AFRICA
STATE-OWNED ENTERPRISES
CORPORATE GOVERNANCE SUMMIT

NEW VENUE

24-26 AUGUST 2026
AVANI MASERU HOTEL
12 ORPEN ROAD, MASERU
LESOTHO

Corporate Governance as a Tool For Transforming African SOEs Into Global Competitors

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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 choices 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 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 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 vulenerable citizens
- **Fiscal Resilience:** Sharing turn-around strategies that reduce the burden on national treasuries and turn SOEs into net contributors to the GDP.

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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 SOEs:** Evaluating diverse restructuring pathways
- Institutional Investors and DFIs: Identifying Governance-Ready SOEs for sustainable investment and infrastructure partnerships
- Regulators and Auditor-Generals: Establishing the benchmark for the public interest in evolving economies.



TOURING THE KINGDOM

On the 3rd day of the Summit, the participants will get an opportunity to tour the some of the iconic places in the Kingdom of Lesotho.





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