



Citadel **Exzellenz**

EXECUTIVE DEVELOPMENT PROGRAMME • AFRICAN SOE LEADERSHIP

Strategic Governance

and Board Leadership

for State-Owned Enterprises

9th – 12th December, 2026

Reading, England, United Kingdom

SECURE YOUR SEAT — PLACES ARE STRICTLY LIMITED

Nominations & Enquiries: AADFI • 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

9th – 12th December, 2026

LOCATION

Reading, England, UK

FORMAT

In-Person, Interactive & Experiential

CERTIFICATION

Programme Certificate of Completion

ORGANISER

AADFI · Citadel Exzellenz

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 and 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

LEAD 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 Exzellenz.

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.



20+

Years Experience

500+

Senior Leaders

50+

Organisations

15+

Countries

KEY INSTITUTIONAL PARTNERSHIPS

Harvard Business School

Institute of Directors UK

Save the Children UK

University of Oxford

UNESCO

PMI Global Congress

Citadel Exzellenz

PROGRAMME CO-FACILITATORS

Programme

Co-Facilitators



Mark Robinson

Managing Director, St Andrews Lean Consulting
Lean & Continuous Improvement Specialist

Mark Robinson is the Managing Director of St Andrews Lean Consulting and a leading practitioner in the application of Lean continuous improvement methodology across universities and public-sector organisations worldwide. He has delivered Lean training and advised on Lean teams in Australia, Germany, Ghana, Ireland, Malaysia, New Zealand, the UK, and the USA.

Mark has authored publications including *Become Lean* (2022) and contributed to *Global Lean for Higher Education* (Taylor & Francis) and *Operational Excellence Case Studies in Higher Education* (Emerald, 2025). He holds a BA (Hons) from Victoria University and a PGDip from Massey University, New Zealand.

For this programme, Mark leads the Lean and Operational Excellence sessions on Day 3 (Afternoon) and Day 3.5.



Dr Onyedika A. Igbokwe

Programme Director & Coordinating Facilitator
Citadel Exzellenz

Dr. Onyedika Anthony Igbokwe is an Assistant Professor in Structural Geology, GIS and Project Management at one of the topmost leading universities in Europe. He is also the Programme Director and Lead Instructor for Data Science, GIS, and AI Business Leadership Strategies at Citadel Exzellenz.

With over 15 years of experience in GIS-based decision analysis, team and people management, and emotional intelligence, Onyedika has trained and inspired 400+ executive and senior leaders across energy and government sectors in 10+ countries and 20+ institutions.

He is a Fellow of the Higher Education Academy (FHEA) and an Erasmus Mundus Scholar. He holds three MSc degrees – Geospatial Technologies (Münster, Germany), Water & Environment Management (Loughborough, UK), and Resources & Energy (Bochum, Germany) – and a PhD in Structural & Carbonate Geology (Ruhr University Bochum, Germany).

For this programme, Onyedika serves as Programme Director and Coordinating Facilitator.

20+

Countries

50+

Institutions

3

Publications

15+

Years

400+

Leaders

10+

Countries

20+

Institutions

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.

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. Sessions are delivered by Dr Sandra Romenska, Mark Robinson, and Dr Onyedika A. Igbokwe.

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



— REGISTRATION & CONTACT

Secure Your Seat

— *Places Are Strictly Limited*

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Certification	Programme Certificate of Completion

ORGANISED BY

Association of African Development Finance Institutions (AADFI) in partnership with Citadel Exzellenz, Germany, collaborating with St Andrews Lean Consultancy, United Kingdom.

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