



**CITADEL AKADEMIE**  
A CITADEL EXZELLENZ GROUP COMPANY

**EXECUTIVE DEVELOPMENT PROGRAMME · AFRICAN SOE LEADERSHIP**

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# Strategic Governance

and Board Leadership  
*for State-Owned Enterprises*

**1st - 4th September, 2026**

**England, United Kingdom**

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**SECURE YOUR SEAT — PLACES ARE STRICTLY LIMITED**

Nominations & Enquiries: AADFI · [info@adfi-ci.org](mailto:info@adfi-ci.org) | Tel: +225 27 22 527 940

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*Collaborating with St Andrews Lean Consultancy, United Kingdom*

**PROGRAMME AT A GLANCE**

# Programme Overview

● **DURATION**

3.5 Days – Intensive Residential

● **DATES**

**1st - 4th September, 2026**

● **LOCATION**

**England, United Kingdom**

● **FORMAT**

In-Person, Highly Interactive & Experiential

● **CERTIFICATION**

Programme Certificate of Completion

● **ORGANISER**

AADFI · Citadel Akademie

● **AUDIENCE**

Board Chairs, Executive and Non-Executive Directors, CEOs, CFOs,  
and senior officials with SOE oversight responsibilities

**SECTOR FOCUS**

ENERGY

TRANSPORT

INFRASTRUCTURE

FINANCE

NATURAL RESOURCES

SECURITY AGENCIES

*Governance failure is not a technical problem. It is a leadership problem.*

*This programme addresses both — with precision, depth, and African institutional context.*

— PROGRAMME STRATEGIC INTENT

## BACKGROUND & RATIONALE

# Strategic Intent & Executive Context

## STRATEGIC INTENT AND POSITION

This programme is positioned to address governance and leadership deficits in African State-Owned Enterprises (SOEs) – entities operating in strategically vital sectors such as energy, transport, infrastructure, finance, and natural resources. It addresses the core tension of the SOE mandate – balancing national development objectives with commercial viability – by building capability in strategic governance, oversight, and decision-making.

The programme targets the root causes of SOE underperformance: governance failures, unclear accountability, and blurred boundaries between oversight and management, rather than technical skills gaps. It combines conceptual rigour with applied learning grounded in African institutional realities.

*When oversight and management blur, institutions fail — and nations pay the price. Clarity of role is not bureaucracy; it is the architecture of accountability.*

## EXECUTIVE CONTEXT

African SOEs operate across critical sectors under sustained pressure from competing stakeholder expectations, political interference, weak internal controls, and heightened fiscal and reputational risk. Boards and executives routinely navigate environments where oversight and management boundaries are poorly defined, and where strategic decisions carry significant public consequence.

This programme speaks directly to those operating conditions, equipping leaders to exercise stronger board judgement, define roles with greater clarity, and embed governance and operational processes that are fit for the complexity of the SOE environment.

*African SOEs don't need more rules — they need leaders who understand the difference between governance and management, and who can act accordingly, even under pressure.*

**WHAT PARTICIPANTS WILL ACHIEVE**

# Programme Objectives

By the end of the programme, participants will be better equipped to:

**GOVERNANCE BOUNDARIES**

Exercise strategic oversight while maintaining clear separation between ownership, governance, and management roles.

**STRATEGIC EVALUATION**

Assess organisational strategy through risk, capability, sustainability, and public value lenses.

**BOARD-MANAGEMENT RELATIONS**

Strengthen working relationships via role clarity, constructive challenge, and performance oversight.

**RISK & INTEGRITY**

Identify and address governance, integrity, and accountability risks proactively.

**EMERGING ISSUES**

Engage confidently with digitalisation, AI, cybersecurity, and climate-related risk.

**BOARD EFFECTIVENESS**

Improve board dynamics, decision processes, and leadership practice under pressure.

**OPERATIONAL EFFICIENCY**

Apply Lean continuous improvement methodology to optimise organisational operations and value delivery.

**GOVERNANCE FAILURE PATTERNS**

Recognise recurring governance failures in African SOEs and understand how board practices can reinforce or mitigate them.

**POLITICAL & INSTITUTIONAL RESILIENCE**

Navigate political, stakeholder, and institutional pressures through clearer governance boundaries and robust strategic oversight.

**PROGRAMME STRUCTURE, CONTENT & EXPERIENTIAL LEARNING**

# The 3.5-Day Journey — *Days 1 & 2*

**DAY 1**

## Governing Complex Systems

*Focus: Understanding the governance environment in which SOEs operate*

- ▶ The SOE as a hybrid institution combining public mandate, commercial discipline,
- ▶ Ownership structures, oversight arrangements, and the distribution of authority
- ▶ Formal roles and informal influence in strategic decision-making
- ▶ Board responsibility, fiduciary duty, and reputational exposure

**⚓ EXPERIENTIAL ANCHOR: SOE GOVERNANCE MAPPING EXERCISE**

Participants work in facilitated groups to construct a live governance map of an SOE context – examining governance as it operates in practice.

