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24 - 25 AUGUST 2026

AFRICA STATE-OWNED ENTERPRISES

CORPORATE GOVERNANCE

SUMMIT

THE MASLOW HOTEL, SANDTON, JOHANNESBURG, SOUTH AFRICA

Corporate Governance as a Tool for Transforming African SOEs into Global Competitors

EVENT SUMMARY

Event Dates	24 - 25 August 2026
Event Venue	The Maslow Hotel Sandton, Johannesburg, South Africa
Starting Times	08h00 daily
Event Format	Plenary keynote addresses and expert presentations, thematic break-aways, and case study war rooms
Cuisine	Teas and lunches
Investment	Normal - US\$899 per delegate Investment covers all summit materials, teas, and lunches. Accommodation and travel are for the delegate's own account. Substitute delegates are permitted.
Value Proposition	<ul style="list-style-type: none">- Transition from the "Treasury Drain" label to "National Asset."- Safeguard the social contract.- Gain AfCFTA readiness and strategic sovereignty.- Learn about depoliticised stability for long-term investment.
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OVERVIEW

THE CONTEXT - A NEW ERA OF STATE OWNERSHIP

State-Owned Enterprises (SOEs) in Africa are currently at a defining crossroads. The binary choice between perpetual reform and immediate privatisation has proven insufficient for the continent's complex socioeconomic realities. While efficiency is a fiscal necessity, public service accessibility remains a non-negotiable social contract, particularly in low-income and developing economies.

As nations move towards the African Continental Free Trade Area (AfCFTA), the performance of these entities is no longer just a domestic concern, but a continental economic imperative.

THE VISION - LEADING THE GLOBAL SOUTH

This Summit serves as a collaborative engine and high-level forum to explore the

most successful pathways for State-Owned Enterprise (SOE) excellence. The Summit will interrogate the viability of a “Third Way” - a hybrid governance frontier fusing private-sector agility with state accountability - and analyse proven institutional frameworks like the Rwanda model and other home-grown African success stories. The Summit is not a platform to debate if change is needed, but to actively establish which diverse, implementable models best lead the transition toward enterprises that are both financially resilient and socially responsible.

CORE OBJECTIVES AND EXPECTED OUTCOMES

The summit aims to move beyond rhetoric to provide delegates with a Governance Toolkit focused on:

- **Professionalising the Shareholder:** Strengthening the capacity of

government ministries to act as sophisticated, non-interfering investment partners.

- **Depoliticising the Board:** Designing merit-based appointment frameworks that insulate strategic entities from ideological shifts and patronage.
- **The Social Mandate Clause:** Engineering "Universal Service Obligations" into corporate charters to ensure that efficiency gains do not lead to price shocks for vulnerable citizens.
- **Fiscal Resilience:** Sharing turn-around strategies that reduce the burden on national treasuries and turn SOEs into net contributors to the GDP.

SUMMIT FORMAT

This Summit is structured as a solutions lab. The programme features:

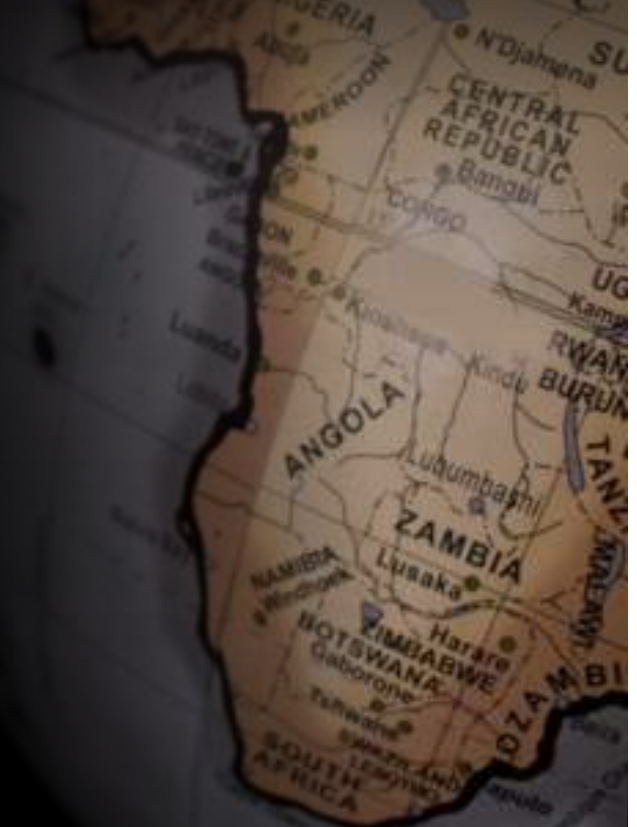
- **The Excellence Sequence:** A roadmap for moving an SOE from Crisis Management to Investment-Ready status.
- **Case Study War-Rooms:** Closed-door sessions led by architects of the Rwanda, Ethiopia, and Kenya models to share how to successfully navigate behind-the-scenes reform challenges.
- **The Africa SOE Excellence Playbook:** A recommended suite of practical governance strategies and implementation toolkits to be shared with regional bodies for possible adoption as a benchmark for continental excellence.

