

Leo Kibirango CV

Position Title	Consultant
Name of Expert:	LEO KIBIRANGO
Date of Birth:	12 TH November 1939
Country of Citizenship/Residence:	UGANDA

KEY QUALIFICATION

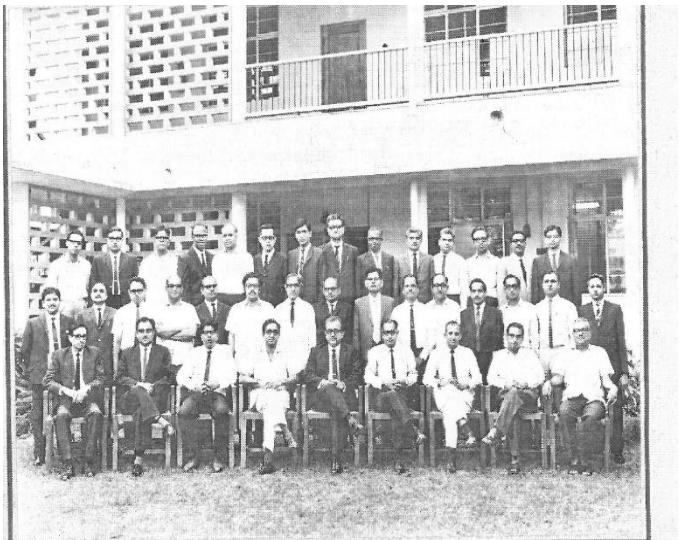
Leo Kibirango is an Economist by training but a Banker by Profession. He had a 19-years career with central banking specializing in banking operations, bank supervision and finally ending up as head of the Central Bank of Uganda as Governor 1981-86.

He was subsequently commissioned to start capital markets operations in Uganda and served as the pioneer chairman of the Capital Markets Authority during the period 1996 - 2005. From the year 2006 to November 2013, he took on the task of promoting Corporate Governance in Uganda guiding the Institute of Corporate Governance of Uganda (ICGU) as its President. In 2015 he was appointed pioneer Chairman of the Financial Intelligence Authority of Uganda which he diligently served till 2021.

As a banker, he rose to the highest accolade in the profession and is now a Fellow of both the London and Uganda Institute of Banking & Financial Services (UIBFS). In academics, he graduated in economics at Makerere University Kampala and has continued to enhance his training by receiving various qualifications from the Chartered Institute of Bankers London, The International Monetary Fund (IMF), the US Securities Exchange Commission (SEC), the Indian Institute of Management (IIM), Ahmedabad, the Commonwealth Association for Corporate Governance (CACG) and the Institute of Private and Public Partnerships (IP3) U.S.A. In 2001, he was accredited by the CACG as a Commonwealth Trainer in Corporate Governance and was subsequently certified as Trainer in the Financial Consumer Protection by BOU/GIZ in June 2014. He was later certified in Financial Literacy Training by BoU/GIZ August 2015. He presently specializes in Corporate Governance, Business operating environment, Business strategy, Board Governance and Board Evaluation.

Education:

Institution:	Dates:	Degree(s) or Diploma(s) or Certificate(s)
Makerere University Business School, Kampala	Aug 2023	Certificate in Strategic Leadership
Makerere University Business School, Kampala	Feb 2023	Certificate in Leadership & Crisis Management
Makerere University Business School, Kampala	Jul 2022	Certificate in Audacity to Lead
Bank of Uganda/GIZ	2015	Training of Trainer's Certificate in Financial Literacy
Bank of Uganda/GIZ	2014	Trainers Certificate in Financial Consumer Protection
Institute of Public & Private Partnerships, Washington D.C.	2009	Certificate in Public Management and Governance
Uganda Management Institute, Kampala	2007	Certificate in Corporate Governance
Institute of Public & Private Partnerships, Washington D.C.	2005	Best Practice in Corporate Governance Certificate  Kibirango Leo Institute of Corporate Governance of Uganda. Has successfully completed several assignments and has been awarded a total of six (6) continuing education credits. Workshop Sponsor: The Institute for Public-Private Partnerships, Inc. (Leo Kibirango is 5th from Left-standing)
Commonwealth Secretariat	2001	Certified Trainer in Corporate Governance
British Council International Seminar, Manchester	1998	Structural adjustment into the 21st century: the social agenda 

