



# Governance Structures within Zambian State-Owned Enterprises: A Theoretical Framework

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## Abstract

Governance structures within state-owned enterprises (SOEs) play a critical role in their performance and alignment with broader economic goals. This article employs a qualitative approach to review existing literature and theoretical frameworks relevant to governance structures in SOEs. No empirical data are used as this paper focuses on developing a conceptual model. The theoretical framework highlights the importance of balancing stakeholder interests to ensure effective governance in Zambian SOEs. Recommendations include fostering a more inclusive board composition, aligning director incentives with broader organisational goals, and improving transparency in decision-making processes.

**Keywords:** *Zambian, SOEs, Governance, Stakeholder, Theory, Empowerment, Accountability*

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