TARGET AUDIENCE

The Summit is an invitation-only gathering curated specifically for high-

level practitioners and decision-makers who hold the levers of institutional change. The audience profile includes:

- **Board Chairpersons and Non-Executive Directors:** Seeking to modernise board oversight, strengthen independence, and implement merit-based leadership.
- **CEOs and C-Suite Executives:** Focused on operational turnaround, fiscal resilience, and shifting from state-dependency to commercial viability.
- **Ministry Directors and Senior Government Officials responsible for State-Owned Enterprises:** Evaluating diverse restructuring pathways.
- **Institutional Investors and DFIs:** Identifying Governance-Ready SOEs for sustainable investment and infrastructure partnerships.
- **Regulators and Auditors-General:** Establishing the benchmarks for transparency and protecting the public interest in evolving economies.



PROGRAMME OVERVIEW

This Summit serves as a collaborative engine and high-level forum to explore the most successful pathways for State-Owned Enterprise (SOE) excellence. Structured as a transformation suite, the programme moves beyond rhetoric to provide delegates with a modular toolkit of practical governance strategies.

DAY 1: THE EXCELLENCE SEQUENCE

Focus: Professionalising the State-Enterprise Interface

08h00 | Registration and Networking

- Welcome coffee and distribution of delegate materials.

09h00 | Opening Remarks: The Summit Vision

- Corporate governance as the vehicle for transitioning toward financially resilient and socially responsible enterprises.

09h30 | Plenary: Beyond Compliance

- Harnessing international outcomes (such as King IV) to build purpose-driven and resilient African SOEs.

10h00 | Technical Session: The Sovereign Shareholder

- Strengthening the capacity of government ministries to act as sophisticated, non-interfering investment partners.

11h15 | Legal Frameworks for Depoliticisation

- Designing merit-based appointment frameworks to insulate strategic entities from ideological shifts and patronage.

11h45 | Case Study: Institutional Transformation

- Analysing the Rwanda model and other home-grown institutional frameworks for rapid transformation.

12h15 | Technical Session: AfCFTA and SOE Integration

- Leveraging national ports, rail, and airlines for continental economic integration.

14h00 | Panel Discussion: The Governance-Investment Link

- Identifying the specific requirements for governance-ready SOEs to attract sustainable investment and infrastructure partnerships.

15h00 | Transparency and Oversight Benchmarks

- Establishing benchmarks for transparency and the role of Auditors-General in protecting the public interest.

PROGRAMME OVERVIEW

15h30 | Day 1 Recap and Strategy Synthesis

- Summary of the roadmap for moving an SOE from crisis management to investment-ready status.
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DAY 2: THE GOVERNANCE TOOLKIT

Focus: Sustainability and Regional Economic Integration

08h30 | Opening Remarks: The ESG Core Strategy

- Integrating ESG into the core strategy of African SOEs to drive sustainable value.

09h00 | Keynote: Achieving Fiscal Resilience

- Turnaround strategies to move SOEs from treasury burdens to net GDP contributors.

09h30 | Scaling Sovereign Wealth Models

- Strengthening fiduciary oversight and scaling sovereign wealth models for commercial viability.

10h30 | Innovation: The Digital Oversight Frontier

- Real-time performance monitoring via AI and data analytics.

11h00 | Case Study - The Kenya Model

- Candid troubleshooting regarding large-scale utility reforms and market-readiness.

11h30 | Case Study - The Depoliticisation Blueprint

- Lessons from Zambia's recent SOE reform journeys and the path towards commercial viability.

12h15 | Masterclass: The Excellence Playbook

- Implementing the modular toolkit of practical governance strategies.

13h30 | Summit Resolutions and Way Forward

Collaborative session to establish implementable models for continental excellence.

14h00 | Networking Lunch and Official Conclusion

- End of summit and final networking opportunity.