Capital

THE PAPER THAT PROMOTES FREE ENTERPRISE

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30% combined tax on petroleum products set to take effect next month

By our staff reporter

In a significant shift in fiscal policy, the Ethiopian Petroleum Supply Enterprise (EPSE) is set to begin collecting a new fuel tax next month. This measure is part of the government's broader economic reforms, which include the gradual elimination of long-standing fuel subsidies.

The key change involves implementing a combined 30% tax on petroleum products, which includes a 15% value-added tax (VAT) and a 15% excise duty.

Since mid-2022, the government has been incrementally reducing fuel subsidies to curb public spending, a process that has already led to rising prices.

However, the government has committed to maintaining a targeted 'pro-poor' subsidy for public transportation to protect vulnerable households.

The Ministry of Finance (MoF) has indicated that these transitional subsidies aim to alleviate the effects of concurrent foreign

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Over 15 billion birr off-budget revenue, billions in accumulated debt raise concerns about public finance integrity

By Eyasu Zekarias

An official audit report has revealed critical financial management issues within The Ministry of Finance, including the collection of over 15.1 billion birr in revenue that was not registered in the approved 2023/24 budget, and the accumulation of billions of birr in unresolved historical debt.

The report, issued by the Office of the Federal Auditor General (OFAG) under Meseret Damte's leadership, highlights that the Ministry of Finance collected substantial off-budget revenues, contravening the Financial Governance Proclamation (Proclamation No. 648/2001), which mandates that all revenues expected during the fiscal year be included in the annual budget for legislative oversight.

This unauthorized revenue collection raises serious questions about transparency and accountability in public financial practices, representing a significant regulatory breach.

Furthermore, the audit documents the lingering problem of accumulated debts linked to the privatization of former state-owned enterprises. The total unpaid debt exceeds 3.09 billion birr, with 2.88 billion birr attributed to the unpaid sale balances of eleven privatized institutions—five of which carry "dead debts" unpaid for over a decade.

Additional financial concerns include delayed payments totaling 2.35 billion birr spanning five to ten years, unpaid dividends such as 70.1 million birr from Guinness Overseas Holdings, and a 44.4 million birr loan to Ethiopian Business Works Corporation overdue for more than ten years.

Chronic financial shortages amounting to over 6.3 million birr were reported across 29 budgetary institutions,

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Acting transparently save lives

Ethiopia's swift and coordinated response to the COVID-19 pandemic offers a critical blueprint for managing the current suspected outbreak of viral haemorrhagic fever (VHF) in the South Ethiopia Region. Just as Ethiopia mobilized resources, strengthened health systems, and engaged communities robustly during COVID-19, the same comprehensive approach must be applied to this emerging threat to safeguard public health effectively.

During the early days of the COVID-19 crisis, Ethiopia rapidly activated an Emergency Operation Center and established multi-sectoral coordination platforms, enabling real-time data sharing and swift decision-making. The Ministry of Health expanded laboratory and testing capacity nationwide, significantly increasing the number of facilities capable of COVID-19 diagnostics from a single center to dozens within months. This decentralization ensured faster detection and containment, particularly outside the capital.

The government also deployed thousands of rapid response teams that worked closely with communities to conduct screenings, promote preventive measures like mask use and social distancing, and manage contact tracing. Public health messaging was transparent and consistent, helping build public trust and cooperation. In addition, Ethiopia boosted clinical care capacities by designating specific treatment centers, procuring oxygen supplies and ventilators, and training healthcare workers in COVID-19 management and infection prevention.

Public-private partnerships played a vital role, with local industries shifting production to make masks and sanitizers while private hospitals supported testing efforts. Higher education institutions provided quarantine facilities and research support. Despite resource constraints, this unified and transparent effort prevented the catastrophic toll feared at the outset, preserving lives and limiting economic disruption.

These COVID-19 response successes underscore key lessons for the VHF outbreak: rapid mobilization, multisectoral coordination, decentralization of testing and care, and open communication are indispensable. Ethiopia's health authorities, supported by WHO, have already begun deploying specialized teams and equipment for the VHF response, but the challenge remains immense.

Transparent government leadership is crucial now—regular public updates about the evolving situation, timelines for laboratory results, and clear guidance on preventive behaviors will empower communities while stemming misinformation and fear. Protecting healthcare workers with adequate personal protective equipment and training is vital to prevent nosocomial transmission, a known risk in haemorrhagic fever outbreaks.

Sustained investment in health infrastructure, epidemic preparedness, and community engagement—pillars proven during COVID-19—cannot be compromised due to competing priorities or financial constraints. The VHF threat is a stark reminder of the ongoing fragility in public health systems.

Moreover, the political will and multisectoral collaboration that Ethiopia demonstrated during COVID-19 must be replicated with equal vigor and transparency. Engaging local leaders, civil society, and media outlets will facilitate community compliance and reinforce trust in government actions.

In short, the principles that steered Ethiopia through the COVID-19 emergency—rapid, coordinated response coupled with transparent communication and community partnership—must guide the current viral haemorrhagic fever response. Every day of delay or opacity risks avoidable transmission, lost lives, and retreat from hard-won health gains.

The Ethiopian people deserve truthful, timely information and decisive action that prioritizes their safety and dignity. By harnessing the lessons learned from COVID-19, the government can not only contain this outbreak but also strengthen the foundation for future health security.

This crisis, daunting as it is, provides an opportunity: to reaffirm Ethiopia's commitment to its people's health through openness, science-driven policy, and solidarity. The strength of the nation will be measured not only in how it manages disease but in how it engages and protects its citizens in times of uncertainty.

The government's resolve to confront this threat with transparency and inclusive action can transform fear into resilience, confusion into clarity, and risk into readiness. Ethiopia's COVID-19 experience illuminates the path forward—let that guide today's response, preserving lives and building trust for tomorrow.

What is an Ebola or Marburg virus infection?

Ebola and Marburg virus diseases are rare but often deadly diseases that are caused by the Ebola or Marburg virus. A person who is sick with one of these viruses can spread the infection to others. These are known as hemorrhagic viruses, because they can cause severe bleeding.

These viruses started in Africa, and that is where most cases of the disease have happened. Infections have occurred in other parts of the world when people with the disease travelled there.

For the most up-to-date news about Ebola or Marburg outbreaks, check the Government of Canada website (www.canada.ca/en/public-health/services/diseases/ebola/surveillance-ebola.html) or the Public Health Agency of Canada website (www.canada.ca/en/public-health/services/infectious-diseases/viral-haemorrhagic-fevers/marburg-virus-disease.html).

How is the Ebola or Marburg virus spread?

How a human first got one of these viruses is not known. Most experts think a person got the virus from an animal.

These viruses can be spread among people through **direct** contact with:

- The body fluids of someone who has the disease or who died from it. These include blood, urine, saliva, feces, vomit, semen, mucus, and sweat. Health care workers, caregivers, and people who prepare infected bodies for funerals need to protect themselves from getting infected with the virus.
- Objects that have the virus on them. These include needles and syringes, bedding, and clothing.

You cannot catch the Ebola or Marburg virus just by breathing the same air as an infected person. For the virus to spread to you, body fluids from an infected person have to enter your body. The virus can enter your body through broken skin (even tiny cuts you cannot see) or mucous membranes, such as the eyes, nose, and mouth.

People infected with the virus cannot spread it until they have symptoms.

What are the symptoms?

The first symptoms usually feel like the flu. They include:

- Fever.
- Chills.
- Feeling tired.

You may also have:

- Headaches.
- Muscle pain.
- Diarrhea.
- Vomiting and a stomach ache.
- A rash.
- Bleeding (hemorrhage) under the skin, in internal organs, or from openings in the body such as the mouth, eyes, or ears. This usually happens later in the disease.

The symptoms appear suddenly from 2 to 21 days after you are exposed to the virus. But most people see symptoms in 8 to 10 days.

How is an Ebola or Marburg virus infection treated?

There is no medicine that cures an Ebola or Marburg virus infection. You will be treated in a hospital and separated from other patients. Treatment may include:

- Fluids through a vein (I.V.).
- Watching oxygen levels and blood pressure.
- Blood transfusions, if needed.
- Treating other infections if they occur.
- Help with breathing in an intensive care unit (ICU).

How well or fast you recover depends on how strong your immune system is and the quality of care you get.

How can you prevent an Ebola or Marburg virus infection?

- If you work in health care or a laboratory and you work with Ebola patients or the Ebola virus, you may be able to get the Ebola vaccine.
- Avoid areas where many people have the disease. Check the Government of Canada website (www.canada.ca/en/public-health/services/diseases/ebola/surveillance-ebola.html) or the Public Health Agency of Canada website (www.canada.ca/en/public-health/services/infectious-diseases/viral-haemorrhagic-fevers/marburg-virus-disease.html).
- Wash your hands often.
- Do not touch any objects that may have touched the blood or other fluids of an infected person.
- Avoid close contact with people who have the disease or who died from it.
- Avoid hospitals or clinics in West Africa where the disease is being treated. Call the Canadian embassy or consulate for advice if you need medical care.
- Don't buy or eat wild animals ("bush meat") in local markets in West Africa. If you're not sure what an animal is or whether or not it's wild, don't buy it.

• Tell your doctor if you have touched the body fluids, such as blood, urine, saliva, feces, vomit, semen, mucus, or sweat, of a person who may be sick with Ebola or Marburg virus infection.

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Insurance Sector Growth: 50% increase in premium income reported amid regulatory changes

By our staff reporter

With a bill to establish an independent insurance watchdog set for ratification this year, industry leaders stress that collaboration among three key sectors is essential for enhancing growth and affordability beyond the expanding premium market.

This topic was a focal point of discussion at a two-day workshop organized by the Insurers Association in partnership with international entities, including FSD Ethiopia.

Industry leaders, including CEO Hikmet Abdella, recognized the market's robust growth, attributing it to increased economic activity, broader asset coverage, and gradual modernization of the regulatory framework. Solomon Desta, Vice Governor of the National Bank of Ethiopia (NBE), the sector's regulator, quantified this growth, reporting a 50% rise in premium income over the past financial year. General insurance premiums climbed to 38.7 billion birr, driven by rising asset values and a surge in motor policy underwriting, while life insurance reached 2.7 billion birr for the 2024/25 period. Despite this growth, officials highlighted that overall insurance penetration remains critically low.

Belay Tulu, Head of Insurance Supervision at the NBE, stated that the sector's future depends on the interaction among public demand, market-driven suppliers, and effective regulation. "To maximize the sector's benefits and extend coverage to underserved populations, collaboration among these three stakeholders is vital," he said. Belay emphasized the need for the market to understand demand capacity and to advance financial inclusion, a key aspect of the regulator's mandate. He urged retail providers to create responsive and affordable products with simplified delivery channels.

He also identified appropriate pricing as a crucial success factor. "Incorrect pricing can lead to delayed claim settlements, unsustainable product offerings, and potential liquidity shortages," he noted, adding that establishing accurate pricing requires robust data and professional expertise.

A significant challenge highlighted at the forum is the gap between insurance premium growth and GDP expansion. A senior regulator remarked, "Insurance penetration is disproportionately low compared to GDP growth, a situation that can be addressed through coordinated stakeholder action, including government involvement."

Christine Hougaard, Technical Director at Cenfri, pointed out the opportunities presented by advances in financial inclusion, referencing a World Bank survey that shows nearly half the population now has a mobile money account. "This widespread adoption of bank accounts offers a major opportunity for insurance distribution and premium collection," she said, identifying customer outreach and recurring premium payments as ongoing challenges in the industry.

She noted that these digital channels are promoting innovation, with new initiatives in product design, micro-insurance, and distribution channels arising from partnerships with mobile money providers and the emergence of insurtech firms. However, she cautioned that the sector's digital transformation is still in its early stages, with end-to-end remote sales, digital claims, and fully digital servicing not yet fully established.