**DAY 2**

## Strategy, Risk, and Board-Level Judgement

*Focus: Evaluating strategy and risk at board level*

- ▶ The board's role in strategic oversight and evaluation
- ▶ Distinguishing strategic ambition from organisational capability
- ▶ Financial exposure, debt, guarantees, and fiscal risk from a board perspective
- ▶ Managing trade-offs between performance, resilience, and public value

**⚓ EXPERIENTIAL ANCHOR: BOARD STRATEGY STRESS-TEST**

A structured strategy evaluation exercise based on a realistic SOE strategic scenario – examining strategic coherence, capability realism, and financial resilience.

**PROGRAMME STRUCTURE, CONTENT & EXPERIENTIAL LEARNING**

# The 3.5-Day Journey — *Day 3 & 3.5*

**DAY 3 — MORNING**

## **Integrity, Technology, and Board Effectiveness**

*Focus: Strengthening governance practice in evolving risk environments*

- ▶ Integrity, ethics, and accountability as governance design issues
- ▶ Board responsibility for digital transformation, AI, and cybersecurity
- ▶ Board–management dynamics, executive oversight, and performance evaluation
- ▶ Chair and board leadership in moments of pressure and uncertainty

⚓ **EXPERIENTIAL ANCHOR: BOARD CRISIS AND DECISION-MAKING SIMULATION**

**DAY 3 — AFTERNOON**

## **Operational Excellence and Continuous Improvement**

*Focus: Strengthening performance through Lean management principles*

- ▶ Lean continuous improvement principles in public and state-owned organisations
- ▶ Process efficiency, waste reduction, and value creation
- ▶ Continuous improvement as a leadership and management capability
- ▶ Aligning operational improvement with governance and strategic priorities

⚓ **EXPERIENTIAL ANCHOR: CONTINUOUS IMPROVEMENT DESIGN EXERCISE**

**DAY 3.5 — MORNING**

## **Embedding Lean Capability in SOEs**

*Focus: Sustaining improvement and linking operations to governance outcomes*

- ▶ Establishing and sustaining a continuous improvement capability
- ▶ Governance oversight of operational performance and improvement initiatives
- ▶ Linking Lean initiatives to accountability, transparency, and risk management
- ▶ Board and executive roles in enabling improvement without overreach

⚓ **EXPERIENTIAL ANCHOR: LEAN IMPLEMENTATION PLANNING WORKSHOP**

**PROGRAMME FACILITATOR**

# Dr Sandra *Romenska*

Associate Professor in Leadership and Leadership Development

Dr. Sandra Romenska is an Associate Professor in Leadership and Leadership Development at one of the topmost leading universities in Europe and an executive coach and leadership consultant with over 20 years of international experience, having worked with 500+ senior leaders across 50+ organisations, including SOEs, in more than 15 countries.



Her practice spans executive coaching, board-level leadership development, senior team development, and large-scale governance programmes for complex, high-stakes organisations – delivered in partnership with institutions including Harvard Business School, the Institute of Directors UK, and Save the Children UK.

She has held senior leadership roles including Deputy Head of School and Programme Director at her university, while also serving as Visiting Senior Lecturer on the Executive MBA at the American University in Bulgaria, External Examiner at Northumbria University Business School, and a Principal Consultant at Citadel Akademie.

A sought-after international keynote speaker and facilitator, she has addressed UNESCO, the World Universities Forum at Davos, and the PMI Global Congress. She holds a DPhil from the University of Oxford and an MA from the University of Warwick.

<p><b>20+</b> Years Experience</p>	<p><b>500+</b> Senior Leaders</p>	<p><b>50+</b> Organisations</p>	<p><b>15+</b> Countries</p>
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**KEY INSTITUTIONAL PARTNERSHIPS**

Harvard Business School	Institute of Directors UK	Save the Children UK	University of Oxford
UNESCO	PMI Global Congress	Citadel Akademie	

**PEDAGOGY & FACILITATION**

# Learning Approach & Programme Leadership

**LEARNING APPROACH**

The programme integrates expert input, facilitated discussion, experiential learning, and peer exchange. Emphasis is placed on reflective practice, applied judgement, and transferability to participants' own governance contexts. Participants are encouraged to bring current challenges and questions directly into the learning process.

**FOUR LEARNING PILLARS**

- **Expert Input**  
Senior faculty with deep governance & leadership expertise
- **Experiential Learning**  
Live simulations, stress-tests & governance mapping
- **Peer Exchange**  
Facilitated dialogue among African SOE leaders
- **Reflective Practice**  
Grounded in participants' real institutional contexts

**PROGRAMME LEADERSHIP**

The programme is co-designed and co-facilitated by senior faculty with expertise in strategic governance and board effectiveness, leadership and organisational decision-making, Lean management and continuous improvement, and complex organisational systems and public institutions. The design reflects current research and practice in board effectiveness, strategy evaluation, and governance under constraint.

*The institutions that will define Africa's next chapter are not the ones with the most resources — they are the ones with the strongest governance. That work begins in the boardroom.*

— PROGRAMME LEARNING PHILOSOPHY

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