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# DISCLAIMER STATEMENT

**VIEWS EXPRESSED IN THIS PRESENTATION ARE MINE ALONE. RECOGNISING THE NATURE OF THIS GATHERING I AM NOT COMMITTING TO PROTECT NAMES OF INDIVIDUALS AND INSTITUTIONS. EXAMPLES GIVEN ARE REAL. WHERE I GIVE SPECIFIC INFORMATION IT IS BECAUSE THE INFORMATION IS ALREADY OR SHOULD BE IN THE PUBLIC DOMAIN.**



# **LEADERSHIP OF STATE-OWNED INSTITUTIONS: REFLECTIONS ON TANZANIA AS A CASE STUDY**



# **WHERE DID IT [Public Enterprises] START?**

## **■ ARUSHA DECLARATION, 1967**

**TO SEE THAT THE GOVERNMENT EXERCISES  
EFFECTIVE CONTROL OVER THE PRINCIPAL MEANS  
OF PRODUCTION AND PURSUES POLICIES WHICH  
FACILITATE THE WAY TO COLLECTIVE OWNERSHIP  
OF THE RESOURCES OF THIS COUNTRY.**



# THE MAJOR MEANS OF PRODUCTION AND EXCHANGE

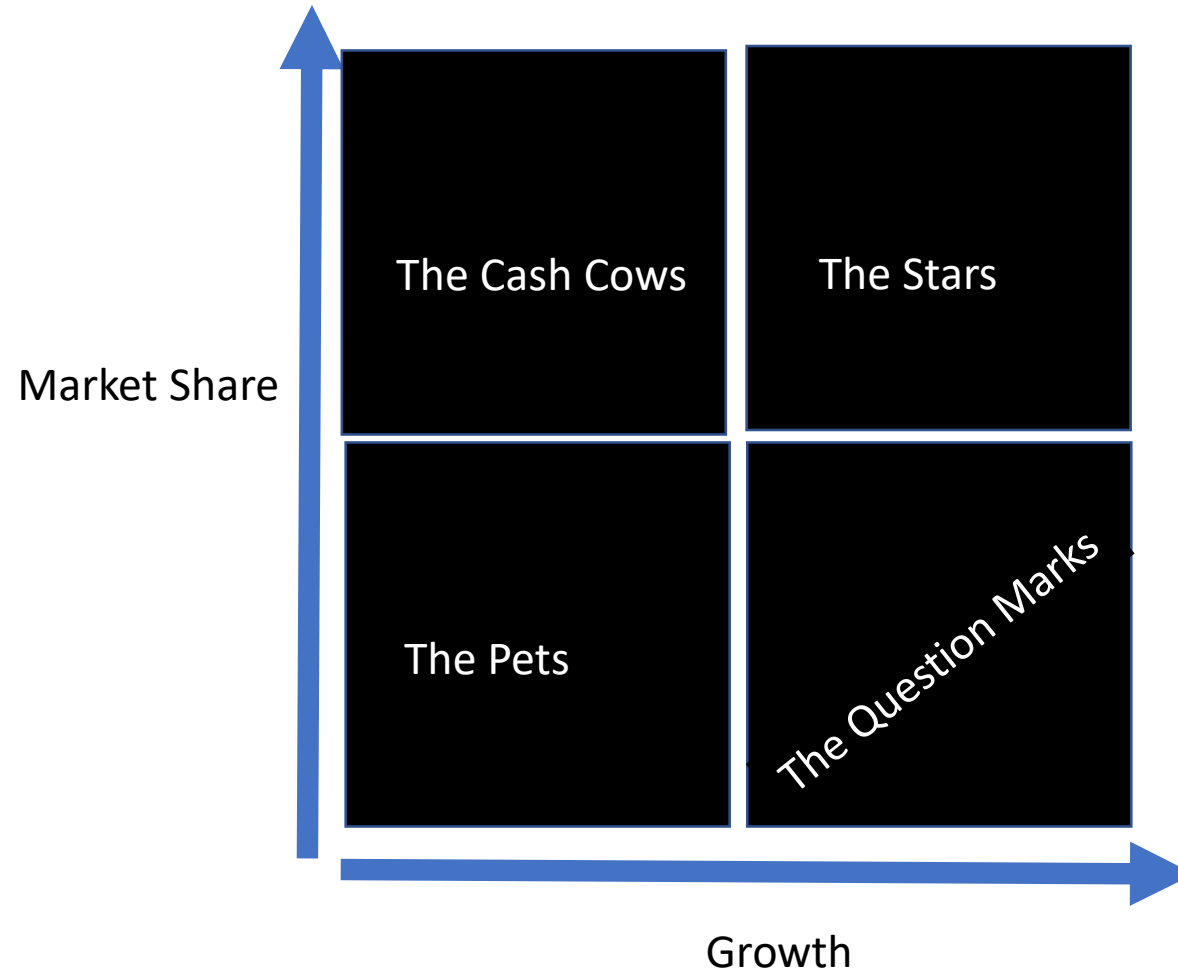
THE MAJOR MEANS OF PRODUCTION AND EXCHANGE  
ARE UNDER THE CONTROL OF THE PEASANTS AND  
WORKERS.