The market potential is significant, driven by urbanization, a gradual shift away from agricultural employment, and expanding mobile connectivity. A recent World Bank survey indicates a clear demand for insurance across various risk categories and a generally positive public perception. Nonetheless, challenges such as low consumer awareness, irregular savings patterns, low incomes, and limited financial literacy continue to hinder growth.

> *Incorrect pricing can lead to delayed claim settlements, unsustainable product offerings, and potential liquidity shortages*

On the supply side, there is considerable opportunity to leverage advancements in digital and financial inclusion. Hougaard identified a potential market of approximately 87 million adults in Ethiopia, with about 10% already insured. By targeting organized groups such as SACCOs and cooperatives, along with the financially included population, providers could potentially reach up to 58 million uninsured adults through existing touchpoints.

To improve affordability, she suggested segmenting the market and customizing strategies for each segment. Innovators should first focus on groups that either "can already afford" insurance or "could afford it with the right product," and then gradually work towards addressing the "missing middle." For the lowest-income tier, she recommended using indirect products and forming strategic partnerships with the government to prevent market distortion.

Despite the sector's potential, progress on the long-awaited announcement to create an independent insurance supervisory authority has been delayed. Belay confirmed that the drafting process is still underway and is expected to be presented for ratification within the current budget year, although no specific timeline has been provided. Currently, the industry is overseen by the central bank, but some experts advocate for reforming this structure into an independent body to offer the sector more focused guidance and attention.

IMF concludes mission without final agreement on ECF Review

By our staff reporter

An IMF staff team recently concluded its visit to Addis Ababa without reaching a final agreement on the Fourth Review of Ethiopia's Extended Credit Facility (ECF). Following the two-week mission, the Fund announced that discussions will continue virtually.

Led by Alvaro Piris, the delegation was in the city from October 30 to November 13 for the regular six-month review of the macroeconomic reform program initiated in July 2024.

In a brief statement issued on Thursday evening, Piris reported that the team had made significant progress toward achieving a staff-level agreement on the fourth ECF review, adding, "Discussions will continue virtually in the coming weeks."

During their visit, the IMF team met with senior government officials, banks, and private companies, in line with standard practice. Notably, the Commercial Bank of Ethiopia (CBE) publicly disclosed its meeting with the delegation, an uncommon display of transparency.

The CBE clarified the reforms it is implementing in accordance with the national economic program. Discussions reportedly focused on credit administration, health, resource mobilization, and the bank's portfolio of government securities. The bank emphasized its five-year strategy prioritizing credit availability for the private sector, which the delegation acknowledged as a positive effort in revenue generation and managing outstanding loans.

However, experts indicate that the IMF's statement, which confirms ongoing discussions, suggests that some issues remain unresolved between the international partner and the government. They assert that the IMF has specific expectations the government must fulfill before finalizing the fourth review, such as lifting the credit growth cap imposed on banks.

"The reform program designed with international partners is very comprehensive, making it challenging to identify the precise areas of disagreement in this latest review," said an expert familiar with the situation.

Other experts argue that despite the government's regular assurances of progress, certain areas are lagging. They point to the foreign currency market as a crucial example that is not functioning as effectively as anticipated.

Ultimately, both parties seem to agree that the IMF's announcement of continued virtual discussions indicates that unresolved issues require further negotiation before a final agreement can be reached.

Capital's attempts to obtain additional information from Piris were unsuccessful.


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BANKS ASSET IN BILLION ETB AS OF JUNE 30, 2024

Abay Bank:	Addis Int'l Bank:	Ahadu Bank:	Amhara Bank:	Awash Bank:
66.4 (21%)	15.4 (22%)	6.4 (107%)	35 (24%)	282 (26%)

Unprecedented demand for longer-maturity T-Bills at latest auction

By our staff reporter

The latest Treasury bill auction experienced unusually high demand for longer-maturity bills. During the auction held by the National Bank of Ethiopia on Wednesday, bids received for 364-day maturity bills were 75% higher than the government's target.

Typically, investor interest is focused on one-month and three-month bills, with moderate demand for six-month bills and the least interest in one-year bills. However, this trend shifted in the recent auction.

For the one-year bills, the government aimed to raise 4.8 billion birr but received bids totaling 8.5 billion birr, a 75% increase over the target. This strong demand enabled the government to accept 5.8 billion birr, one billion more than initially planned.

Financial experts suggest that this shift indicates growing liquidity among banks, the main participants in these auctions along with pension funds.

A similar trend occurred with the six-month bills, which attracted 15.1 billion birr in bids against a target of 13 billion birr.

As a result, the government accepted 16.5 billion birr for this maturity, exceeding its target by 27% and surpassing the original amount it intended to accept.

Overall, the government aimed to sell 32.5 billion birr in treasury bills at the bi-weekly auction but ultimately accepted 37 billion birr due to robust demand.

Despite the government's objective to lower borrowing costs, the auction saw an increase in the weighted average yield.

The accepted yield rose to 15.8%, up from 15.1% in the previous auction two weeks earlier. Notably, the average interest rate for the one-year bill increased to 18% from 15%. The latest auction also highlighted a significant surge in investor demand for yield, with long-term bills attracting rates as high as 30%.

Private schools face re-registration and stricter standards under new education proclamation

By Eyasu Zekarias

The Ministry of Education has introduced a comprehensive new regulatory framework aimed at strengthening oversight of private general education institutions across Ethiopia. Building on the existing General Education Proclamation No. 1368/2017, the draft regulation sets out clearer and higher standards for enrollment, financial management, community involvement, and institutional governance for all privately owned schools, including those run by civil society and religious groups.

The principal goal of the new framework is to enhance the quality of education while encouraging investment in private schooling, enabling these institutions to contribute effectively to the country's national education targets by providing high-quality alternatives for both Ethiopian and international students.

Key mandates include mandatory re-registration for all existing non-governmental schools, which must comply with updated licensing and accreditation requirements on a timetable set by the Ministry. The regulation emphasizes institutional autonomy requiring independent financial sourcing and management structures that maximize revenues from tuition, donations, and investments.

Strict prohibition of discrimination against students is reinforced, ensuring all qualifying students, regardless of background, have access to education without bias. The Ministry will actively monitor tuition fees, introducing a ceiling on charges that will be reviewed triennially, requiring schools to notify parents of any planned increases three months in advance and to issue official receipts for all payments.

In a move to decentralize governance and enhance community control, private schools must establish a school committee of 5 to 7 members and follow decentralized management practices. Regional education bureaus have been empowered to license, accredit, and register private, civil, and religious schools, while the Ministry retains exclusive authority over international and community schools.

Additional provisions include protection for teachers and staff under the Federal Employer and Labor Act, providing security for work-related injury or death, and the requirement that schools offer professional educational counseling from the first grade.

Regulations for exam integrity are strengthened with penalties targeting any students, teachers, or staff involved in cheating or facilitating misconduct during national or regional testing.

Cotton Village Ethiopia: Pioneering Regenerative Cotton for Sustainable Growth

Pedram Jahanshiri
Founder & Visionary Author of the Cotton Village Project

By our staff reporter

The Cotton Village Initiative (CVI), also known as Cotton Village Ethiopia, is an innovative national program designed to empower communities, restore ecosystems, and enhance Ethiopia's position in the global textile value chain through sustainable and regenerative practices.

Founded and directed by Pedram Jahanshiri, the visionary behind the initiative, Cotton Village Ethiopia is being implemented in collaboration with the Ethiopian Cotton Association (ECA) to support Ethiopia's sustainable industrial and agricultural transformation. The program aims to promote inclusive industrial development and climate-resilient agriculture, particularly benefiting the population of the Afar Region.

Closely aligned with national priorities, the Cotton Village / Afar Corridors Program supports the strategic goals of the Ministry of Industry, the Ministry of Agriculture, and the Afar Regional Government, with strong backing from the Afar Bureau of Industry & Investment.

Spanning a 350-kilometre corridor averaging 30 kilometres in width between Amibara and Semera, the initiative integrates regenerative cotton farming, circular textile manufacturing, and large-scale desert-greening infrastructure into a self-sustaining industrial ecosystem.

Led by the Cotton Village Initiative (CVI) in collaboration with the ECA, the Afar Bureau of Industry & Investment, and the Afar Regional Government, this corridor program encompasses a 100,000-hectare core hub and nearly 900,000 hectares dedicated to regenerative agriculture, biodiversity restoration, and climate-resilient desert rehabilitation.

Key impact areas include regenerative agriculture, carbon-positive land restoration, community development (including housing, education, healthcare, and pension systems), and the empowerment of women and youth through inclusive employment and cooperative participation. Wages within the program average three times higher than the industry standard across Africa's cotton sector, underscoring its commitment to socio-economic upliftment.

Pedram Jahanshiri highlighted the initiative's mission:

"Cotton Village Ethiopia was created not for personal gain but to serve and uplift Ethiopia's people — empowering farmers, workers, and families through fair value, modern infrastructure, and a circular economy that gives back to the land."

To advance this vision, Cotton Village Ethiopia is engaging with key development and industry partners such as GIZ, UNIDO, UNDP, ICAC, and ICA Bremen. The program aligns with Ethiopia's national development agenda, the African Union's Agenda 2063, and the African Continental Free Trade Area (AfCFTA) framework, fostering regional value addition and sustainable economic growth.

It also aligns with regional connectivity and sustainability priorities, including initiatives under the European Union's Global Gateway strategy particularly the Ethiopia–Djibouti transport and trade corridor offering a regenerative and circular industrial complement to ongoing logistics and infrastructure developments in the Horn of Africa.

A 13-minute presentation film introducing the Cotton Village / Afar Corridors vision produced by Pedram Jahanshiri, Founder and Director of the initiative, through the Cotton Village Initiative channel in collaboration with the Ethiopian Cotton Association (ECA) is available online.

By integrating innovative agricultural and industrial practices with environmental restoration and community empowerment, Cotton Village Ethiopia serves as a forward-looking model for sustainable development in Africa's cotton sector with global significance.

BANKS ASSET IN BILLION ETB AS OF JUNE 30, 2024

Oromia Bank:	Ramis Bank:	Shabelle Bank:	Sidama Bank:	Siinqee Bank:
68 (4%)	2.3 (64%)	3.8 (2.6%)	2.6 (98%)	60 (72 %)

Funding crunch threatens hard-won health gains in Africa

By Eyasu Zekarias

African countries, supported for over two decades by the Global Fund, have made remarkable progress in reducing HIV, tuberculosis (TB), and malaria. However, senior health and financial officials have raised alarms at a recent ambassadors' roundtable that ongoing funding shortfalls and a rush toward self-reliance risk reversing these critical achievements.

Mekdes Daba, Ethiopia's Minister of Health, emphasized the human stakes involved: "The numbers we are talking about are not just individuals or numbers, but survivors and lives on which future luck will depend." She highlighted that Ethiopia's health, finance, and foreign affairs ministries are collaborating on a sustainable action plan to transition to a "self-reliant, efficient and sustainable health system," aligned with the continent-wide Agenda 2063.

Central to this plan is strengthening domestic resource mobilization to safeguard the progress made. As Minister Daba noted, health is not only a moral imperative but also a foundational element of social stability, prosperity, and peace.

Francoise Vanni, Director of External Relations and Communications at the Global Fund, celebrated the remarkable success achieved through their partnership: "We have saved 70 million lives." Deaths from HIV, TB, and malaria have dropped by 63% in Global Fund-supported countries, with Africa receiving over 70% of the investments. Life expectancy in 15 sub-Saharan countries has risen dramatically, attributing more than half of this increase to gains against these diseases.

Yet, South African Ambassador Nonseba Losi warned that the upcoming eighth replenishment of the Global Fund is a "period of investigation." She cautioned against moving too quickly in withdrawing support without adequate safeguards, saying, "We risk reversing the progress we want to protect."

Echoing this caution, Global Fund representatives stressed the need for continued confidence combined with sustained investment to avoid rolling back years of hard-earned gains.

