**Transforming African State - Owned Enterprises: Best Practices in Management, Finance and Operations**

**Course Description**

This course offers an in-depth exploration of the management, governance, and operational issues faced by state-owned enterprises (SOEs) in Africa. It delves into the strategic importance of these enterprises in economic development, their organizational structures, governance, and the necessary reforms to improve their efficiency and sustainability across the continent. Additionally, the course provides comparative insights into SOEs in Ghana, Africa, and other global economies.

**Course Lecturer**: Dr. Benjamin Amoah

**Guest Lecturers**: Mr. Simon Madjie & Professor Michael Kpessa - Whyte

**Course Objectives**

By the end of this course, students should be able to:

1. Discuss the role and significance of state enterprises in national economic development.
2. Analyze the historical and contemporary role of State-Owned Enterprises in African economies.
3. Analyze different models of state enterprise management and governance.
4. Identify key governance challenges and best practices in SOE management in Africa.
5. Examine challenges related to corruption, bureaucracy, and inefficiency in state enterprises and propose solutions.
6. Evaluate public sector reforms and privatization strategies.
7. Develop strategies to enhance transparency, accountability, and efficiency in SOEs.
8. Evaluate performance measurement tools such as Key Performance Indicators (KPIs).
9. Compare the performance of SOEs in Ghana with global best practices.
10. Compare African SOEs with global benchmarks to identify lessons applicable to local contexts.
11. Develop and present policy recommendations for SOE reform in African countries.

**Teaching Methods**

The course will feature a combination of lectures and interactive discussions, case studies, group discussions, and expert guest lectures.

**Course in Weeks**

**Week 1:** Definition and types of state enterprises, the role of SOEs in economic development, differences between public and private sector management

**Week 2:** Historical Context of SOEs in Africa, the significance of SOEs in Economic development

**Week 3:** Corporate governance in state enterprises, board composition and decision-making, the role of government oversight and regulation

**Week 4:** Budgeting and financial planning for SOEs, revenue generation and cost management, financial reporting and accountability

**Week 5:** Challenges facing state enterprises in Africa, bureaucracy and inefficiency political interference and corruption human resource management challenges

**Week 6:** Privatization vs. Reform: Weighing the Options, privatization and public-private partnerships (PPPs), PPP models and their applications in Africa, impact of privatization on service delivery and economic growth, historical perspectives on public sector reforms in Ghana

**Week 7:** Key performance indicators (KPIs) for SOEs, benchmarking SOEs against global best practices

**Week 8:** Case studies of State Enterprises in Ghana and Beyond, turning around Bulk Oil Storage and Transportation Company Ltd Ghana, comparative analysis of SOEs in Africa and Europe, lessons from successful and failing SOEs

**Week 9:** The Future of State Enterprises: the role of SOEs in the modern global economy.

**Week 10:** Guest Lecturer 1

**Week 11:** Guest Lecturer 2

**Week 12:** Corporate Social Responsibility (CSR) in SOEs, Green Energy and Sustainable Development Goals (SDGs), Climate Change Adaptation Strategies for SOEs.

**Week 13:** Term Paper Presentation

**Recommended Reading List**

1. Shirley, M. (1996). Bureaucrats in business: the economics and politics of government ownership.
2. World Bank Publications. (2014). *Corporate governance of state-owned enterprises: A toolkit*. World Bank Publications.
3. Megginson, W. L., & Netter, J. M. (2001). From state to market: A survey of empirical studies on privatization. *Journal of economic literature*, *39*(2), 321-389.
4. OECD. (2015). "Guidelines on Corporate Governance of State-Owned Enterprises."
5. Oqubay, A. (2024). The Strategy and Governance of SOEs in Africa: Lessons Learnt and Policy Implications. SARChI Industrial Development Working Paper Series WP 2024-01. SARChI Industrial Development, University of Johannesburg.

**Case Study**

Agbloyor Elikplimi Komla, Baah Kusi, et (2024), Turning Bulk Oil Storage and Transportation Company Ltd Ghana into a profit-making SOE

**Course Lecturer:**

**Benjamin Amoah**

Benjamin Amoah is a Senior Lecturer at the Department of Finance, University of Ghana Business School with over 11 years of teaching and research experience. He holds a Ph.D. in Finance from the University of Ghana. Ben works as a lecturer in Banking and Finance at the undergraduate and graduate Master of Business Administration (MBA) level. Before joining the University of Ghana Business School, he worked as a Lecturer at the Department of Banking and Finance at Central University for over 11 years, teaching both undergraduate and graduate finance courses. Professionally, Ben is a Ghana Stock Exchange certified securities professional and also a member of the Association of Certified Chartered Accountants (ACCA-UK). Before joining academia, Ben worked as an Operations Processor at the International Payment Services Division of Barclays Bank of Ghana now ABSA.

