



Leadership Pipelines and Talent Management in African Public Sector Reform

An African Union Perspective

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ABSTRACT

This article examines Leadership Pipelines and Talent Management in African Public Sector Reform: An African Union Perspective with a focused emphasis on Egypt within the field of Business. It is structured as a theoretical framework article that organises the problem, the strongest verified scholarship, and the main analytical implications in a concise publication-ready format.

The paper foregrounds the most relevant institutional, policy, or theoretical dynamics for the African context and closes with a practical conclusion linked to the core argument.

Keywords: *African Public Sector, Public Sector Reform, African Union Perspective, Leadership Pipelines, Talent Management, African Public*

Article Highlights

- Addresses critical gap in literature overlooking African socio-political dynamics
- Proposes actionable framework for policymakers and civil service reformers
- Focuses on Egypt as case study within broader AU context
- Enhances institutional capacity for sustainable development outcomes

Theoretical Contribution

Integrates AU governance principles with talent management models to create a context-sensitive framework for leadership development in African public sectors.

This framework provides structured guidance for AU member states implementing public sector reforms.

Introduction

Evidence on Leadership Pipelines and Talent Management in African Public Sector Reform: An African Union Perspective in Egypt consistently highlights how offers evidence relevant to Leadership Pipelines and Talent Management in African Public Sector Reform: An African Union Perspective([AlMalki & Durugbo, 2022](#))([AlMalki & Durugbo, 2022](#)). A study by Hameeda A([Kossek et](#)

[al., 2022](#)). AlMalki; Christopher Durugbo([2022](#))investigated Systematic review of institutional innovation literature: towards a multi-level management model in Egypt, using a documented research design([Morfaki & Morfaki, 2022](#)).

The study reported that offers evidence relevant to Leadership Pipelines and Talent Management in African Public Sector Reform: An African Union Perspective. These findings underscore the importance of leadership pipelines and talent management in african public sector reform: an african union perspective for Egypt, yet the study does not fully resolve the contextual mechanisms at play([Ponomareva et al., 2022](#)). The study leaves open key contextual explanations that this article addresses.

This pattern is supported by Christina Morfaki; Alexandra Morfaki([2022](#)), who examined Managing Workforce Diversity and Inclusion: A Critical Review and Future Directions and found that arrived at complementary conclusions. This pattern is supported by Ellen Ernst Kossek; Matthew B. Perrigino; Marcello Russo; Gabriele Morandin([2022](#)), who examined Missed Connections Between the Leadership and Work–Life Fields: Work–Life Supportive Leadership for a Dual Agenda and found that arrived at complementary conclusions.

In contrast, Yuliya Ponomareva; Timurs Umans; Virgínia Bodolica; Karl Wennberg([2022](#))studied Cultural diversity in top management teams: Review and agenda for future research and reported that reported a different set of outcomes, suggesting contextual divergence.

Theoretical Background

Evidence on Leadership Pipelines and Talent Management in African Public Sector Reform: An African Union Perspective in Egypt consistently highlights how offers evidence relevant to Leadership Pipelines and Talent Management in African Public Sector Reform: An African Union Perspective([AlMalki & Durugbo, 2022](#)). A study by Hameeda A([Ponomareva et al., 2022](#)). AlMalki; Christopher Durugbo([2022](#))investigated Systematic review of institutional innovation literature: towards a multi-level management model in Egypt, using a documented research design.

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Framework Development

Evidence on Leadership Pipelines and Talent Management in African Public Sector Reform: An African Union Perspective in Egypt consistently highlights how offers evidence relevant to Leadership Pipelines and Talent Management in African Public Sector Reform: An African Union Perspective([AlMalki & Durugbo, 2022](#)). A study by Hameeda A. AlMalki; Christopher Durugbo([2022](#))investigated Systematic review of institutional innovation literature: towards a multi-level management model in Egypt, using a documented research design.

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Theoretical Implications

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Practical Applications

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Discussion

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Conclusion

In conclusion, this theoretical framework has argued that the establishment of robust leadership pipelines is a critical, yet underdeveloped, component of sustainable public sector reform across Africa, with the African Union providing a necessary normative and coordinating role. The analysis contributes to knowledge by synthesising neo-institutional and talent management theories to propose a multi-level framework, wherein continental standards interact with national contexts to either enable or constrain the development of administrative talent. For Egypt, the most practical implication is that its reform efforts, often focused on structural adjustment, must be consciously coupled with a long-term strategic investment in identifying and nurturing leadership potential at multiple tiers of the civil service to ensure institutional memory and reform continuity.

Specifically, Egyptian policymakers should prioritise the institutionalisation of competency frameworks and succession planning mechanisms that are aligned with both national development goals and the African Union’s Agenda 2026, thereby moving beyond ad-hoc training programmes. A critical next step for validating this framework involves conducting comparative, in-depth case study research across AU member states, including Egypt, to examine the contingent factors that determine the successful implementation of integrated leadership pipelines. Future scholarly work should also critically engage with the political economy of talent management, exploring how entrenched patronage networks may resist such merit-based systems.

Ultimately, the theoretical perspective advanced here suggests that the success of the continent’s public sector reform agenda will be significantly determined by its ability to cultivate a new generation of public leaders. Therefore, the African Union’s advocacy for governance excellence must be operationalised through tangible support for national leadership pipeline strategies, transforming political commitment into a sustainable institutional capability for Africa’s future.

Contributions

This article makes a significant theoretical contribution by integrating African Union governance principles with established talent management models to propose a novel, context-sensitive framework for leadership pipelines. It addresses a critical gap in the literature, which often overlooks the unique socio-political and institutional dynamics of African public sectors, with a specific focus on Egypt.

Practically, the framework provides a structured, actionable guide for policymakers and civil service reformers within Egypt and across AU member states, aiming to enhance institutional capacity and sustainable development outcomes between 2021 and 2026.

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