



Governance Structures in State-Owned Enterprises within Zambian Context,

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Published: 17 January 2007 | **Received:** 09 September 2006 | **Accepted:** 11 December 2006

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DOI: [10.5281/zenodo.18856403](https://doi.org/10.5281/zenodo.18856403)

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Abstract

Governance structures in state-owned enterprises (SOEs) play a critical role in the economic development of countries with substantial public sector involvement, such as Zambia. Qualitative research methods were employed, including semi-structured interviews with key stakeholders such as management personnel, board members, and government officials. Documentation review of SOE policies and regulations was also conducted to provide a comprehensive understanding of the governance structures in place. The analysis revealed that while there was an emphasis on participatory decision-making within some SOEs, significant disparities existed regarding transparency and accountability practices across different sectors. The study underscores the need for further reform efforts aimed at enhancing governance mechanisms to align with international best practices and improve overall efficiency and effectiveness of SOE operations in Zambia. Recommendations include strengthening internal control systems, increasing stakeholder engagement, and implementing robust monitoring and evaluation frameworks to ensure alignment with national development goals.

Keywords: *Geographic, Sub-Saharan, SOE, Governance, Institutional, Contextual, Qualitative*

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