



# Governance Dynamics in Zambian State-Owned Enterprises: A Contemporary Synthesis

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### Abstract

Governance structures in Zambian state-owned enterprises (SOEs) have evolved significantly over recent decades, reflecting broader economic and political shifts within Zambia. No empirical data is presented; the analysis relies on secondary sources including government reports, academic articles, and official statements. Despite these improvements, SOEs continue to face challenges related to performance metrics and accountability mechanisms, necessitating further policy interventions. Enhanced transparency in decision-making processes and improved stakeholder engagement are recommended to strengthen governance structures within Zambian SOEs.

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*Managerialism*  
*Agency Theory*

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