Since its inception in 2002, the Global Fund has disbursed nearly $70 billion, supporting community health workers, health information systems, and robust public finance management. The Fund acts as a crucial financial conduit enabling countries to innovate and execute policies consistent with Africa's sovereignty aspirations.

Ghanaian President Akufo-Addo has championed this transition from aid dependency to African ownership, emphasizing domestic resource mobilization, strengthening public finance systems, and building resilient, inclusive health infrastructures.

Ambassador Losi flagged the forthcoming summit in Johannesburg as a vital occasion to amplify African voices, urging the world to recognize that this partnership is not charity but a shared responsibility. Investing in the Global Fund represents a commitment to Africa's health security, economic resilience, and self-reliance.

Over 15 billion birr . . .

Continued from page 1

with Addis Ababa Airport's Customs Commission branch experiencing a tenfold increase in shortages, signifying a worsening trend.

The audit also uncovered discrepancies exceeding 8 billion birr between Treasury bill reports and recorded government consolidated accounts, raising doubts on the accuracy of debt registration.

Compounding these issues is a systemic failure to report grant funds from international donors within the Integrated Budget and Expenditure System (IBEX), compromising the completeness of national financial statements and hindering external audit verification.

The Auditor General's office warns that these systemic regulatory failures could severely undermine public finance integrity if unaddressed.

The OFAG has urged the government to undertake fundamental reforms to halt financial misconduct, address long-neglected debts, and comply fully with established financial management frameworks.

National Alcohol and Liquor Factory secures 80-year land lease for major expansion in Sheger City

By Eyasu Zekarias

The National Alcohol and Liquor Factory (NALF), a key state-owned enterprise in Ethiopia's beverage industry, has embarked on a significant long-term expansion by securing an 80-year land lease in the rapidly developing Sheger City. According to the company's financial report dated June 30, 2025, NALF acquired a 20,148 square meter industrial site from Sheger City Administration through an agreement finalized on August 17, 2024, for approximately 92.4 million birr.

Buoyed by a strong financial foundation and increased domestic capital support, this strategic investment is poised to substantially elevate the factory's production capacity for decades ahead. The report shows NALF's total capital equity rose from 786 million birr in the prior year to 803 million birr in 2025. Additionally, the total value of the company's property, plant, and equipment exceeded one billion birr, reaching over 1.058 billion birr.

Reflecting ambitious production goals, the factory's raw material stock swelled by nearly 70 percent compared to the previous year, totaling over 123 million birr. This growth underscores NALF's commitment to accommodating increased output at its new Sheger City facility. The company's paid-up capital currently stands at 622 million birr and supports expansion and modernization projects at its Mexico and Sebata branches.

Despite strong asset growth, NALF relies heavily on short-term loans to manage operational cash flow tied to raw materials and salaries. As of June 30, 2025, the factory carried an overdraft balance of 96.6 million birr against a 150 million birr facility obtained from the Commercial Bank of Ethiopia in April 2023, subject to a 14% annual interest rate. CEO Mesfin Abate explained that the Sebeta factory building, used as collateral for the overdraft, illustrates the firm's use of dynamic financing tools to balance production costs and revenues.

Additional financing includes a 50 million birr short-term loan from Awash Bank at 15% interest due within one year. While such loans are common, the persistent use of relatively costly debt alongside capital projects, such as constructing a new factory in Mekanisa and refurbishing the Sebata branch, raises questions about operational efficiency.

Nonetheless, NALF posted a 14.7% increase in net profit for the fiscal year, reaching 307.4 million birr compared to 268 million birr the prior year. Total sales amounted to 2.7 billion birr, an increase of over 200 million birr. Founded in 1992 with the goal of producing a full range of alcoholic beverages for domestic and export markets, the factory's total assets are reported at 803.4 million birr as of June 2025.

30% combined tax . . .

Continued from page 1

exchange reforms.

The new tax's ultimate objective is to increase government revenue by shifting from subsidies to market-based funding sources for public expenditure.

Under the new order, the MoF will direct EPSE to remit all federal fuel taxes to the Ministry of Revenue. The plan is to achieve full cost recovery for petrol and diesel pump prices, including statutory tax rates, by December 2025.

To facilitate this transition, the budget for net cash transfers to EPSE will be capped at 30 billion birr in the upcoming fiscal year.

The government has assured that support for public transportation will continue through targeted mechanisms, such as digital rebates and mobile wallets, specifically for city and regional bus services.

This policy was confirmed in the government's recent budget, reinforcing its commitment to the Homegrown Economic Reform Agenda.

Finance Minister Ahmed Shide has acknowledged that domestic tax revenues have struggled to keep pace with economic growth, viewing this reform as a necessary step toward fiscal consolidation.

Ethiopia currently has one of the lowest tax-to-GDP ratios in Sub-Saharan Africa, at below 7%. The MoF is also pursuing complementary reforms, including a Minimum Alternative Tax (MAT), to broaden the tax base and address tax evasion.

Despite the government's focus on economic stability, the new fuel tax has sparked widespread concerns. Critics argue that imposing such a high tax on a vital commodity during a time of elevated living costs could lead to public dissatisfaction and financial instability.

To address the anticipated budget deficit, the government plans to rely on domestic loans and support from development partners, asserting that these challenging measures are essential for long-term developmental priorities.

Regarding the MAT, the government recently stated that nearly two-thirds of businesses report no taxable profit, making MAT expected to raise revenues, reduce avoidance, and combat evasion. However, despite the income tax proclamation indicating that MAT will apply to the current fiscal year, many traders contend that it has effectively become effective for the 2024/25 tax year.

ICO Indicator prices (US cents/lb) 12-Nov-25

I-CIP	Colombian Milds	Other Milds	Brazilian Naturals	Robusta
326.82 -4.97%	405.47 -4.94%	406.89 -4.92%	377.95 -4.99%	209.86 -5.03%

*1lb=0.45kg

Growing urbanization fuels demand for affordable, easy-to-use construction equipment

By Eyasu Zekarias

Ethiopia's rapid infrastructure expansion and rising urban population are driving increased demand for domestic construction equipment that is simple, affordable, and easy to operate, according to insights shared at the recent Excon 2025 Roadshow held in Addis Ababa.

The event served as a preparatory platform ahead of Excon 2025, South Asia's largest construction equipment trade fair scheduled for December 9 to 13 in Bengaluru, India. Industry leaders, policymakers, and stakeholders gathered to explore avenues for technological collaboration and to strengthen bilateral cooperation in construction and infrastructure development between Ethiopia and India.

In his opening remarks, Shri Anil Kumar Rai, the Indian Ambassador to Ethiopia, highlighted the shared vision of sustainable growth and urban modernization between the two countries. He noted Ethiopia's status as one of Africa's fastest-growing economies and its ongoing indigenous economic reforms aimed at shifting the growth engine towards private sector-led investment alongside crucial public infrastructure projects.

The construction sector, currently contributing some 20% to Ethiopia's GDP growth, is experiencing transformative opportunities through government-backed urban infrastructure initiatives, especially in Addis Ababa and various designated "corridor" cities. With approximately 30% of Ethiopia's population expected to reside in urban centers within the next five to seven years, the need for affordable housing and infrastructure puts a spotlight on lightweight and cost-effective building materials and construction equipment.

Ambassador Rai urged Indian manufacturers, ranked as the world's third-largest producers of construction equipment, to adapt their offerings to meet Ethiopian market needs regarding quality, affordability, and user-friendliness. He further encouraged the introduction of refurbished equipment that complies with environmental regulations to help reduce capital expenditure gaps and widen financing options for projects.

In light of Ethiopia hosting the upcoming COP climate conference, the ambassador stressed a commitment to environmentally responsible technology, emphasizing that no hazardous equipment should enter the market.

Deepak Shetty, Co-Chairman of Excon 2025 and CEO of JCB India Limited, underlined India's strengths in providing affordable, reliable equipment backed by strong after-sales service and technical training. Notably, Indian manufacturers have begun producing eco-friendly construction machinery, including compressed natural gas (CNG) based and hydrogen-powered tools.

The Excon 2025 exhibition promises a comprehensive showcase of global innovations in soil excavation, material handling, and concrete machinery—offering Ethiopian stakeholders a broad array of solutions tailored to meet the demands of a fast-growing yet price-sensitive infrastructure market.

PHOTO: Anteneh Akililu

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Ethiopia ranks among top nations resisting Tobacco industry interference in 2025 Global Index

By our staff reporter

Ethiopia has emerged as one of the leading countries in minimizing tobacco industry interference, according to the Global Tobacco Industry Interference Index 2025, released this November. The report, compiled by the Global Center for Good Governance in Tobacco Control (GGTC) and civil society collaborators, evaluates 100 nations on their responses to commercial pressures undermining public health policies regarding tobacco control.

Ethiopia scored 35 out of 100, placing it among the highest-ranked nations with the least tobacco industry interference, alongside Botswana, Finland, and the Netherlands. A lower score indicates stronger government resistance and more robust protections against industry attempts to shape policy for commercial gain.

The report commends Ethiopia for incorporating Article 5.3 of the World Health Organization Framework Convention on Tobacco Control (WHO FCTC) directly into its national legislation via Proclamation 1112/2019. This requires government agencies to disclose all interactions with the tobacco industry and has led to the creation of a code of conduct for public officials involved in tobacco control. These measures foster transparency and accountability, making it difficult for the tobacco industry to exert undue influence.

Among other progressive steps, Ethiopia is highlighted for banning political donations from the tobacco industry, thus mitigating conflict-of-interest risks. The country also engages in awareness campaigns and cross-departmental workshops to emphasize the importance of limiting unnecessary government-industry interactions.

Recent efforts include the termination of a Memorandum of Understanding between Ethiopia's Customs Commission and Japan Tobacco International in 2024, demonstrating Ethiopia's commitment to ending collaborative arrangements that could undermine tobacco control policies.

The report underscores that, despite global trends of worsening interference 46 out of 90 countries deteriorated in their scores Ethiopia stands out as a regional leader in Africa. The authors warn, however, that ongoing vigilance is required, as the tobacco industry continually seeks new avenues of influence, often targeting non-health government sectors where awareness of tobacco control issues may be lower.

Spotlight

Ever catch the perfect picture with your digital camera or camera phone and wish you could find a way for others to experience it? Here is your chance. If you find yourself at the right place at the right time and happen to catch an amazing scene you believe someone else should see, send us your news pictures with no more than 30 words to spotlight@capitalethiopia.com and we will publish it.

Gates Foundation Announces New Commitment for Smallholder Farmers on the Frontlines of Extreme Weather

The Gates Foundation today announced a new commitment to advancing climate adaptation, helping smallholder farmers build resilience to a warming world and protect hard-won gains against poverty.

Announced at COP30 in Belém, Brazil, where leaders are emphasizing locally driven adaptation, the four-year, $1.4 billion investment will expand access to innovations that help farmers across sub-Saharan Africa and South Asia adapt to extreme weather. In these regions, where food security and livelihoods depend on agriculture, smallholder farmers and the communities they feed are among the most exposed to droughts, floods, and rising temperatures. Yet less than 1% of global climate finance targets the growing threats to these vital food systems.

“Smallholder farmers are feeding their communities under the toughest conditions imaginable," said Bill Gates, chair of the Gates Foundation. "We’re supporting their ingenuity with the tools and resources to help them thrive—because investing in their resilience is one of the smartest, most impactful things we can do for people and the planet.”

ECA hosts national workshop to launch Personal Data Protection Proclamation

The Ethiopian Communications Authority (ECA) convened a national workshop today to discuss Ethiopia’s newly enacted Personal Data Protection Proclamation. The event brought together government bodies, private companies, cloud and data-center providers, financial sector representatives, and international partners, marking a significant step in the country’s efforts to establish a secure and rights-based digital environment.