		Back row (L -R): Leo Kibirango (Uganda), Mustafa Mujeri (Bangladesh), J. Marshall (Seminar Manager) 4th Row (L -R): Jorge Bula (Colombia), Paulo Ortiz Arangao (Brazil), Grace (Thailand), Auxilia Bupe Ponga (Zambia), Ana Isabel Arenas (Colombia) 3rd Row (L – R): Saule Tleumbetova (Kazakhstan), Prof. David Booth (University of Manchester), Ruth Hope Mwandira (Malawi) 2nd Row (L – R): Jasmine Gideon (Seminar Director, the University of Manchester), University of Manchester) Front row (L – R): Henry Manyire (Uganda), Prof. Diane Elson (University of Benmansour (Morocco) & Joseph Agboola Adeoti)
Indian Institute of Management, Ahmedabad	1997	Certificate in Capital Markets & Portfolio Management
United Nations Institute for Training & Research	1997	Certificate in International & Domestic Markets Opportunities
Adam Smith Institute (UK)	1996	Certificate in Capital Markets development strategies
Chartered Institute of Bankers, London	1972	Post Graduate Diploma in Banking
Reserve Bank Staff Training College, Madras, India	Nov 1971- Feb 1972	27th Inspection Oriented Course- Banking  Sitting row: (L-R) Sarvasri O.P Sodhani , Instructor, B.K Basu, Subrahmanvan, Instructor, G hahdran, Principal, R. Sundaresan,

		Standing 1st Row: (L-R) Sarvasri V.P Wagh, K.R Awashthi, P.. B.k Ray, B.T Harisinganey, T.N. Saxena, M.D. Patel, Standing 2nd Row: Sarvashri T.K Sanyal, B.S Aggarwal, T. Na, Kiewkaranka, Badri Narayan Manandhar, B.N Dhar, U.S Rao, C Surender, V. Jalma Rao.
Makerere University Kampala	1967	Bachelor of Arts Degree of Makerere University Kampala  <i>Leo Kibirango after Award of an Honours Degree Makerere Un</i>

Leo Kibirango Employment record:

Period	Employing organization and your title/position. Contact info for references	Country	Summary of activities performed relevant to the Assignment
1981-1986	Governor, Bank of Uganda	Uganda	• Overall responsibility for direction, strategy, running the Bank and implementation of board policies • Chairing the Board of Directors as well as the Executive Management • Advisor to Government on Monetary policy and economic stability issues • Negotiating economic programmes with multi-lateral financial Institutions • Part of Team for negotiating with donors for financial assistance to Uganda including debt scheduling • Acting as alternate Governor to the IMF and attending World Bank and IMF expert teams to negotiate economic programmes for Uganda. • Membership of Government Team to the Paris Club to negotiate rescheduling of loans for Uganda. This led to wide exposure in international negotiations.
1980	BoU	Uganda	 Leo Kibirango then Deputy Governor sitting behind Governor Gedeon Nkojo at the World Bank & IMF meeting (Washington DC) (1980)

Period	Employing organization and your title/position. Contact information for references	Country	Summary of activities performed relevant to the Assignment

Period	Employing organization and your title/position. Contact information for references	Country	Summary of activities performed relevant to the Assignment
1983	BOU	Uganda	Flagging off "Window II Project"  <i>Leo is left of President Apollo Milton Obote. Others include Richard Kaijuka, the then Managing Director of Uganda Commercial Bank (UCB) standing behind Leo. Dr John Luwuliza Kirunda, the then Secretary General of the ruling Uganda People's Congress (UPC) party --- is standing behind Leo. Second left is George Kabugo, the then Executive Director of the Uganda Institute of Bankers (UIBFS). Others are Board members and staff, in 1983.</i>
1980	Deputy Governor-BoU	Uganda	• Being key advisor to the Governor on banking, bank supervision and currency matters • Taking charge of personnel including recruitment, training, rewards and discipline to staff • Being responsible for bank estate and all bank property • Acting as Governor during the absence of the substantive Governor