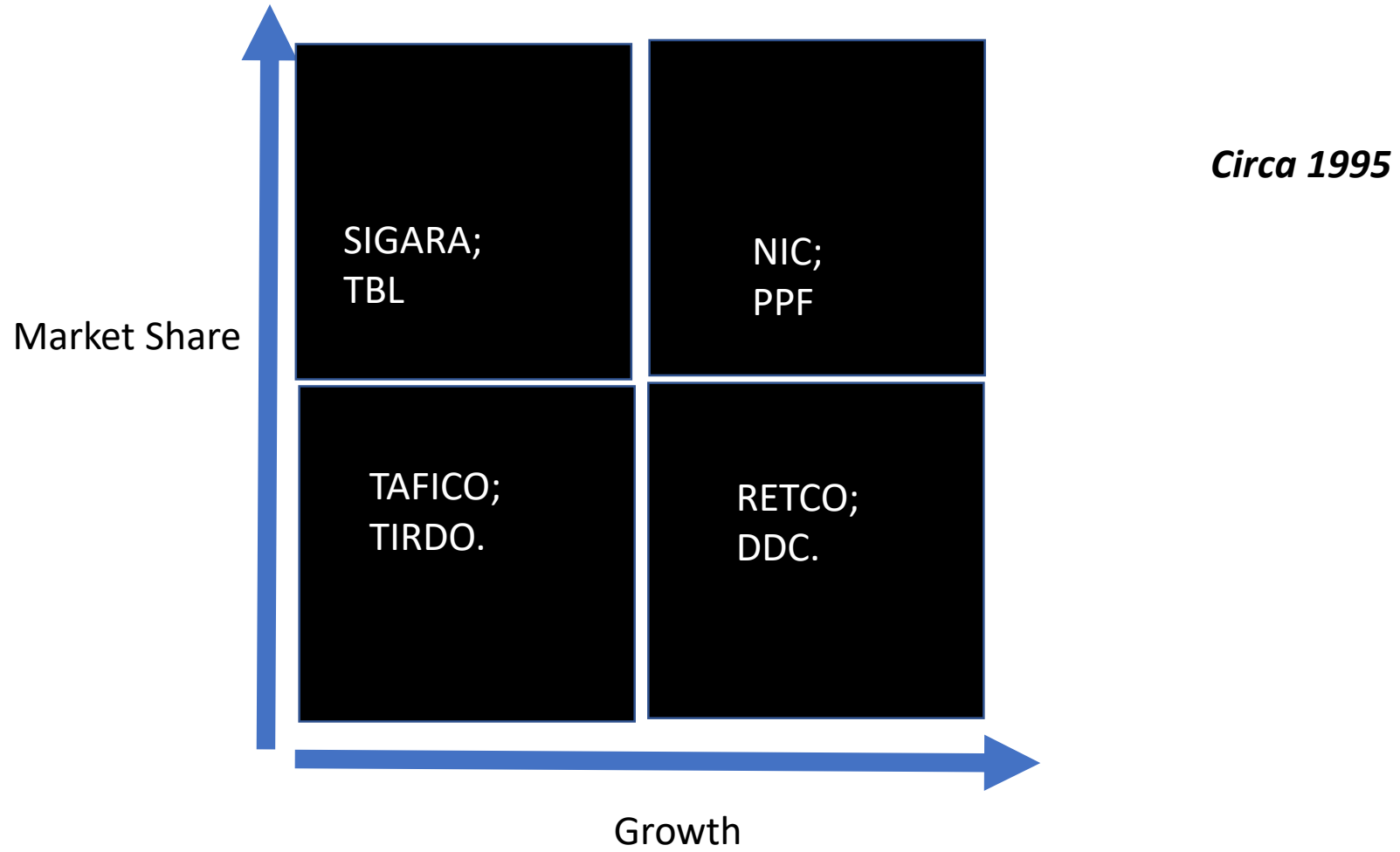
To build and maintain socialism it is essential that all  
the major means of production and exchange in the  
nation are controlled and owned by the peasants  
through the machinery of their Government and their  
co-operatives. Further, it is essential that the ruling  
Party should be a Party of peasants and workers.



## THE MAJOR MEANS OF PRODUCTION AND EXCHANGE 2

The major means of production and exchange are such things as: land; forests; minerals; water; oil and electricity; news media; communications; banks, insurance, import and export trade, wholesale trade ; iron and steel, machine tools, arms, motor-car, cement, fertilizer, and textile industries; and any big factory on which a large section of the people depend for their living, or which provides essential components of other industries; large plantations, and especially those which provide raw materials essential to important industries.