Eng. Balcha Reba, Director General of the ECA, opened the workshop by underscoring the proclamation as a foundational move to safeguard Ethiopians’ privacy rights and modernize digital governance. He highlighted the increasing role of personal data in public services, digital platforms, and economic activities, emphasizing the need for transparency, accountability, and strong security measures across all institutions. Eng. Balcha reaffirmed the Authority’s dedication to cross-sector collaboration for effective implementation of the law.

Michael Liu, CEO of Huawei Ethiopia, also addressed the gathering, voicing Huawei’s support for Ethiopia’s data protection initiatives. He praised the country for promulgating its first comprehensive personal data protection law and stressed that digital trust is vital for innovation and economic growth globally. Mr. Liu recognized Ethiopia’s progress in strengthening its legal and institutional frameworks for data privacy.

Wildberries announces partnership with Ethiopian Investment Holdings

Wildberries has announced a partnership with Ethiopian Investment Holdings (EIH). A Memorandum of Understanding (MoU) was signed in Moscow by Robert Mirzoyan, Chief Executive Officer of the united company Wildberries & Russ, and EIH Chief Executive Officer Brook Taye.

The agreement provides for joint work on adapting Wildberries’ products to the Ethiopian market, as well as collaboration and mutual support in investment and technological initiatives aimed at fostering the growth of Ethiopia’s e-commerce sector and related infrastructure. In the near future, Wildberries plans to enter the markets of Ethiopia and of other African countries.

Ethiopian Investment Holdings, the largest sovereign wealth fund in Africa, manages assets exceeding USD 150 billion. The fund plays a key role in advancing Ethiopia’s Sustainable Development Goals (SDGs) by channeling investments into vital sectors such as energy, logistics, and life sciences. The signing of this agreement paves the way for long-term, mutually beneficial cooperation between Wildberries and partners in Ethiopia and across the African continent.

WHEN YOU’RE STUCK BEHIND A VIP DELIVERY!

PHOTO: Anteneh Akilu

CAMEL MILK SUPPLY!

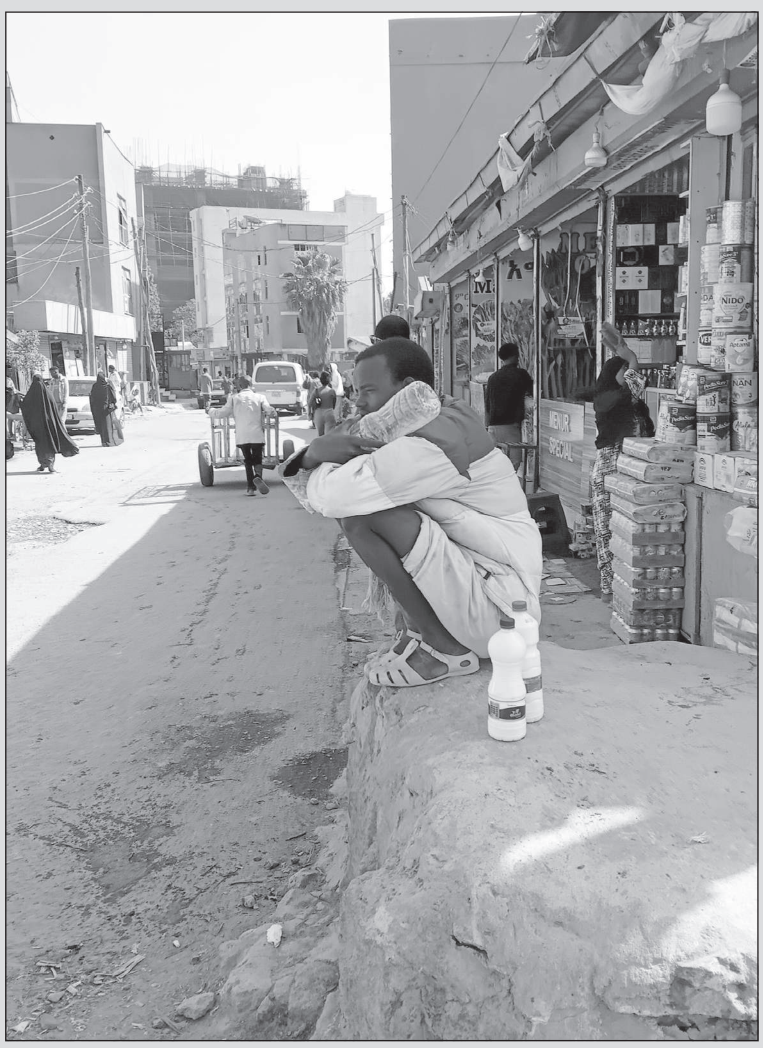


PHOTO: Anteneh Akilu

ADDIS TAXI QUOTES

PHOTO: Anteneh Akilu

JCB opens first operator training centre in Ethiopia, Unveiling JCB 3DX Backhoe Loaders

In a significant development for the construction and earthmoving industry, JCB, a leading global manufacturer, announced the inauguration of its first-ever Operator Training Centre in Ethiopia. The facility, established in partnership with the authorized distributor Ethio-Nippon Technical Company (ENITCO), aims to enhance the skill sets of local operators.

The opening coincided with the launch of the latest JCB Backhoe Loader, the JCB 3DX, a next-generation machine noted for its exceptional productivity, fuel efficiency, and durability, designed specifically for Ethiopia’s rapidly expanding infrastructure projects.

Equipped with advanced simulators and live machine demonstrations, the new training centre is set to train up to 500 operators annually. It will serve as a pivotal hub for skill development, providing local operators, technicians, and site supervisors with internationally recognized certification in the safe and efficient operation of JCB machinery.

During the inauguration ceremony, Deepak Shetty, CEO and Managing Director of JCB India Ltd, emphasized the importance of Africa as a key growth region for JCB. He remarked, “Ethiopia stands out as one of its most exciting and rapidly developing markets. With strong infrastructure investments and an ambitious national development agenda, the country presents tremendous opportunities.”

Farmers ditching fuel pumps and adopting solar – Futurepump paving the way for cleaner irrigation on rural farms

Berhane Berhe Water Works Construction, based in Ethiopia, has joined the Futurepump distributor network – a move that underscores the company’s commitment to advancing sustainable agriculture through solar-powered irrigation.

As fuel subsidies are phased out and the cost of fossil fuel pumps continues to rise, solar pumps offer a cleaner, more affordable alternative for the millions of smallholder farmers across the country. This partnership aligns with Ethiopia’s national goal to install 35,000 solar or wind water supply schemes by 2030.

Designed, tested, and manufactured in India, Futurepump solar pumps are low-cost, versatile, and high-quality. They are compatible with hosepipes, drip and mist irrigation and sprinklers. They are surface water pumps, suitable for pumping from shallow wells, rivers, streams or lakes making them ideal for making efficient use of Ethiopia’s extensive surface water resources.

Ethiopia reports suspected viral haemorrhagic fever outbreak

Health authorities in Ethiopia are carrying out further investigations and ramping up response after suspected cases of viral haemorrhagic fever were reported in the country’s South Ethiopia Region. In support, the World Health Organization (WHO) is deploying an initial team of responders and delivering medical supplies to assist in the ongoing efforts to determine the cause of infection and halt further transmission.

So far, eight suspected cases have been reported. Laboratory testing is ongoing at the Ethiopia Public Health Institute to determine the exact cause.

To support the national authorities, WHO is deploying a multi-disciplinary team of 11 technical officers with experience in responding to viral haemorrhagic fever outbreaks to help strengthen disease surveillance, investigation, laboratory testing, infection prevention and control, clinical care, outbreak response coordination and community engagement.

Capital NEWS IN BRIEF

European Union and Indian Navies Take over Ship Used by Pirates off Somalia to Seize Tanker

The European Union and Indian navies have taken over a ship used by pirates off the coast of Somalia to seize a Malta-flagged tanker, the EU force said Wednesday. The Iranian fishing vessel called the Issamohamadi had been abandoned off the coast of Somalia following their seizure last week of the Hellas Aphrodite, which had been carrying a load of gasoline from India to South Africa. The pirates used the Issamohamadi, a type of traditional ship known across the Persian Gulf as a dhow, as a “mother ship” for a series of assaults capped by their taking of the tanker. A team from the ESPS Victoria, a Spanish frigate, boarded the dhow and said the Issamohamadi’s original crew on board were in “good condition, safe and free.” Iran has not acknowledged the seizure of the ship. ... Piracy off the Somali coast peaked in 2011, when 237 attacks were reported. Somali piracy in the region that year cost the world’s economy some $7 billion, with $160 million paid out in ransoms, according to the Oceans Beyond Piracy monitoring group.

(AP)

Opposition Parties Call for Unconditional Opening of Political Space, Cessation of Conflict Ahead of 2026 General Election

A group of ten Ethiopian opposition parties ... asserted that for the 2026 election to mark a genuine step toward democratic transition, the government must first ensure a set of fundamental preconditions. It emphasized the need for an inclusive political dialogue that brings together all political forces, including those in exile and armed struggle, to agree on a national roadmap toward reconciliation and democratic reform. ... They also underscored that peace and stability are essential for any credible electoral process, pointing to ongoing conflicts in Oromia, Amhara, Tigray, Afar, and other regions. The statement called for an immediate and verifiable cessation of hostilities, insisting that political parties, candidates, and citizens must be guaranteed freedom of movement and safety to participate fully in political life. ... The group demanded firm guarantees for the neutrality of state institutions, particularly the security forces, intelligence agencies, and the judiciary, stressing that these bodies must operate free from political interference and serve the constitution, not the ruling party. They also called for the restoration of press freedom and ... for the full participation of domestic and international election observers at every stage of the electoral process.

(Addis Standard)

Stage Set for World’s Largest Autonomous Race

The world’s largest autonomous car race will take place in Abu Dhabi on the 15th of November, as 11 teams from across the globe compete at the frontier of robotics, autonomy and AI for a US$2.25 million prize pool. A2RL Season 2 has been 18 months in the making, with the six fastest teams making it through the tough qualification process to the Grand Final. Ticket allocation for the Yas Marina Circuit event has once again reached full capacity of the main grandstand, as motorsport and technology enthusiasts excitedly prepare to witness an AI competition unlike any other.

The A2RL Grand Final will mark the first time that six fully autonomous racecars will compete wheel-to-wheel on track. The six teams – TUM, Unimore, Kinetiz, TII Racing, PoliMOVE and Constructor – were determined by a rigorous qualification process in October. Representing Germany, Italy, and the UAE, they will compete in a 20-lap, multi-car race to crown the A2RL Season 2 Champion. Reigning Champions, TUM, have qualified in pole position after a fierce ‘Multi-Car Qualification’ sprint race against rival Unimore, setting the stage for a historic showdown.

(Press release)

Governments aim to collectively recognise 160 million hectares of Indigenous Peoples’ and local community lands in tropical forest countries

World leaders gathered in Belém for the World Leaders Summit ahead of COP30 announced a landmark commitment to collectively recognise and strengthen 160 million hectares of Indigenous Peoples and local community lands by 2030 through the Intergovernmental Land Tenure Commitment (ILTC). The Commitment is the first global commitment on recognising land tenure.

Alongside the Commitment, more than 35 government and philanthropic funders organised by the Forest Tenure Funders Group (FTFG) announced a renewed five-year Forest and Land Tenure Pledge. The new $1.8 billion pledge will support Indigenous Peoples, local communities, and Afro-descendant communities in securing land rights across an expanded range of ecosystems, including forests, mangroves, and savannahs.

Securing Indigenous Peoples and local communities’ land rights is one of the most effective investments the world can make in climate action, according to a significant body of scientific evidence. Indigenous Peoples and local communities safeguard around 40% of the world’s remaining intact ecosystems, yet less than half of their lands are legally recognised.

(Press release)

Term of the Day

WINNER'S CURSE

Definition

The winner's curse is a tendency for the winning bid in an auction to exceed the intrinsic value or true worth of an item. The gap in auctioned versus intrinsic value can typically be attributed to incomplete information, emotions, or a variety of other subjective factors that may influence bidders.