Period	Employing organization and your title/position. Contact information for references	Country	Summary of activities performed relevant to the Assignment
1979	General Manager, Bank of Uganda	Uganda	•Managing government and commercial banks accounts and attending to the major reconciliation queries. •Being responsible for overall management of the Clearing House to ensure expeditious settlement and elimination of fraud •Maintenance of a stringent code of conduct including penalties against indiscipline in the Clearing House •Management of government short term borrowings “Ways and Means advances” •Monitoring collection of government revenue in order to expedite the process.
1973	Director Bank Supervision , Bank of Uganda	Uganda	•Instituting and co-coordinating inspection programmes to ensure bank operational soundness, financial and economic stability. •Reviewing recommendations for approval of loans to protect banks against over exposure to a single client and monitoring their participation in the financing of priority sectors •Making recommendations for licensing of banks and credit institutions
1970-1973	Deputy Director, Bank Supervision (BoU)	Uganda	•Inspection of Commercial banks and credit institutions, •Making reports on viability of bank branches in up country locations •Making recommendations for granting loans submitted by commercial banks, •Reviewing returns of banks for compliance with various statutory regulations e.g. liquidity and cash reserve ratios etc.

Period	Employing organization and your title/position. Contact information for references	Country	Summary of activities performed relevant to the Assignment
1988-2006	Executive Director-PWICO	Uganda	- Monitoring performance of management - Interpretation of reports for Board - Miscellaneous assignments given by the Board  With a characteristic smile, Leo Kibirango (1st left) attends an African Re-insurance Conference in Libreville, Gabon 2023. Justice Geoffrey Kiryabwire (sitting) is intently listening in to the proceedings while Fred Magezi seems to be drawing out attention to the intricacies of the issues under discussion.
1991-1992	Managing Director, Sembule Investment Bank Limited	Uganda	- Presenting corporate policies to the Board - Taking overall charge of business promotion and improving public image - Being responsible for planning and development - Harmonizing the working relationship with chief Executives of other banks - Liaising with the Industry Regulator - Leadership and oversight

Period	Employing organization and your title/position. Contact information for references	Country	Summary of activities performed relevant to the Assignment
1990-1991	Special Advisor, Sembule Investment Finance Limited	Uganda	• Providing Advisory in starting and operating a credit Institution • Providing Advisory in turning the institution into an investment bank • Providing Advisory in starting and operating and Insurance Company
1991 to date	Lead Consultant, L.K Consultancy	Worldwide	L.K Consultancy website (https://lkconsultancy.co.ug/) • Organising consultancy missions/programmes on request. • Handles all Corporate Governance areas especially ○ Corporate Governance Training ○ Board performance Evaluations ○ Risk Management and Training ○ Business Strategy ○ Banking and Financial Management.  LK CONSULTANCY <i>Financial Sector Development Consultants</i>

Detailed tasks assigned on Consultant's Team of Experts:	Reference to Prior Work/Assignments that Best illustrates Capability to Handle the Assigned Tasks:	
	GENERAL	
	<i>Name of project:</i>	African Peer Review mechanism
	<i>Year:</i>	2009 & 2011
	<i>Country:</i>	Mozambique & Sierra Leone
	<i>Client:</i>	African Union
	<i>Main project features:</i>	• Status of Democracy and Political Governance; • Level of Economic Governance and Management; • Corporate Governance; and • Status of Socio-Economic Development.
	<i>Position held:</i>	Co-Consultant
	<i>Activities performed:</i>	• Data collection and analysis and stakeholder consultations • Peer learning (sharing experiences, identifying deficiencies, assessing capacity building needs) • Report production and Discussion with client.
	CORPORATE GOVERNANCE TRAININGS	
	<i>Name of project</i>	Board Induction
		