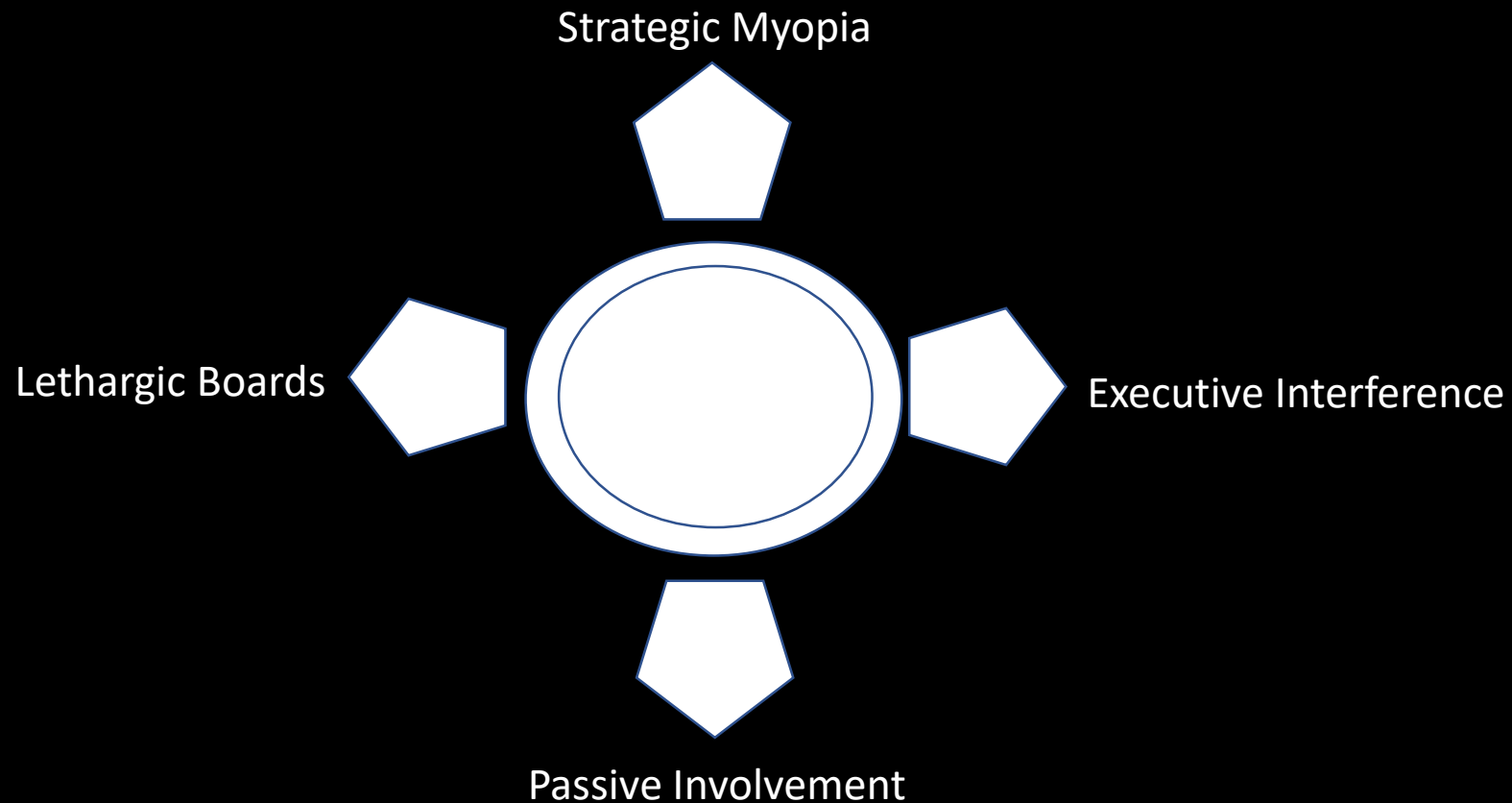








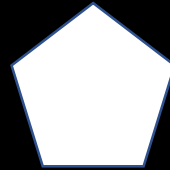
# STRATEGIC AND SHAREHOLDER CHALLENGES



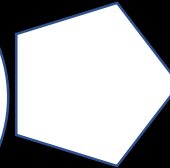
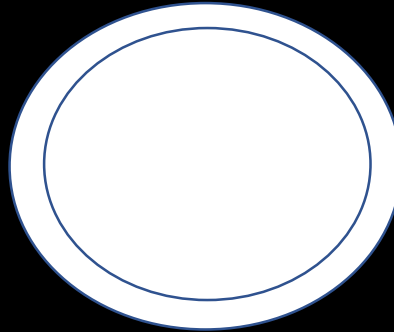
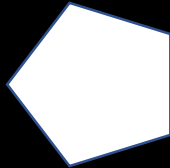