Manchester
Delhi
Newark
Dhaka
BANGLADESH
EGYPTAIR
A STAR ALLIANCE MEMBER

The Grey Zone for Small Businesses: Opportunity or Trap?

Alazar Kebede

In our increasingly complex economic world, small businesses are frequently navigating the murky space that lies between compliance and risk - what we might call the legal grey zone. This term doesn't refer to outright illegal activity, but rather practices and business models that exploit regulatory ambiguity - which can be both a source of entrepreneurial dynamism and a vector for systemic fragility.

There are several interlocking forces that push micro and small firms into regulatory limbo. Small businesses often face disproportionately high compliance burdens. For a venture with lean resources, navigating licensing, taxation, labour law, data-protection rules and more can be overwhelming. As one commentator put it, "the number of laws I have to deal with is crazy. I always worry there's a law out there that I don't know about and I might break it without realising."

With compliance overhead high, many small businesses either delay formal registration or pick business models that skirt regulations. Some new business models are born ahead of regulation. One article observes: "Innovative start-ups sometimes operate in legal gray areas – areas in which the business model is not clearly prohibited by law, but also not clearly permitted." For example, digital platforms, sharing economy services or novel fintech models may exploit gaps between old regulation and new practice. This offers competitive advantage yet it also invites regulatory push-back or retroactive correction.

In many developing markets, small firms operate in the informal or semi-formal economy: they may lack full registration, pay limited taxes or use simplified labour arrangements. As one study notes, "some informal enterprises operate entirely or partially beyond regulations, registration is not an obstacle for some commerce businesses but becomes a major one for food etc."

In such contexts, formalising may seem unattractive relative to the cost costs or bureaucratic risk.

Businesses in grey zones often gain cost advantages: fewer overheads, less regulation, lower tax burdens. But this creates an uneven playing field. As the German legal-analysis piece points out: "A startup in the gray area often competes with traditional companies that (have to) abide by all the rules. This can create false incentives if everyone tends to work around the rules in the long term."

Operating in a grey zone is not simply clever entrepreneurship - it carries tangible risks. Because grey-zone activities lie between permitted and prohibited, they may become subject to enforcement actions, regulatory reinterpretation or litigation. One paper describes how ambiguous status undermines legal stability and public trust. Even if legal, operating in an area of regulatory ambiguity can hurt credibility. Customers, suppliers, or investors may view grey-zone practices as risky, unethical or unstable. As one summary notes: "Operating in the gray zone may not be explicitly illegal but may violate regulations or ethical standards. This can lead to reputational damage."

When some firms pay full regulatory and tax burdens and others exploit grey spaces, the incentive to "do the minimum" grows. This can weaken the formal economy, reduce tax revenues and distort markets. The concept of the shadow economy emphasises this: "This so-called 'shadow economy' comprises a broad spectrum of misconduct. Some are legal, some illicit. They exist in a legal grey area, falling outside established laws."

Small businesses stuck in the grey zone may find it difficult to scale, raise capital, or benefit from formal institutional support. If a business is not clearly recognised legally, it may lack access to credit, contracts, formal supply chains or public supports.

While small business dynamism is a desirable social and economic goal, grey-zone activity complicates this aim in several ways. If many firms avoid regulatory burdens or formalisation, public revenue falls and the capacity to deliver services may be reduced. The grey zone dilutes the collective "social contract" underpinning taxes, labour protections and regulation.

Firms in grey zones may escape labour rights, social protection, licensing or quality regulation. This undermines fairness and leaves workers or consumers exposed. As the informal economy research shows: many workers under atypical or unregulated arrangements lack stability or rights.

On one hand, the grey zone allows experimentation: new business models can emerge by exploiting dormant regulatory space. On the other hand, this may undermine the rule of law and fairness among firms. The challenge is how to harness innovation without creating a race-to-the-bottom in regulation.

When regulation is inconsistent, patchy or outdated, the legitimacy of the legal framework suffers. Firms may conclude that the system is arbitrary and opt out. Legal certainty is a foundation of investment and entrepreneurship; grey zones erode that foundation.

To address the grey-zone challenge in relation to small business, both entrepreneurs and policymakers have roles. For entrepreneurs, recognise that just because something is not explicitly banned does not mean it is safe forever. Regulatory regimes often catch up. The analysis of start-ups explores this risk: firms must consider how regulators may interpret their model. Seek legal advice, or at least build processes for compliance, even if you are operating in untested terrain. Beyond legality, consider ethics, reputation and long-term viability. Consider the long-term strategy: is the grey-zone edge a sustainable advantage, or a ticking liability? The faster you grow, the more you attract scrutiny.

For policymakers, simplify and tailor regulation for small businesses. Over-complexity drives informal or grey-zone behaviours. Provide transitional spaces: regulatory sandboxes, clear guidance or phased formalisation for new business models help reduce ambiguity. For example, a recent piece on Vietnam's informal sector argues for "voluntary encouragement – transitional support – incentives for compliance."

Ensure fairness: regulators should avoid creating an environment where only large firms can afford full compliance, while smaller firms are forced to skirt rules or remain informal. Improve enforcement and clarity: When enforcement is selective or unclear, firms cannot reliably know where the boundary lies. Clearer regulation and consistent enforcement reduce the incentive to rely on the grey zone.

To Conclude, small businesses are vital engines of innovation, employment and social mobility. But the growth of entrepreneurial activity in legal grey zones reveals a tension: between regulatory burden and flexibility, between innovation and fairness, and between formalisation and survival.

The grey zone will never disappear. New business models will always push the edge of regulation, and some degree of exploration is healthy. But without clearer frameworks, supportive policies, and a shared commitment to fairness, the grey zone threatens to become a structural liability rather than a creative frontier.

For every small business deciding whether to lean into ambiguity, the choice is not simply "can we legally get away with it?" but rather "is this sustainable, is this ethical, and will it build trust with stakeholders?" And for society, the question is how to channel the dynamism of small firms into growth that is inclusive, transparent and durable.

AT CIIE 2025, CHINA'S UNILATERAL OPENING FORGES A NEW PATH FOR SHARED AFRICAN PROSPERITY

By Yu Hongyu, CGTN Reporter

As the curtains rise on the 2025 China International Import Expo (CIIE), the sprawling exhibition halls in Shanghai are more than just a marketplace. They are the physical embodiment of a distinct economic philosophy, one that is reshaping China's engagement with the world, particularly with its partners across the Global South. This year's event, larger and more diverse than ever, is a powerful statement: China's door is not just open; it is being held open proactively, inviting the world to "Export to China" in a new chapter of shared development.

For years, the global narrative has centered on "Investing in China." The 2025 CIIE signals a strategic and symbolic pivot. The introduction of the "Export to China" brand, a national-level initiative, is a deliberate move away from the traditional calculus of reciprocal trade deals. It champions a form of unilateral openness, a confident policy choice where China leverages the immense gravity of its domestic market as a global public good. This aligns directly with China's vision of fostering a more just and reasonable global governance system and building a community with a shared future. The CIIE is the premier platform where this vision transitions from principle to practice.

The centerpiece of this commitment is the newly established "Asia-Africa Products Zone." An upgrade and expansion of the previous Africa-specific section, this zone is a tangible mechanism designed to help African nations—and other Least Developed Countries (LDCs)—fully utilize the zero-tariff policy China has extended for 98% of taxable product items. With over 110 enterprises, including more than 90 from 30 LDCs, the zone is a vibrant testament to inclusive trade. This is supported by concrete measures, including the provision of over 120 free booths, ensuring that market access is not hindered by financial barriers. This year, the number of participating enterprises from countries along the Belt and Road Initiative grew by an impressive 23.1%, while firms from Least Developed Countries (LDCs) saw their numbers jump by 23.5% to 163.

The tangible results are found not just in macro-statistics but on the shelves and in the tasting booths. Gambian cashews, which gained import approval just last June, sit alongside Madagascan mutton, making its debut in the Chinese market. They share the space with the rich aroma of Ethiopian coffee, the unique flavour of Kenyan purple tea, and chocolates made from Ghana's premium cocoa. These are the "small but beautiful" products that, through the CIIE, find a path to the world's largest consumer base, transforming local agriculture and small enterprises into global exporters.

This focus at the CIIE reflects a much broader and deepening economic relationship. For 15 consecutive years, China has stood as Africa's largest trading partner. In 2024 alone, bilateral trade reached 2.1 trillion rmb (approx. $290 billion), a year-on-year increase of 6.1%. The growth is not just historic—climbing from 87.4 billion yuan in 2000 at an average annual rate of 14.2%—but is also evolving in its composition. While China's exports of high-value goods to Africa, such as electric vehicles (up 104.8% in 2024), are surging, its commitment to boosting imports from the continent is creating a more balanced and sustainable trade structure.

This year, seven African nations, including Benin and Madagascar, are participating in the CIIE's Country Exhibition for the first time, a sign of the continent's growing confidence in the platform. With the number of African enterprises at the expo increasing by 80% from the previous year, the message is clear: the CIIE is seen as a crucial engine for economic diversification and growth.

In an era where trade is often politicized, the CIIE champions pragmatism. By bringing together businesses, policymakers, and consumers, it fosters tangible economic cooperation and cultural understanding, proving that shared interests can transcend geopolitical complexities.

The 2025 CIIE is therefore more than a record-breaking trade fair. It is a classroom in modern global governance, demonstrating how a major economy can actively facilitate global development. For Africa, it represents a partnership that goes beyond rhetoric, offering concrete tools, market access, and a shared vision of prosperity. As containers of cashews, coffee, and mutton begin their journey from African farms to Chinese tables, they carry with them the promise of a future built not on aid, but on equitable and open trade.

Time to deliver on Africa's climate finance promises

By Ademola Ajagbe

Climate finance is on trial this November in Belém, Brazil. World leaders and climate advocates attending the United Nations Climate Change Conference (COP30) must decide whether the long-discussed plan for funding efforts against climate change can finally deliver for the people and places that need it most.

The urgency is clear, climate finance must be availed, more easily, predictably, and equitably to frontline communities. This includes nature-rich regions like Africa that are leading the way in reducing climate change and adapting to its effects.

Across Africa, families are continually rebuilding after floods that are more frequent and severe. Farmers watch their once-fertile land turn to dust, and coastal communities move further inland each year. The continent, which contributes less than 4 percent of global carbon dioxide emissions, continues to shoulder the heaviest climate burden. According to the World Meteorological Organization, Africa is warming faster than the global average, and estimates that countries are losing up to 5 percent of GDP with many forced to prioritize response to extreme conditions.

On the other hand, Africa's ecosystems, its forests, coasts, and grasslands form a significant part of the world's climate insurance, absorbing billions of tonnes of carbon every year. Yet the continent receives less than 10 percent of global climate finance. That imbalance must end.

A fairer system for people and planet

A decade after the Paris Agreement that required developing counties to be financed to mitigate and adapt to effects of climate change, the divide between ambition and action remains wide. Africans have voiced their expectation of the next global climate finance goal expected to reach 1.3 trillion dollars a year by 2035. Funds must reach local actors, prioritize adaptation and support community-driven resilience.

This call is consistent with our experience at The Nature Conservancy (TNC) working across Africa. We have seen that finance works when it strengthens systems that people rely on like food, water, energy and ecosystems. In Gabon, one of the few carbon-negative countries in the world with 88 percent forest cover, the government is advancing an innovative model to secure long-term investment in forests, oceans, and communities while creating jobs, supporting fisheries, and funding education and health services. The Project Finance for Permanence (PFP) model blends public, private, and philanthropic capital into a national framework that guarantees accountability and measurable results.

Along Kenya's coast, mangroves that store up to five times more carbon per hectare than terrestrial forests, are being restored in community-led Blue Carbon initiatives supported by TNC. Verified carbon credits from this, fund women's cooperatives, youth enterprises and coastal protection. Here, finance is not abstract; it is a livelihood mechanism that keeps both nature and communities standing.

These examples prove that finance works when it is long-term, inclusive and locally driven.