	L -R Prof. Joloba Moses (Ag. MD), Dr. Hawa Nalwoga (Chair Audit Committee), Mr. Henry Ssegujja (Board Committee Member), Mr. Fredrick Kibbedi (Board Committee Member), Mr. Sam Kugula (Mgt), Dr. Stephen Kiwuwa (Board Member), Prof. William Buwembo (Chair Board of Directors), Mr. Paul Lukiza (Board Member), Mr. Matovu Joseph (Trainer), Mr. Leo Kibirango (Trainer), Prof. Umar Kakumba (Board Member), Dr. Robert Kalyesubula (Board member), Ms. Sarah Nabwire (Mgt), Ms. Betty Namwase (Mgt), Ms. Justine Nakibuuka (Board Committee Member), Mr. Kezimbira Dafala (Mgt), Dr. Samuel Kirimunda (Mgt), Ms. Nakitto Christine (Mgt)	
	<i>Year</i>	2024
	<i>Country</i>	Uganda
	<i>Client</i>	Makerere University Biomedical Research Center

	<i>Main project features</i>	• Roles, functions & responsibilities of the Board - Board dynamics and effectiveness
	<i>Position held</i>	Lead Facilitator
	<i>Activities performed</i>	• Agreement on scope of training with Client • Document review • Consultant with Management. • Module presentation/delivery • Report writing and presentation to Client
		
	<i>Front Row, L -R (sitting)</i> Prof. Rubaire-Akiiki, GC Vice Chairperson; Aidahloi Syaushwa Mbabazi, GC Member; Dr. Sarah Nalule, GC Chairperso; Robert Baluku, GC Member and Principal UWRTI, Mr. Leo Kibirango, Facilitator; Dr. Margaret Driciru, GC Member; Rosie Agoi, GC Member.	
	<i>Back Row, L-R (standing)</i> Keren Muhindo, Information Officer; Nicholas Muhesi, Instructor and Head of the Wildlife Department; Emmanuel Okech, Principal Instructor; John Turyamwesimira, Dean of Students and GC Member; Bernard Tumusiime, Registrar; Willy Banura, Principal Instructor and Head of Estates Department; Herbert Muruhura, Principal Instructor and Head of Tourism Department; Michael Nuwenyesiga, Procurement Officer; Christopher Mukiruka, Accountant; Joel Ongom, Principal Instructor and Head of Natural Sciences' Department; Hon. Albert Oduman, Facilitator; Aggrey Rwetsiba, GC Member; Patricia Nuwagaba, Information Officer	
	<i>Year</i>	2024
	<i>Country</i>	Uganda
	<i>Client</i>	Uganda Tourism Board
	<i>Main project features</i>	• Role, functions & responsibilities of the board • Board dynamics & Groupthink
	<i>Position held</i>	Lead Facilitator
	<i>Activities performed</i>	• Discussion of scope of training with Client • Document review • Module presentation/delivery

		Report writing and presentation to Client
	Name of project	Council Induction
	Year	2021
	Country	Uganda
	Client	Makerere University Business School
	Main project features	• Overview: General CG Council effectiveness issues • Examine Role & relationship of the Council & Committees • Survey Council & Management issues • Discuss Council & Human Resource issues
	Position held	Lead Facilitator
	Activities performed	• Concurrence on scope of work • Document review • Module presentation/delivery • Report writing and presentation
	Name of project	Corporate Governance practices for effectiveness
	Year	2018
	Country	Uganda
	Client	Bank of India
	Main project features	• Discussion of Corporate Governance concepts • Role, function & responsibilities of boards in a financial institution • Outlining Board management relationship • Board effectiveness & Best Practices • Business-like meeting for effectiveness • Recommending Sustainability tips for leaders • Outlining Meeting etiquette
	Position held	Lead Facilitator
	Activities performed	• Agreement on scope of work with Client • Document review • Module presentation/delivery • Report writing and presentation
	BOARD EVALUATIONS	
	Name of Project	Board Performance Evaluation

