



# LEADERSHIP AND GOVERNANCE OF STATE-OWNED INSTITUTIONS

Elevating the Impact of Boards of Directors



Today's board directors have to cope with rapidly changing and complex operating environments. They often have to meet higher standards of conduct in relation to their organisations and the wider society. They also need to practice effective governance to manage their performance and the organisations they serve.

Delivered by UONGOZI Institute in collaboration with the Office of the Treasury Registrar, this programme offers strategic insights and powerful tools to board directors of Tanzanian state-owned institutions. It aims to help them advance their fiduciary, legal and ethical oversight responsibilities. At the same time, learn how to work more effectively with each other and the executive management team to optimise their organisations' contribution to national socio-economic development.

## Benefits



Strengthens the capacity of directors to understand and implement board best practices



Improves the capability of directors to mitigate risks while also identifying and maximising opportunities



Equips directors with the insight to understand socio-economic issues and stakeholders to place their decision-making in a broader context



Equips directors with the ability to evaluate strategic plans



Strengthens board interaction and dynamics to improve performance and culture

## Programme Details

### Governance and the Practice of Directorship

Board Directors will develop a practical understanding of the principles underlying a sound corporate governance system and the special considerations in relation to stewarding state-owned institutions. Participants will explore the roles played by the state, boards, directors, executive management, and other stakeholders within the broader corporate governance environment.

### Emotional Intelligence in the Boardroom

This course moves beyond the basics of emotional intelligence to concentrate on using it to build trust to promote long-term and sustainable value creation. It recognises that emotionally intelligent board directors help their organisations set a positive culture and excel even in uncertain times. Through assessments, reflective exercises and discussions, directors become more aware of their own behaviours as well as how that impacts their leadership styles and others.

### Strategic Management of Public Resources

The board's financial oversight is required to ensure economic and resource stewardship that leads to better performance and outcomes for the public. This session is oriented towards understanding the principles and guidelines of effective use of public resources, procurement of goods and services, and audit issues. Board directors will be informed of their direct involvement in ensuring integrity and efficiency in managing SOIs resources.

### Risk Management and Internal Controls Fundamentals

It is the board's responsibility to ensure that risks to the delivery of a strategy are effectively managed. This course aims to inform board directors on key risk management concepts and enhance their competencies in carrying out oversight roles. It puts an emphasis on their ability to set a positive ethical tone and influence the control environment in SOIs.

### Achieving Board Effectiveness

During this course, directors will understand the performance contract tools used by the Office of the Treasury Registrar (TR). In essence, these contracts allow them to measure the performance of their SOI against agreed targets with the TR.

#### Programme Coordinator

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# Delivery Mechanism

The facilitators of this programme are renowned experts who have worked with or served on various boards within and outside Tanzania. They bring in broader knowledge and practical board leadership experience to help board directors better understand their roles. The delivery approach blends engaging teaching techniques, stimulating discussions, practical insights, and real case studies. The learning environment is also ideal as part of an induction for new directors.

## UONGOZI Institute's Contribution to SOIs Governance in Tanzania

State-owned Institutions in Tanzania exhibit various challenges that affect their effective performance. These challenges reflect their limited output, financial losses, limited employment, and inadequate public services. UONGOZI Institute's Leadership and Governance of State-Owned Institutions programme undertakes research and capacity development tailored to the needs of boards and those who serve on them. It is designed to foster national dialogues on the challenges facing SOIs and identify and support new research addressing these challenges.

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