Nature as infrastructure

Nature is not a cost item in a budget, but the foundation of every economy. Forests regulate rainfall. Wetlands filter water and shield cities from floods. Grasslands and soils store carbon and sustain agriculture.

That these nature-based solutions only receive a morsel of total climate finance is not just a funding gap, but a policy failure. Scientific evidence shows that conserving and restoring ecosystems could deliver more than one-third of the cost-effective climate mitigation needed by 2030 while supporting food security and biodiversity. This makes Africa's forests, rivers, and coastlines essential infrastructure. Investing in their protection is one of the fastest, most cost-effective ways to strengthen resilience and drive inclusive growth.

Tapping into Africa's renewable energy sources, from the wind corridors of Namibia to the solar plains of the Sahel, can unlock prosperity for millions. However, this transition must be just, protecting workers, empowering women and youth, and leaving no community behind.

The Africa Civil Society Organizations Position Paper calls for a Belém Action Mechanism on Just Transition that prioritizes local ownership, skills, and social protection. Public and private finance must reduce debt pressures and build industries that sustain communities rather than displace them. When communities lead, solutions last. Inclusive partnerships rooted in science and respect produce environmental and social dividends.

The path from ambition to permanence

Africa does not seek charity, but fairness and partnership. The continent's ecosystems stabilize the planet's climate; investing in them is a shared responsibility.

At COP30, global leaders have a chance to rebuild trust. The new climate finance goal must move beyond pledges to create systems that last — finance that is transparent, equitable, and designed to endure. If we act decisively, COP30 could be remembered as the turning point when the world moved from promises to long view and recognized Africa not as a victim of climate change but as a vital partner in solving it.

Without nature, there is no economy. Without equity, there is no stability. And without Africa, there can be no climate solution.

Ademola Ajagbe is the Regional Managing Director for Africa at The Nature Conservancy (TNC). He leads teams working across 17 countries to advance durable climate finance, nature-based solutions and inclusive development. In this op-ed for COP30, he calls for a re-design of the global climate finance system, one that recognizes Africa's leadership, invests in its ecosystems and delivers lasting benefits for people and the planet.

Entrepreneur PROFILE:

RESUME

Name: Tilahun Akililu

Education: Sport Science Degree

Company name: TiloLife Gym and Spa

Title: Founder

Founded in: 2024

What it does: Providing fitness training and holistic wellness service

Hq: Akaki Alem Bank

Number of Employees: 5

STARTUP CAPITAL

250,000 birr

CURRENT CAPITAL

Growing

BIG PICTURE

Reason for starting the Business: Passion

Biggest perk of ownership: Helping individuals achieve a healthier life

Biggest strength: Strong client motivation skills

Biggest challenge: None

Plan: To open 3 new premium branches

First career: None

PERSONAL

Most interested in meeting: *Haile Gebrselassie*

Most admired person: *My Mother (She is my hero)*

Stress reducer: A long quiet run

Favorite pastime: Trying new healthy recipes

Favorite book: None

Favorite destination: Canada

Favorite automobile: Toyota land cruiser

DAILY EXCHANGE RATE

Nov. 14, 2025

EUR (€)	176.87	178.64	± 1.76
AED (د.إ)	41.69	42.11	± 0.41
SAR (ر.س)	40.83	41.24	± 0.40
AUD ($)	99.30	100.29	± 0.99
CAD ($)	108.50	109.58	± 1.08
USD ($)	153.14	154.68	± 1.53
KES (KSh)	1.18	1.21	± 0.03
INR (₹)	1.72	1.74	± 0.01
DJF (Fdj)	0.85	0.88	± 0.02
DKK (kr)	23.68	23.92	± 0.23

EFBF

Ethiopian Family Business Forum 2025

Ethiopia's leading family enterprises will convene for the 3rd Ethiopian Family Business Forum (EFBF) on November 25, 2025, at the Hilton Addis Ababa. Centered on the theme "Embracing Change for Growth & Innovation," the forum unites leading family businesses, policy makers, experts, financial institutions, and thought leaders to explore sustainable growth, governance, and innovation in Ethiopia's evolving market. Don't miss this opportunity to learn from generation-rich traditions and shape the future of family enterprises.

Register now at: tinyurl.com/EFBF2025

November 25, 2025 | Hilton Hotel, Addis Ababa

Our line-up of Speakers, Panelists & Moderators

Shaleqa Haile Gebresellasie, Chairman Haile and Alem International PLC

Tilahun Esmael (PhD), CEO, Ethiopian Securities Exchange

Asfaw Alemu, CEO, Dashen Bank

Hikmet Abdella, Chair, EFBF Advisory Council and CEO, FSD Ethiopia

Professor Emeritus Ahmad Rahnema Alavi, IESE Business School

Tihitina Legesse, Managing Director, WARYT MULUTILA International PLC

Ermias Mebrate, Director, Africa initiative IESE Business School

Moez Miaoui, Acting Head, ESG Advisory Lead, Africa Family Offices Initiative, International Finance Corporation

Berhane Demissie, Managing Partner, Cepheus Growth Capital Partners

Melaku Kebede, Project Manager, FSD Ethiopia

Hanna Tilahun, Bezalel Construction Material Manufacturing, and Hebron Resort

Million Kibret, Managing Partner, BDO Ethiopia

Adam Abate, Principal-Investment Manager, Renew Capital

Bethlehem Bekele, CEO, Managing Directress, Lalibela Travel & Tours

Fitsum Nigusse, Senior Executive Director, East African Holding

Beza Hailu, Operations Officer, International Finance Corporation

Yonaiel Tadiwos, Operations Director, Boston Partners PLC (Kuriftu Resorts)

Solomon Gizaw, Chairman and CEO, HST

HST — Organizer

የኢትዮጵያ የሰነድ ሙዓለ ንዋዮች ገበያ Ethiopian Securities Exchange — Co-organizer

Innovative Finance Lab, UNDP — Partner

IESE Business School University of Navarra, Africa Initiative, IFC International Finance Corporation World Bank Group — Knowledge Partners

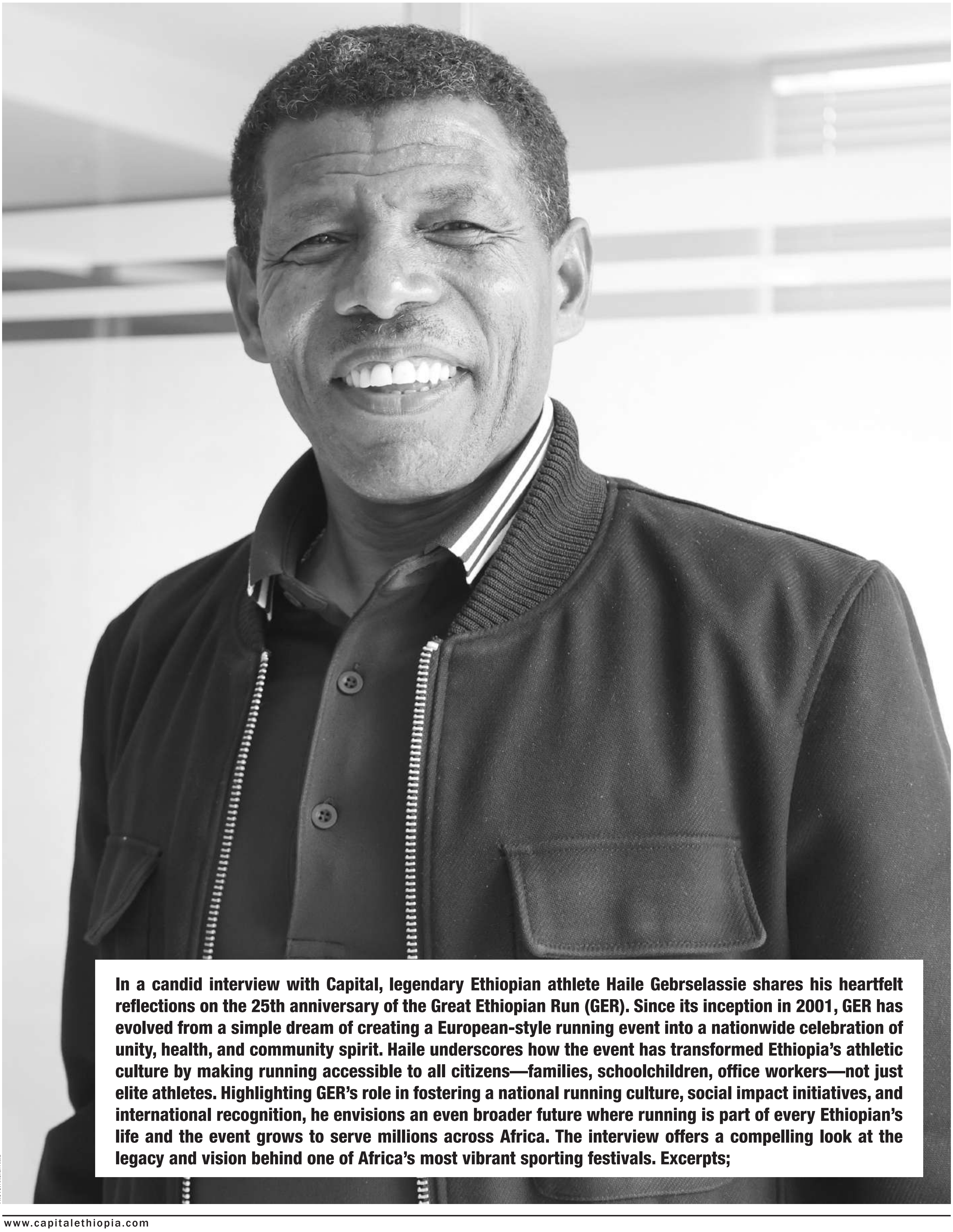
ዳሽን ባንክ Dashen Bank — Platinum Sponsor

AwashBank, Wegagen Bank — Gold Sponsors

I N T E R V I E W

HAILE GEBRSELASSIE

Reflects on 25 Years of the Great Ethiopian Run



In a candid interview with Capital, legendary Ethiopian athlete Haile Gebrselassie shares his heartfelt reflections on the 25th anniversary of the Great Ethiopian Run (GER). Since its inception in 2001, GER has evolved from a simple dream of creating a European-style running event into a nationwide celebration of unity, health, and community spirit. Haile underscores how the event has transformed Ethiopia's athletic culture by making running accessible to all citizens—families, schoolchildren, office workers—not just elite athletes. Highlighting GER's role in fostering a national running culture, social impact initiatives, and international recognition, he envisions an even broader future where running is part of every Ethiopian's life and the event grows to serve millions across Africa. The interview offers a compelling look at the legacy and vision behind one of Africa's most vibrant sporting festivals. Excerpts;

PHOTO: Anteneh Aklilu

Capital: Twenty-five is a remarkable milestone for any event. What does this Silver Jubilee edition mean to you personally and to the GER organization?

Haile Gebrselassie: Twenty-five years ..... what a journey! When we started this event back in 2001, our dream was simple: to bring people together through running and create a running event like the Europeans. For me personally, this Silver Jubilee is a celebration of that dream fulfilled, not just for Great Ethiopian Run as an organization, but for our entire nation. It reminds us how far Ethiopia has come; from a country known for elite athletes to one where everyone runs for joy, health, and unity. For me it's emotional, really.... over the past years Great Ethiopian Run has become part of the nation's heartbeat.

Capital: In your perspective, how has it changed athletic culture and public participation in Ethiopia over the past quarter century?

Haile Gebrselassie: Before Great Ethiopian Run, running was mostly seen as something for elite athletes or champions, for myself, Kenenisa, Derartu, Gete, etc... Today, it's part of daily life. Families, schoolchildren, office workers,.... everyone wants to run. I believe that we've helped or at least shift the mindset from "running is for athletes" to "running is for everyone." It's also inspired other organizations across Ethiopia to organize their own races, creating a true culture of fitness and celebration.