		Evaluation of Statewide Insurance Company Board  The Chair, Eng. Martin Kasekende is 3rd from right (back row). The M.D Joseph Kiwanuka is front left. The Consultant, Leo Kibirango is in the middle flanked by Evelyn Nkalubo on his immediate right and Director Rosemary on his left (front row). Rose Taremwa is 1st right (Front row) while Florence Namagembe (G.M) is 2nd left (front row) next to M.D and Director Joseph Mugagga Ssengendo is 2nd right (front row), Co. Secretary Doreen Esaete is 3rd left (back row) (27th April 2022)
	<i>Year</i>	2026
	<i>Country</i>	Uganda
	<i>Client</i>	Statewide Insurance Company (SWICO)
	<i>Main project features</i>	1. Review of relevant literature on the company and also consult a few key stakeholders including the Board Chairman, Executive Director, CEO, the Company Secretary and others as may be deemed necessary. 2. Carry out the following interventions: a) Review and refine the Board Performance Evaluation tool b) Introduction of pre-evaluation training c) Facilitate Company Board Evaluation Exercise
	<i>Position held</i>	Lead Consultant
	<i>Activities performed</i>	• Review of Board Manual and relevant documents • Review and refine the Board Evaluation Tool • Submit tool to Board for approval • Receive and incorporate suggested comments • Submit final tool for adoption • Carryout performance Analysis and present and discuss Report with Client

	<i>Name of Project</i>	Board Performance Evaluation
		 <i>Extreme left is Mr. Samuel Rwentaro – Manager Audit, Ms. Clare Atuheirwe – Head Human Resources, Ms. Hellen Petronilla Masika – Deputy Executive Director, Ms. Mariam Ndibuza – Company Secretary, Behind her is Director CPA Odongo Milton A. Moses, next to Mariam is Director Amb. Agnes Kadama Kalibbala, behind the Ambassador is Director Gonzaga Mayanja, next to Ambassador on the left is Dr. Emmanuel Aliba Kiiza – Board Chairperson of MSC, next to him is Director Dr. Diana Nandagire Ntamu, behind the Board Chairperson is Mr. John Mwebembezi, Head Finance and Administration, Mr. Leo Kibirango - Consultant before Mr. John Peter Mujuni – Executive Director of MSC, behind him is Director Fredrick Twesiime Tabura, next to the ED is Mr. Joseph Tukamushaba – Head Business Technology, next is Mr. Gidson Ainamani – Head Business Development Services and lastly or 1st right is Mr. Peter Kibirango – Ag. Head Credit and Investments</i>
	<i>Year</i>	2025
	<i>Country</i>	Uganda
	<i>Client</i>	Microfinance Support Center
	<i>Main project features</i>	1. Review of relevant literature on the company and also consult a few key stakeholders including the Board Chairman, Executive Director, CEO, the Company Secretary and others as may be deemed necessary. 2. Carry out the following interventions: a) Review and refine the Board Performance Evaluation tool b) Conduct Pre-Evaluation Training c) Facilitate Company Board Evaluation Exercise d) Present to and discuss feedback Report with Client
	<i>Position held</i>	Lead Consultant
	<i>Activities performed</i>	• Review of Board Manual and relevant documents • Review and refine the Board Evaluation Tool

		• Submit tool to Board for consideration • Receive and incorporate suggested comments • Submit final tool for adoption • Conduct pre-evaluation training • Presentation to and discussion of feedback Report with Client.
		 L-R Dr.Edith Kateete(Corporation Secretary), Rt. Hon. Daniel Fred Kidega(Director), Leticia Nakiyimba (L.K Technical Assistant), George Runge(Director), Leo Kibirango (Consultant), Ms. Sarah Onyiru (Director), Ms. Esther Nabukwasi (Executive Secretary to the CS), Joseph Matovu (Consultant) and Aloysious Kaijuka(Deputy Corporation Secretary)
	<i>Name of project</i>	Board Performance Evaluation
	<i>Year</i>	2024
	<i>Country</i>	Uganda
	<i>Client</i>	Eclof-U
	<i>Main project features</i>	1. Review of relevant literature on the company and also consult a few key stakeholders including the Board Chairman, Executive Director, CEO, the Company Secretary and others as may be deemed necessary. 2. Carry out the following interventions: a. Review and refine the Board Performance Evaluation tool b. Facilitate Company Board Evaluation Exercise
	<i>Position held</i>	Lead Consultant
	<i>Activities performed</i>	• Review of Board Manual and relevant documents • Review and refine the Board Evaluation Tool • Submit tool to Board for consideration • Receive and incorporate suggested comments