# MANAGEMENT CHALLENGES

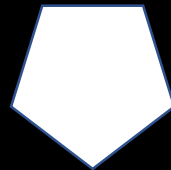
Skills Deficiency: Pareto principle



The Underdeveloped Middle



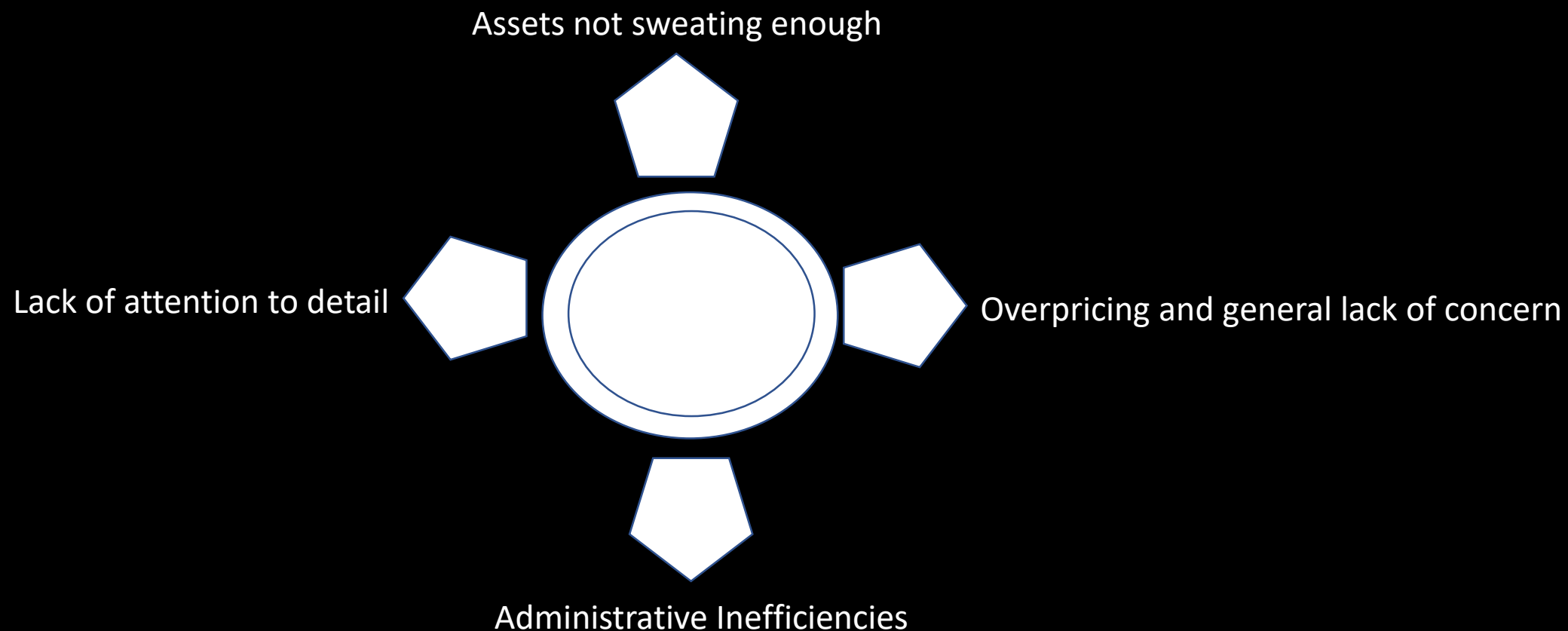
Rent Seeking Behaviour



Excessive Management Turnover



# OPERATIONAL FAILURES





Great to speak to you this morning.

# THE SHOPPING LIST OF PROBLEMS

## *Performance related*

- Inability to hit core targets
- High level of staff turnover and/or recruitment problems

# THE SHOPPING LIST OF PROBLEMS

## *Poor public/press image*

- Poor working relations with media
- Poor working relations with external stakeholders

# THE SHOPPING LIST OF PROBLEMS

## *Financial*

- Poor financial control
- Financial holes or Unexplained deficit
- Capital and financial solvency issues.

# THE SHOPPING LIST OF PROBLEMS

## *Managerial*

- Stagnating management
- Employee distrust/ internal conflict
- No visible managers in organization
- Lack of teamwork
- Centralized decisions made behind closed doors



# THE SHOPPING LIST OF PROBLEMS

## *Behavioral*

- Low staff morale
- Ignoring problems
- Blames for problems placed on others
- Loss of reputation/ no pride in organization
- Low level of expectation