**Guest Lecturers:**

**Simon Madjie**

**Lawyer, Ag. Chief Executive, Ghana Investment Promotion Centre**

Simon Madjie is an experienced investment promotion and facilitation professional with over 10 years’ experience working with both high-level government and business officials from Ghana and the U.S. in attracting foreign direct investment.

Simon has served as a Consultant to the U.S Embassies in the Gambia, Ethiopia, Angola, Sierra Leone and Ivory Coast in setting up American Chambers of Commerce in those countries.

Simon has organized several inward and outward investment missions between Ghana and the U.S. as well as facilitated investments in both countries. Simon has led and organized Ghana’s delegation to the Offshore Technology Conference (OTC) which is the world’s leading conference of oil and gas sector players. Simon led Ghana’s advocacy on the implementation of the African Growth & Opportunity (AGOA) including presentations to the United States Congress for its renewal.

He was also instrumental in the signing of a Trade and Investment M.O.U between the U.S Chamber of Commerce, Washington DC and the Ghana Investment Promotion Centre, an instrument aimed at facilitating and supporting more investments between the two countries.

He organized the successful U.S.-Ghana Business Forum during the maiden visit of Secretary Wilbur Ross to Ghana in July, 2018 as well as successful Investment Roundtable discussion with the President of Ghana and the U.S Business Community in New York in September 2018 on the sidelines of the United Nations General Assembly.

Simon is a lawyer called to the Ghana Bar in 2018 and in addition holds a Master’s Degree from the University of Ghana Business School and a Degree in Business Administration from the same University. He also holds an LLB from the Ghana Institute of Management & Public Administration (GIMPA) and recently graduated from the Ghana School of Law.

Simon is an alumnus of the  prestigious Abishire-Inmori Programme of the Centre for Strategic and International Studies (CSIS) in the United States of America.

**Professor Michael Kpessa-Whyte**

Prof. Michael Kpessa-Whyte is a solutions thinker and thought leader in governance and institutional design for effective and efficient policy outcomes. He is an Associate Professor of Public Policy and Governance working with the Institute of African Studies, University of Ghana, Legon. He obtained a Ph.D. in comparative politics with a specialization in public policy in 2009 from McMaster University, Canada. Earlier in 2005, he obtained a Master of Arts degree in political science focusing on international relations, having prior to that successfully studied for and was awarded a Bachelor of Arts in political science in 2001 by the University of Ghana. As part of a professional development strategy, Prof. Kpessa-Whyte also has a certificate in Social Policies for Development from the Ministry of Social Development and the Fight Against Hunger of Brazil, in partnership with the Brazilian Cooperation Agency in Brasilia in 2014; a certificate in Multi-Research Methods from the Partnership for African Social and Governance Research (PASGR) in Kenya in 2012; a certificate in Competence-Based Learning from the Management for Development Foundation, West Africa (MDF), 2012; and an advanced certificate in Teaching, Learning, and Educational Technologies from Brock University, St. Catherines, Ontario, 2005.

Prof. Kpessa-Whyte has a vast experience in public sector governance having worked as a policy advisor in the office of the President of the Republic of Ghana from 2013 to 2016 and as the Executive Director of the Ghana National Service Scheme within the same period. He has consulted for several international and local organizations including the African Progress Group under the auspices of His Excellency Olusegun Obasanjo former President of the Federal Republic of Nigeria, the Centre for International Development Issues Nijmegen, University of Nijmegen, and the Institute for Democratic Governance (IDEG), Accra Ghana. Prof. Kpessa-Whyte’s work has been recognized in the receipt of several awards including the Mobility Fund of the European Consortium for Political Research (ECPR) in 2006,  the renowned United Nations Association Research Award Awarded by the United Nations Association of Canada, Hamilton, District in 2008, the highly competitive Social Sciences and Humanities Research Council (SSHRC) of Canada Post-Doctoral Fellowship in 2010, Most Promising Researcher from the Faculty of Social Science, University of Ghana in 2012, and Postcolonialisms Today research grant by Regions Refocus USA in 2018.