		• Submit final tool for approval • Conduct Pre-Evaluation training • Present feedback Report to Client
		 The Chairman of the Board Eng. Dr. Silver Mugisha is 7th from left (front row), The Executive Secretary Mr. Onesmus Oyesigye is 2nd from right (front row) and the Consultant Mr. Leo Kibirango standing on the steps (right).
	<i>Name of Project</i>	Board Performance Evaluation
	<i>Year</i>	2022
	<i>Country</i>	Uganda
	<i>Client</i>	UBTEB
	<i>Main project features</i>	1. Review of relevant literature on the company and also consult a few key stakeholders including the Board Chairman, Executive Director, CEO, the Company Secretary and others as may be deemed necessary. 2. Carry out the following interventions: a) Review and refine the Board Performance Evaluation tool b) Facilitate Company Board Evaluation Exercise
	<i>Position held</i>	Consultant
	<i>Activities performed</i>	• Document Review • Preparation and securing approval of tool • Administration of the tool and guidance of Board in filling the questionnaire • Receive and incorporate suggested comments • Submit final tool for adoption • Conduct Pre-Evaluation training • Present and discuss feedback Report

PREPARATION OF COMPANY DOCUMENTS	
<i>Name of project:</i>	Board Charter Review
<i>Year:</i>	2022
<i>Country:</i>	Uganda
<i>Client:</i>	NWSC
<i>Main project features:</i>	Board Charter updating
<i>Position held:</i>	Lead Consultant/Team Leader
<i>Activities performed:</i>	• Information gathering and updating • Consultation with Board and Management • Developing of various codes including: —Conflicts of interest —Code of Ethics • Production of meeting rules to ensure effective meetings. • Development of a Board/Committee Evaluation template • Report writing, presentation to and discussion with Client
<i>Name of project:</i>	Salary Compensation Review
<i>Year:</i>	2013
<i>Country:</i>	Uganda
<i>Client:</i>	Uganda Energy Credit Capitalization Company
<i>Main project features:</i>	Reviewing staff salary structure of the Institution
<i>Position held:</i>	Team Leader
<i>Activities performed:</i>	• Planning & scope setting • Data collection and audit • Job evaluation and internal equity • Market benchmarking • Design and modelling • Report writing and presentation
<i>Name of project:</i>	Rightsizing of Staff
<i>Year:</i>	May 2011
<i>Country:</i>	Uganda
<i>Client:</i>	Bank of Uganda
<i>Main project features:</i>	Aligning staff to roles
<i>Position held:</i>	Team Leader

	<i>Activities performed:</i>	• Preparation and document review • Strategic planning (setting targets) • Data and workforce analysis (skills audit, span of control review, cost modelling, redundancy mapping) • Setting the Bank's organization design (designed new structure, job evaluation, grading, selection criteria) • Stakeholder engagement (Board & shareholder alignment, staff consultation, management briefing etc) • Report writing and presentation to Client
	<i>Name of project:</i>	Amelioration of Operational Manual
	<i>Year:</i>	1998
	<i>Country</i>	Uganda
	<i>Client:</i>	Post Bank Uganda Ltd
	<i>Main project features:</i>	Amelioration of Post bank Operational Manual and making proposals for internal regulations
	<i>Position held:</i>	Team Leader
	<i>Activities performed:</i>	• Review of draft operational manual for its adequacy and consistency with financial legislation and banking practice. • Assessment of Post Bank intended scope of operations, products and delivery mechanisms • Examination of Post Bank proposed Organisational structure reporting responsibilities and the extent to which the Manual ensures smooth flow of work between Departments. • Analysis of linkage mechanism of Post Bank financial services with the legislative and regulatory framework for financial Institutions in Uganda. • Report writing, presentation to and discussion with Client.

