 10 MW solar plant and a 40 MW hydropower plant.

INTEGRATED ENERGY PROJECT DEVELOPMENT PROGRAMME

Permits, joint development, construction and O&M agreements and funder talks for a USD 70 million transmission line.

DISCUSS YOUR PRIORITIES WITH


Joshua Ogwal


Racheal Arinaitwe


Kabiito Karamagi


Olivia Kyarimpa Matovu



05 PRACTICE AREA · 6 SELECTED MATTERS

Infrastructure

Structure the project. Support its delivery.

SELECTED EXPERIENCE

PLANNING AND PROJECT PREPARATION

Advised on EPC procurement options for a 184 MW hydropower project and issued opinions for financiers.

TRANSPORT INFRASTRUCTURE

Helped a railway bidder secure a 200 km standard gauge route through negotiation and judicial review.

DIGITAL INFRASTRUCTURE

Transfer of a national telecommunications network and business assets to a successor operator.

PUBLIC PRIVATE PARTNERSHIPS

Structuring a vaccine manufacturing joint venture with Government under a PPP model, including technology transfer.

SOCIAL INFRASTRUCTURE

Secured judgment of about UGX 42 billion for unpaid public health facility construction works.

INTEGRATED INFRASTRUCTURE PROJECT DEVELOPMENT PROGRAMME

Model financing agreements and governance for a national road maintenance fund and its agencies.

DISCUSS YOUR PRIORITIES WITH


Joshua Ogwal


Racheal Arinaitwe



06 PRACTICE AREA · 7 SELECTED MATTERS

Tax & Business Succession

Protect enterprise value today and across generations.

SELECTED EXPERIENCE

TAX CONTROVERSY

Won a UGX 40 billion settlor trust dispute for a pension scheme at the Tax Appeals Tribunal and High Court.

TRANSACTION TAX

Tax advice on acquiring a telecoms business as a going concern and on exemptions for a microfinance asset sale.

TAX GOVERNANCE

Tax compliance training and ongoing compliance for technology and cross-border payments companies.

BUSINESS SUCCESSION

Training on succession planning and estate management in Uganda.

CORPORATE TAX

Tax health checks for a pay-as-you-go asset finance company and a petroleum products company.

TRANSFER PRICING

Transfer pricing documentation for a pay-as-you-go asset finance company.

TAX CONTROVERSY

Reduced a proposed UGX 21 billion income tax assessment on an oilfield services branch to nil.

DISCUSS YOUR PRIORITIES WITH


Ruth Sebatindira SC


Olivia Kyarimpa Matovu


Martin Kakuru



07 PRACTICE AREA · 5 SELECTED MATTERS

Disputes

Resolving consequential disputes.

SELECTED EXPERIENCE

INFRASTRUCTURE ENERGY AND CONSTRUCTION

Defended the electricity regulator in a USD 100 million tribunal claim and negotiated settlement.

INTERNATIONAL ARBITRATION

Supporting a transmission utility in a high-value London-based arbitration.

WORKFORCE RESTRUCTURING AND REDUNDANCY PROGRAMME

Advised on terminating a development bank's entire management team.

PUBLIC LAW

Judicial review of a ministerial decision terminating a railway MoU for an infrastructure contractor.

EMPLOYMENT

Industrial Court defence of a union claim for retirement benefits worth over UGX 1 billion.

DISCUSS YOUR PRIORITIES WITH



Olivia Kyarimpa Matovu



Martin Kakuru



08 PRACTICE AREA · 6 SELECTED MATTERS

Employment

Sound employment decisions and workable relationships.

SELECTED EXPERIENCE

EMPLOYMENT ADVISORY

Retained adviser to NGOs, a hospital, a pharmaceutical group and a professional body on contracts and HR manuals.

WORKFORCE RESTRUCTURING

Staff transfers in a microfinance asset sale and an insurance demerger, and a utility's mutual separation.

EMPLOYMENT DISPUTES

Industrial Court defence of a union claim for retirement benefits worth over UGX 1 billion.

BOARD AND SENIOR APPOINTMENTS

Independent advice to a national oil company's board on a senior appointment process.

PENSIONS AND RETIREMENT BENEFITS

Restructured a central bank's pension scheme into a defined contribution model with URBRA approval.

PENSIONS AND RETIREMENT BENEFITS

Set up and advise a URBRA-regulated umbrella retirement benefits scheme.

DISCUSS YOUR PRIORITIES WITH



Martin Kakuru



09 PRACTICE AREA · 6 SELECTED MATTERS

Manufacturing & Industry

Support investment, production and expansion.

SELECTED EXPERIENCE

INDUSTRIAL INVESTMENT

Competition and regulatory opinion on a cosmetics manufacturer's acquisition of a beauty business.

INDUSTRIAL OPERATIONS

Operational restructuring and refinancing of a plastics and sacks manufacturer.

INDUSTRIAL TECHNOLOGY

Technology transfer and licensing agreement for local vaccine production.

MANUFACTURING PROJECTS

SPV, lease, offtake and drug regulator licensing for a veterinary vaccine production plant.

VALUE ADDITION AND PROCESSING

Technical, financial and legal due diligence on a steel mill partner for an iron ore value addition venture.

INDUSTRIAL TRANSFORMATION STRATEGY

Establishment of a statutory Industrial and Economic Development Fund, including its Statutory Instrument.