Capital; Since 2001, more than 760,000 people have participated in the competition. What do you think makes Ethiopian and international runners come back every year?

Haile Gebrselassie: There's something magical about the Great Ethiopian Run, the energy, the music, the dance, the color, the people... and so forth. We always say that it's more than a race - it's a festival of life. Whether you're an elite runner or just someone jogging with friends, you feel the same joy. The Ethiopian spirit, our warmth, our rhythm, draws people back year after year. And for international runners, there's the unique experience of running at high altitude surrounded by tens of thousands of smiling faces. It is more than a race

Capital: Over the past 25 years, how has the Great Ethiopian Run (GER) been able to make a difference in the country's athletic culture in transitioning from "top-notch athletics to more participation"? How are you going to keep this thread going?

Haile Gebrselassie: We've always believed that the strength of Ethiopian athletics doesn't lie only in the few at the top but in the many who believe they can start. GER made that possible. We built bridges between elite competition and public participation, and that connection has strengthened our running culture. To keep it going, we'll continue nurturing community events, kids' runs, women's races, and regional runs that give everyone a platform to participate.

Capital: Having raised over 35 million birr, which social service project has GER made the biggest impact on community with over the past 25 years?"

Haile Gebrselassie: We have a number of ways that we have been working on, but think of a 100 million birr collection through our Run For a Cause campaign.

That's not just a number; it has lives touched. One of our proudest achievements is how much we've contributed to social causes, from health initiatives to education programs and community development.

Personally, I've seen the biggest impact in projects supporting children and youth, especially in education and health. Because when we help the next generation grow strong, we're building the true legacy of this run.

Capital: What makes the GER unique in Ethiopia compared to other international road races?

Haile Gebrselassie: Great Ethiopian Run is not just another international road race, it's an experience unlike any other. The atmosphere, the music, the dancing, the colors. It's pure Ethiopian energy. Other races may focus on speed; ours celebrates spirit. It's also unique because it brings together all walks of life, rich and poor, young and old, athletes and amateurs, all running side by side for a common joy.

Capital: How does the Great Run support and promote new running talent as a 'starting point' for new and successor athletes?

Haile Gebrselassie: Many of our country's top athletes took their first competitive steps at the Great Ethiopian Run. We like to think of it as a "starting point" for future champions. Through our races and training partnerships, we give young runners exposure, confidence, and opportunity. I've seen youngsters start here and go on to compete internationally. Supporting the next generation is one of the most fulfilling parts of our work.

Capital: As the event gains international recognition, how do you believe it will shape Ethiopia's image on the world stage?

Haile Gebrselassie: GER has become one of Ethiopia's most recognizable international events, a positive story the world loves to tell. It shows the world that Ethiopia is not only the land of champions but also a land of joy, peace, and community. Every year, visitors leave with a new image of our country, vibrant, united, full of life. That's powerful diplomacy through sport.

Capital: It is known that the competition is the reason for the creation of similar events throughout the country. How did this expansion help build a national running culture?

Haile Gebrselassie: When we began, there was only one race, now we have races in Hawassa, Jimma, Bokoji, Arba Minch, and also we are going to start new races in Debre Birhan & Harar this year. This expansion has created a real national running culture. Local organizers are inspired, cities are becoming healthier, and tourism has grown around these events. It's exactly what we hoped for a movement that spreads far beyond Addis Ababa.

Capital: The 25th anniversary edition contains special programs. What can attendees and audiences expect this year?

Haile Gebrselassie: This year, everything is bigger, more vibrant, and more symbolic. From special Silver Jubilee medals and artistic race-day visuals to our "Tokens of Triumph" displays, every detail celebrates 25 years of unity and endurance. Expect performances that tell our story, from the early 2000s to today, and new programs recognizing people who have been part of this journey from day one. It's a festival of memory and hope.

Capital: In the next 25 years, what is your biggest goal or vision for the Great Ethiopian Run?

Haile Gebrselassie: My biggest dream is for every Ethiopian child to grow up with running as part of life, not just for competition but for health and happiness. In the next 25 years, I want GER to become Africa's leading platform for community fitness and sports tourism, a symbol of African pride and innovation. And maybe one day, we'll celebrate the 50th anniversary with a million runners!

Capital: What is the most memorable moment or short story that you have personally witnessed in the history of the GER that reflects the spirit so well?

Haile Gebrselassie: Every year has been memorable, but if you insist …. I can choose 2001 or the first race as a special & memorable race. Because that was just the beginning of all the journey and off course I won the 1st edition as well, which makes it unforgettable. If I can add one more I can go for 2015 edition where I run my last competitive race, and tried a 100m barefoot run to commemorate the Greatest Abebe Bikila.

Capital: What's the Race message this year?

Haile Gebrselassie: The message for this year's race focuses on running for Every Child's Right to Identity

For me, this year's theme, "Birth Registration, For Every Child", is one of the most important messages we've ever championed. A child's first right is to be recognized. Without a birth certificate, a child can miss out on education, healthcare, and basic protection.

The Great Ethiopian Run has always been more than a race; it's a microphone for issues that matter. As 55,000 people fill the streets on 23 November, we want everyone to understand that giving a child a legal identity is giving them a fair start in life. If our run can help even one more child be seen, protected, and counted, that is a victory far greater than any finish line.

PHOTO: Anteneh Aklilu

INVITATION TO BID

Sale of unserviceable Server and accessories, Televisions, Displays, LCD and Generators

REF. PRO32-3-738-PMU/25-4-1

The United Nations Economic Commission for Africa (UNECA) invites interested bidders to participate in a closed bid exercise for the Sale of unserviceable Server and accessories, Televisions, Displays, LCD and Generators.

The bid is to be sold "as is, where is" without recourse to warranties of any kind. Bid with some information will be available from **17 November 2025 – 15 December 2025** on UN working hours and days from Monday to Thursday morning time between **9:00 AM to 12:30 PM afternoon time 15:00 PM to 17:00 PM and on Friday 9:00 AM to 13:00 PM.**

For any queries regarding this bid, please contact the Bid Officer, Tel. **0115445779** extensions (**35779**).

For physical inspection purposes, please contact the Inventory Control Unit of ECA in person or by telephone at **0115-443115, extension 33115.**

Physical inspections will be conducted on **November 17,19,21, 24,** and **December 10, 12 and 15** between 9:00 AM and 12:30 PM.

Interested bidders may collect the bid document from the Procurement Unit, in Room no. NG.4S.03 of its Secretariat Building (Niger) 4th floor in the ECA compound at Addis Ababa, Ethiopia, during working hours, starting from 17 **November 2025 – 15 December 2025** from Monday to Thursday morning time between 9:00 AM to 12:30 PM afternoon time 15:00 PM to 17:00 PM and on Friday 9:00 AM to 13:00 PM on UN working hours and days only.

The closing date of the bid submission will be 1**5 December 2025 at 16:00 PM**, and the opening will be on 16 December 2025 at 10:00AM. No Proposal shall be received after this deadline.

Please deposit Birr 200 in United Nations Economic Commission for Africa (UNECA) account No **1000090977858** and collect bid document from Supply Chain Management Section Procurement unit **4th floor Room No. NG.4S.03.**

Bidders will be expected to submit a bid bond of 10% of the total bid amount in the form of CPO as a guarantee to participate in closed bid exercise.

The 10% Bid bond will not be returned to the awarded bidder who failed to collect his/her award.

Submission of bid on the basis of another bid is strictly prohibited.

The Economic Commission for Africa reserves the right to reject any or all proposals received whenever such rejection is in the interest of the organization.

Initiative Africa

Re: CALL FOR EXTERNAL AUDIT SERVICES

Initiative Africa (IA), an Ethiopian Resident Charity dedicated to supporting vulnerable communities and local organizations, invites qualified and licensed audit firms to submit proposals for the external audit of its FY 2025 financial statements. The selected firm will conduct the audit in accordance with the Authority for Civil Society Organizations (ACSO) standards, with an option to extend services for the following two fiscal years.

Requirements:

- Valid professional license (2017/2018 EC)
- TIN & VAT certificates
- Proven experience with NGO audits

Scope of Work:

The audit will cover approximately 10 files of accounting documents and include financial review, field verification as needed, and submission of a management letter and consolidated financial report.

Submission Details:

Interested firms should submit sealed technical and financial proposals in person from **Nov 5–10, 2025,** during working hours, to Initiative Africa's Senior Administrative & Finance Manager at Lucky Building, 5th Floor, Addis Ababa. Deadline: **Nov 10, 2025, 5:00 PM.**

For inquiries: Tel. +251 116 62 26 40/41 |
Email: info@initiativeafrica.net | Web: www.initiativeafrica.net

Contact Information

Tel: +2516622640/41.Fax +2511932213684
Email: Getachew.W@initiativeafrica.net | Getuww@gmail.com

unicef

REQUEST FOR PROPOSALS FOR

ESTABLISHMENT OF LONG-TERM AGREEMENT (LTA) FOR THE PROVISION OF IN-COUNTRY CUSTOMS CLEARANCE AND ASSOCIATED LOGISTICS COSTS

LRPS-2022-9201128

UNICEF (Ethiopia) wishes to request eligible bidders to participate in a Request for proposal (LRPS) **FOR ESTABLISHING LONG-TERM ARRANGEMENTS for PROVISION OF IN-COUNTRY CUSTOMS CLEARANCE AND ASSOCIATED LOGISTICS COSTS**

Details of the requirements for this bid and eligibility criteria etc. can be found in the bid document.

Interested and eligible bidders can get the bid document with the below links;

2merkato.com : https://tender.2merkato.com/tenders/69143a290a538a13d8000001

Bids must be received by latest on **3rd December 2025 @ 10:00 am-East African time.**

Bids received after the stipulated date and time will be invalidated. Proposers can be submitted through UNICEF Ethiopia secured email address: **"ETH-Tenderservices" <ETH-Tenderservices@unicef.org>.** A bid conference will not for available for this bid.

The last date for accepting inquiries from the bidders is **26th November 2025 at 04:00 am**. Proposals submitted in any other way will be invalidated, event if received before the stipulated deadline.

UNICEF is part of the United Nations Global Marketplace (UNGM). Accordingly, all proposers are encouraged to become a UNICEF vendor by creating a vendor profile in the UNGM website: **www.ungm.org**

The tender is open only for local bidders. It is important that you read all the provisions of the Request for Proposal to ensure that you understand and comply with UNICEF's requirements.

Proposers are required to provide their financial proposal ONLY with the format provided with the bid document.

Note that failure to submit compliant bids may result in invalidation of your proposal.

National Museum of Ethiopia: A Brutalist Landmark Houses the Nation's History

Addis Ababa's National Museum of Ethiopia stands as a prime example of brutalist architecture, recently named among the most beautiful such buildings on the continent by Architectural Digest India. Completed in 1976, this concrete structure arose during a period when newly independent African nations looked to modern design to express their civic ambitions and national pride.

The museum's understated, low-slung facade sets it apart from the ornate palaces and churches that dominate Ethiopian architectural heritage. Its recessed windows and shaded courtyards are not merely aesthetic choices, but practical features designed to temper the city's highland light and provide respite for visitors. The slab-like exterior conveys both durability and modernity—key tenets of the brutalist movement that swept Africa from the 1950s to the 1980s.

Inside, uncluttered galleries showcase Ethiopia's vast history and culture, from prehistoric tools to imperial regalia. Most famously, the museum houses Lucy, the fossilized remains of Australopithecus afarensis, a 3.2-million-year-old ancestor of modern humans discovered in the Afar region. The building itself—functional rather than ornate—ensures the nation's treasures remain the focal point.

The National Museum is more than a repository of artifacts; in its design, it captures Ethiopia's journey through time. As Africa's political and economic landscapes continue to evolve, such bold, concrete landmarks provide enduring testimony to the continent's pursuit of freedom, identity, and resilience. The recognition from Architectural Digest underscores Ethiopia's enduring role in shaping the modern architectural narrative in Africa.