DIRECTORSHIPS AND MEMBERSHIPS TO ECONOMIC ASSOCIATIONS:

- Chairman Independent Development Fund (2017)
- Chairman the Financial Intelligence Authority of Uganda 2015 – 2021



FIA Second Board of Directors L-R front row: Leo Kibirango, Chairman, Patricia Mutesi Director, Patrick Ocailap, Director, Back row: L-R Titus Mulindwa Director, Grace Akulo Director, Sydney Asubo, ED, Brenda Mahoro A.g. Secretary, Michael Tukei D/ED

- *President Radio Maria 2014- 15*



H, E. Y.K.Museveni, President of Uganda, Bishop Emeritus Lugazi Rt. Rev. Mathias Sekamanya, Hon Capt. Francis Babu (2nd Right & Leo Kibirango (1st Right)

- President of the Institute of Corporate Governance of Uganda (2006 – 2013)



*Institute of Corporate Governance held at Hotel Equatoria Kampala from 1st to Nov 2006
L-R standing Leo Kibirango(President), Right: Vincent Kaheeru (CEO), Left Capt. Gad Gasatura (Board Member)*

- Chairman, Software Applications, a Madhvani Group of Company (2007 -2015)
- Deputy Chairman of the Uganda Institute of Bankers and Financial Services, (2014)
- Member Audit Committee, PSFU, 2006 to 2009
- Director National Chamber of Commerce and Industry (2001)



Leo Kibirango (Left), clears a point with President of National Chamber of Commerce (UNCCI), Olive Zaitun Kigongo (2001)

- Director and Chairman, Finance Committee, Pride Uganda 2001 to 2005
- Chairman Interim Council of Kampala Stock Exchange, 1989- 1995
- Pioneer Chairman, Uganda Martyr's University Development Fund (1993 to 1997)
- Member of the Task Force on Uganda Economy (Presidential Advisory Forum), 1992 to 1995
- Pioneer Director of the Non- Performing Assets Recovery Trust (NPART) (1995-1998)
- Chairman Sembule Investment Bank Ltd (1994)
- Director Rwenzori Properties Ltd (1994 -1999), (co-owned by CDC, DFCU and Pwico).
- Director Standard Chartered Bank Uganda Ltd (1989 -1991)
- Director Kampala Hospital (1991 to 2013)
- Chairman Capital Market Authority (1996 – 2005)



The then Vice President of Uganda, Dr Specioza Wandira Kazibwe, launched the improved USE trading floor. She is flanked by Geoffrey Onegi Obel, the then Chairman of USE. On her left is Japheth Katto, CEO CMA. On the extreme left is Leo Kibirango and USA Treasury Advisor to Government, William Thomas Cotter at the back. Mid back row is Ms Candy Wekesa, CMA Legal Manager and Sam Rutega.

- President Uganda Institute of Bankers (1978 -1986),(obtained BOU support; initiated and secured Institute corporatization).
- Alternate Governor of the IMF to the Minister of Finance who was the substantive governor (1981 -1986)
- Chairman Total Petroleum Transport Association (1987 -2005) (Initiated Association from scratch, developed its MEMARTS and opened operational Accounts)

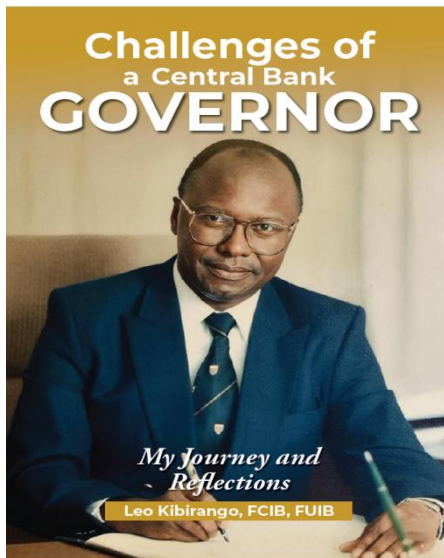
Membership in Professional Associations

- Fellow the Chartered Institute of Bankers, London
- Fellow the Uganda Institute of Banking & Financial Services

- President Emeritus of the Institute of Corporate Governance
- Honorary Associate and Member of the Uganda Insurance Institute.

Publications

- Challenges of a Central Bank Governor, My Journey & Reflections, 2024



In this book, Leo shares a true story of how he, as an ordinary citizen, joined the banking industry and rose from the bottom to the position of Governor; the highest post in the sector. He had no idea this was the career path designed for him for a significant portion of his life. His story of struggle to attain excellence at all stages and, above all, to operate with the utmost integrity is a big lesson to all aspiring bankers and existing professionals: that with determination and God's grace, there is nothing impossible. According to the common saying "we take the first step and God takes a thousand more," blessings all.