DISCUSS YOUR PRIORITIES WITH


Joshua Ogwal


Racheal Arinaitwe


Ruth Sebatindira SC



10 PRACTICE AREA · 5 SELECTED MATTERS

Agriculture & Food Security

Help agricultural enterprise grow beyond the farm gate.

SELECTED EXPERIENCE

AGRICULTURAL INVESTMENT

Due diligence, appraisal and reappraisal of a state investment in an agro-processing company.

AGRO PROCESSING

Financing to expand a sugar producer's bagasse co-generation plant and irrigation, including PPA review.

AGRICULTURAL INVESTMENT READINESS REVIEW

Legal vendor due diligence preparing an agricultural finance lender for an equity capital raise.

AGRICULTURAL PRODUCTION

Employee and outgrower share ownership plans to acquire 20% of a leading sugar manufacturer, about US$9.5 million.

AGRICULTURAL TRADE

Cross-border merger of a grain milling business with a Nairobi-listed group under Ugandan and Kenyan rules.

DISCUSS YOUR PRIORITIES WITH



Racheal Arinaitwe



Kabiito Karamagi



Ruth Sebatindira SC



11 PRACTICE AREA · 3 SELECTED MATTERS

Mining

Build a sound legal foundation for mineral development.

SELECTED EXPERIENCE

MINING INVESTMENT AND FINANCE

Economic, financial, commercial and legal appraisal and due diligence of a proposed UGX 1 trillion iron ore mining and steel investment, with guidance on capital raising and partner negotiations.

MINERAL RIGHTS AND LICENSING

Review of proposals to amend the Mining Act as part of national law reform.

MINING OPERATIONS

Strategy, policy review and change management for an extractives and energy industry chamber.

DISCUSS YOUR PRIORITIES WITH



Kabiito Karamagi



Racheal Arinaitwe



12 PRACTICE AREA · 6 SELECTED MATTERS

Technology & Intellectual Property

Adopt technology with the right legal foundations.

SELECTED EXPERIENCE

AI AND EMERGING TECHNOLOGIES

Frameworks, guidelines and policies on IoT privacy, big data and emerging technologies for a communications regulator.

DIGITAL TRANSFORMATION

Digital platform, automation and analytics contracts for a telecommunications operator.

TECHNOLOGY PROCUREMENT AND IMPLEMENTATION

Contracts and project oversight for an enterprise resource information management system.

CYBERSECURITY AND DIGITAL RESILIENCE

Cybercrime investigation and digital forensics training for a bank.

INTELLECTUAL PROPERTY

Trademark registration, monitoring and enforcement for an international group over 19 years.

INTELLECTUAL PROPERTY STRATEGY

Protected trademark rights for a music festival brand and a cigarette brand holding a 70% market share.

DISCUSS YOUR PRIORITIES WITH



Ruth Sebatindira SC



Rita Birungi Baguma



13 PRACTICE AREA · 5 SELECTED MATTERS

Logistics & Trade

Make regional opportunity commercially workable.

SELECTED EXPERIENCE

TRADE STRATEGY AND MARKET ACCESS

VAT and excise duty opinion on exporting a brewer's products to the Democratic Republic of Congo.

SUPPLY CHAIN GOVERNANCE

Opinion on collecting and settling cross-border payments for a regional payments group.

TRANSPORT AND LOGISTICS

Aircraft certification and crew licensing to establish an international NGO's air operations.

CUSTOMS AND BORDER MANAGEMENT

Customs clearance, duty exemptions and free zone licensing for a vaccine plant's imported equipment.

TRANSPORT AND LOGISTICS

Receivership of a fuel distributor operating across East and Central Africa and the UAE.

DISCUSS YOUR PRIORITIES WITH



Ruth Sebatindira SC



Kabiito Karamagi



14 PRACTICE AREA · 7 SELECTED MATTERS

ESG & Sustainability

Turn commitments into practical responsibilities.

SELECTED EXPERIENCE

INDEPENDENT REVIEWS

Opinion on the governance and immunities of an intergovernmental agricultural research association.

GOVERNANCE TRANSFORMATION PROGRAMME

Review of an energy financing agency's governance instruments and design of its Board Manual and committees.

GOVERNANCE

ESG training and templates for the boards of a health commodities supplier and an international health NGO.

ENVIRONMENTAL AND SOCIAL SAFEGUARDS COMPLIANCE PROGRAMME

Reviewed environmental impact assessments as a lending condition on solar project finance.

ENVIRONMENTAL STEWARDSHIP

Environmental impact, hazardous waste and compliance approvals for a vaccine manufacturing plant.

SOCIAL SUSTAINABILITY

Resettlement action plan for an oil refinery site applying IFC environmental and social principles.

RESPONSIBLE INVESTMENT

AML and CFT compliance audits for a life insurer and integrity checks on a purchaser in three jurisdictions.

DISCUSS YOUR PRIORITIES WITH


Racheal Arinaitwe


Ruth Sebatindira SC

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. We undertake initial checks, identify the appropriate team and discuss scope before accepting a mandate.

1

Defined assignments

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

2

Retained advice

An agreed programme of recurring support, with defined availability and covered work.

3

Panel and framework

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

> **How this experience is presented**
>
> Each matter is listed with the service line it reflects and a short description of the work. Matters are described without naming clients. Further detail is provided in proposals where confidentiality and disclosure permissions allow. Services are scoped for the mandate and relevant jurisdiction; specialist advice and local counsel are engaged where required.

The firm profile sets out our practice platforms, defined services and partners in full.

Ligomarc

CONTACT

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

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