- Various publications in Financial Sector Journals including;
 - **Sustainable Wealth Creation of ICGU**
 - *Business continuity planning: The only way forward, Vol.12 May 17th 2018*
 - *Good Governance is good Business: Well, where is the evidence, Vol. 12 Oct 2013*
 - *To ignore Corporate Governance is a perilous journey to instability, Vol 10. Aug 2011*
 - *Money laundering- why the hullabaloo? Vol.9. June 2010*
 - *Conflict of interest! A corporate nightmare in enterprise governance development, Vol, 9. June 2010*
 - **The Journal, the Capital Markets Authority publication,**
 - *Debt vs Equity in Uganda, A Bird's Eye View, Vol. 6. No. 2. 2nd Quarter 2003*
 - *The Financial Sector, the Engine for Private Sector Development, Vol.5 Mar 2002*
 - *Opportunities for alternative financing in Uganda, Vol.4 Feb/Jun 2001*

- *Securities markets: a reliable and credible source of low-cost capital Vol 4. No1 Jan/Mar 2000*
- *Good Corporate Governance, the way to the new millennium Vol.3. No.2 Apr/Dec 1999*
- *Banking Industry in Uganda, so much done, a lot more to be done., vol.3 No. 1 Jan/Mar 1999*
- **The Ugandan Banker, a publication of the Institute of Banking and Financial Services**
 - *A professional Code of Conduct for Bankers- Is it Dispensable? Vol 10. No.3 Sept 2002*
- **The Exchange, the EA Securities Exchanges publications**
 - **“The Wittiest, rather than the fittest, will survive in business”** a paper introducing the theme of the Journal viz sustaining a Competitive Business, published in Sustainable Wealth Creation of the ICGU, Vol.7, April 2007.
 - **“Does Corporate Governance Impact on Economic Development”** a paper in Sustainable Wealth Creation, Vol. 8, October 2009.
 - **“Between a Rock and a Hard Place”** a paper on company directors caught in the crosshairs of competing and conflicting interests of shareholders, staff and regulators; published in The Exchange, Quarter 2 2007.
 - **“From Control to Liberalization, a Gruesome Journey”** a paper on the ups and downs of transiting from a controlled to a liberalized exchange rate, appearing in the Bank of Uganda, 40 Years of Service, 2006.
 - **“Corporate Fraud: An insider job”** published in **Sustainable Wealth Creation** a quarterly Journal of the Institute of Corporate Governance Uganda, the October – December 2005 issue.
 - **“Corporate social Responsibility (CRS) for Greater prosperity”** published in **Sustainable Wealth Creation** a quarterly Journal of the Institute of Corporate Governance Uganda, the July-September 2005 issue.

- **“Securities Market”**, a reliable and credible secure of low-cost capital published in the Capital Markets Authority Journal volume 3 No. 3 (Uganda), January–March 2000.
- **“Good Corporate Governance”** published in the Capital Markets Authority Journal, volume 3 No.2 (Uganda) April -December 1999.
- **“Banking in Uganda”** in the Capital Markets Authority Journal volume 3 No. 1 (Uganda) (January to March 1999)
- Contributed an article on **“Banking in Uganda: Is there room for Ethics?”** in a Book by Uganda Martyrs University Nkozi, Uganda called Business Ethics in the African Context today (1999)
- **“The Need for a Discount House in Uganda”** 1995. Produced jointly with Dr Louis Kasekende (Deputy Governor Bank of Uganda)

Language Skills (indicate only languages in which you can work):

English: Fluent (speaking, reading, writing).

Expert’s contact information

E-mail: kibirangoleo@gmail.com Phone: +256-772 505 772

Leo Kibirango

Name of Expert



Signature

----- 27th April 2026
Date

Leo Kibirango

Name of authorized
Representative of the Consultant
(the same who signs the Proposal)



Signature

----- 27th April 2026
Date