German Embassy, AAU to Celebrate Historic Cultural Donations Next Week

The German Embassy in Addis Ababa, in partnership with the Institute of Ethiopian Studies at Addis Ababa University, has announced two high-profile events to be held next week honoring the donation of rare cultural artefacts and historical photographs to Ethiopia.

On November 19th, 2025, Ras Makonnen Hall at Addis Ababa University will host a landmark handover ceremony for twelve unique artefacts donated by Professor Ramon Wyss, grandson of Fritz Weiss—the German Envoy to Ethiopia in the 1920s. Senior Ethiopian government officials, ambassadors, and academics will gather to witness these invaluable items, which include shields, crowns, paintings, and more, being officially handed over to Dr. Yohannes Adigeh, Director of the Institute of Ethiopian Studies.

The following day, November 20th, 2025, the Goethe-Institut in Addis Ababa will open an extraordinary exhibition titled "Ethiopia in the 1920s through the eyes of a German diplomat". Visitors will have the opportunity to explore 51 rare photographs from the private collection of Fritz and Hedwig Weiss, providing a unique glimpse into Ethiopian life nearly a century ago—ranging from vibrant street scenes to royal visits and cultural festivities. The donated artefacts will also be on display during the exhibition.

These events mark a significant milestone in Ethiopia-Germany relations, celebrating 120 years of bilateral cooperation. Media representatives will have the chance to engage with dignitaries such as German Chargé d'Affaires Dr. Ferdinand von Weyhe, Professor Ramon Wyss, and Dr. Yohannes Adigeh, among other notable guests.

HOT MUSIC TABLE

OCTOBER 23 - OCTOBER 29, 2025

HOTTEST ARTISTS

RANK	ARTIST	RADIO	TV	TOTAL PLAY
1	Dawit Tsige	62	10	72
2	Addis Legesse	39	12	51
3	Michael Belayneh	38	11	49
4	HenokGetachew	11	34	45
5	Melat Kelemework	12	25	37
6	Neway Debebe	33	3	36
7	Kemer Yousuf and Yosan Getahun	11	24	35
8	Ali Birra	15	15	30
9	Rahel Getu	24	5	29
10	Kuku Sebsibe	17	11	28

THIS DATA IS GATHERED BY A 24/7 AUTOMATED RECORDING & ANALYZING AII SYSTEM FROM 35 TV & RADIO STATIONS. THERE WERE MORETHAN 8,256 TOTAL MUSIC PLAYS ACROSS THE BROADCAST MEDIUM FOR THIS WEEK.

BROUGHT TO YOU BY - OMNIMEDIA ETHIOPIA

HOTTEST TRACKS

RANK	TRACK	ARTIST	RADIO	TV	TOTAL PLAY
1	Lanchi	Henok Getachew	7	34	41
2	GALAANOO	Kemer Yousuf and Yosan Getahun	11	24	35
3	Bekagn	Melat Kelemework	10	23	33
4	BareedaUumaa	Ali Birra	15	15	30
5	Wolaalo Ayssi Gayi	Nina Girma	16	11	27
6	Andeko	Haymanot Girma Ft. Zerabruk Semaw	5	19	24
6	SHANE	Timnit Welday	4	20	24
7	Sin Jaalladha	Elsa Nigussie	12	10	22
7	Dejazmach	Kuku Sebsibe	11	11	22
8	Ende Amele	Lemlem Hailemichael	12	7	19
9	Soortuu Qalbii	Naol Bula	6	12	18
9	Walallay	Afrikaan Ali	12	6	18
10	Mizan	Selamawit Yohannes	6	11	17

Society

By Tesfu Telahoun

A VOTE for PRODUCTIVE CREDIT

By Befikadu Eba

Let us talk about money. Not in the abstract sense of digits on a screen, but in its most potent form: as capital in motion. Capital is the lifeblood of commerce, and its circulation - how it is allocated, deployed, and put to work - determines the health of any economy. It was with this fundamental principle in mind that I read the recent news from the National Bank of Ethiopia (NBE) and felt a surge of intellectual optimism. In my opinion, the decision to lift the credit cap for fully interestfree banks is not merely a regulatory adjustment. It seems a profoundly measured move that reveals a deep understanding of both monetary policy and the real economy. This is a move that should be embraced not just by the industry, but by anyone invested in Ethiopia's formal economic future.

To fully appreciate the significance of this decision, we must first understand its origin. The credit cap itself was a blunt but necessary instrument deployed by the NBE to combat inflation. The logic of traditional monetary policy is straightforward - by restricting money supply (e.g. credit), you cool down aggregate demand, thereby easing price pressures. It is an economic lever pulled by central banks worldwide when inflation runs hot. For the conventional banking sector, this constraint made sense; a surge in discretionary business credit would indeed pour gasoline on the inflationary fire by increasing purchasing power without an immediate corresponding increase in goods and services.

However, the NBE’s recent move implicitly seems to acknowledge a critical, and often overlooked, distinction - not all credit is created equal. By selectively lifting the cap for interestfree banks, the central bank is making a sophisticated statement. It recognizes that the structured, asset-backed nature of IFB finance products do not carry the same inflationary risks as conventional, cash-based lending. In essence, the NBE is not abandoning its fight against inflation; it is refining its tools, moving from a blunt instrument to a precision blade.

This refinement is rooted in the fundamental difference between lending money and financing transactions. Conventional lending, in its classic form, operates on the premise of transferring cash. The borrower receives liquidity and is, barring the covenants of a major corporate loan, left at liberty to do with "their" borrowed money as they see fit. This model champions trust and autonomy. But in an emerging economy like Ethiopia's, with its challenges of financial literacy and a big informal sector, this autonomy can become a vector for inflation. A loan secured for importing reinforcement bars can be diverted into speculative urban land purchases, driving up asset prices. Working capital meant for inventory can be tapped off into consumption, increasing demand for goods without boosting their supply.

The evidence of this misallocation is not hidden; it is etched into the balance sheets of top businesses for anyone with a discerning eye to see. You find entities carrying billions in birr of liability, with a portfolio of assets that simply do not match the scale of the investment. The funds, instead of being channeled into productive, revenue-generating assets, were diverted. They were lost to the opaque wind of informal transactions, becoming a millstone around the neck of the business and a potential source of inflationary pressure - more money chasing the same, or fewer, goods.

This is precisely where the unique structure of Interest-Free Banking (IFB), particularly through instruments like Murabaha, introduces a paradigm shift that aligns perfectly with the NBE's inflation-control objectives. Consider a typical example: a borrower engaged in the wholesale/retail of cement requires working capital. In a conventional model, he would receive a cash loan. In the Murabaha model, the bank itself “purchases” the cement and immediately resells it to the client for a pre-defined, agreed-upon margin, payable in installments. The client never touches the cash. He receives the physical asset - the cement - which is now his to sell to his customers. Why is this non-inflationary? Because the financing is directly tied to a specific, tangible, and productive asset. The bank is not injecting new, discretionary purchasing power into the economy at large. It is facilitating the movement of a real good from the manufacturer/supplier to the distributor. The money supply effect is neutralized by the immediate creation of a corresponding asset. This is the antithesis of the "diverted cash" problem. The businessman cannot use the bank's capital to speculate or consume; he is forced to deploy it precisely as intended - in his core, productive line of business. This doesn't just curb fund diversion; it directly boosts the supply side of the economy, which is the ultimate antidote to inflation.

> ***"Every transaction financed through a Murabaha contract is, by its nature, documented and traceable. This creates a clear, auditable paper trail that brings economic activity out of the shadows, expanding the tax base not through coercion, but through the natural course of transparent commerce, thereby strengthening the government's fiscal position***

It is important to view this measure as a strategic catalyst for a sector that is yet to mature and grow. The interest-free banking model in Ethiopia is still developing its full potential. This measured lift of the credit cap is therefore a crucial step that will allow these banks to scale their operations and, in doing so, enhance their monitoring capabilities. To manage a larger portfolio of asset-based financing, they will be compelled to invest in more sophisticated systems for tracking goods and ensuring transactional integrity, thereby building a more robust and resilient sector for the long term. Furthermore, the directive’s brilliance is amplified by its inherent embrace of financial inclusion. The structured, asset-backed nature of IFB makes it uniquely suited to reach the underserved and underbanked. Small entrepreneurs and agricultural cooperatives who may lack extensive credit histories but have a viable business and tangible assets might find a more accessible pathway in this model. By channeling capital this way, the NBE is strategically ensuring that economic growth reaches those on the margins, pulling them into the formal financial ecosystem and empowering them to become productive contributors to the national economy.

Every transaction financed through a Murabaha contract is, by its nature, documented and traceable. This creates a clear, auditable paper trail that brings economic activity out of the shadows, expanding the tax base not through coercion, but through the natural course of transparent commerce, thereby strengthening the government's fiscal position.

Simultaneously, this decision sends a clear and powerful message to the conventional banking sector, compelling it to enhance its internal credit appraisal, disbursement, and follow-up methods. The old model of disbursing funds with limited oversight is no longer tenable. To compete effectively for quality clients and ensure portfolio health, conventional banks must now evolve towards more traceable and closely monitored lending, ensuring their funds are used productively rather than speculatively. This competitive pressure is a healthy and necessary evolution for the entire financial system.

The genius of the NBE's recent measure is that it operates on these multiple levels, achieving several strategic goals at once. On a micro-level, it empowers a specific banking model to support businesses with inherent discipline. On an industry level, it fosters healthy competition and elevates standards. And on the macro-level, it is a masterstroke that formalizes the economy while fighting inflation.

In conclusion, the National Bank of Ethiopia's decision is a testament to sophisticated, forwardthinking regulatory intelligence. It moves beyond one-size-fits-all monetary policy and demonstrates a granular understanding of how different financial architectures impact the real economy. By strategically empowering Interest-Free Banks, the NBE is not relaxing its guard against inflation; it is strategically channeling credit into the most productive, non-inflationary, and inclusive channels available. It is championing a philosophy of tailored, traceable, and purpose-driven finance that directly boosts supply, formalizes transactions, and promotes a healthier business culture. This is a bold step towards a future where capital is not just available, but is intelligently and responsibly put to work - building businesses, stabilizing the currency, and forging a more resilient and transparent Ethiopian economy for all. That is a future worth financing.

Befikadu Eba is Founder and Managing Director of Erudite Africa Investments, a former Banker with strong interests in Economics, Private Sector Development, Public Finance and Financial Inclusion. He is reachable at befikadu.eba@eruditeafrica.com.

The twist out of rhythm

By Gizachew Wolde

Appointed watchdogs, despite their designated service they have to provide to prevent wrongdoing and corruption, can sometimes themselves become involved in abuses of power, for personal gain, or sleaze. Such cases typically arise from the misuse of their position of trust and authority to capitalize exploiting the very systems they are meant to oversee.

Notable scandals cautioned that officials who were entrusted to safeguard integrity serving genuinely as watchdog to oversight negative activities have used their power instead to exploit opportunities and positions for personal gain to gather disproportionate benefit to change their life. This time around it is common experience to see officials appointed twist out of the rhythm engaging in favoritism, undermining public trust and damaging reliability of the institution they are supposed to lead with integrity.

One well-known shrewd proverb that drive people with weak integrity to consistently fail to align words with actions or neglect ethical norms to prioritize self-interest over shared principles is the myth which says 'one who did not benefit while in position of power or moment of opportunity will be accorded with regret that follow at down fall'. This and many other maxims are associated with drive to use all the means to fill the gap in unfulfilled dreams and life challenges that people's want to pass over. Right or wrong changing the game in life is the hidden agenda they stumble to pass over life challenge.This is largely because, once good moment's passes, they may not pass for better. One way or the other entertaining regret may be a must for better or worse.

The simple fact deeply entrenched and common human experience among people with weak integrity may emanate from internal pressure not to regret for not capitalize on moments of power or opportunity. in the aftermath of downfall. This sense reflects how unfulfilled dreams and missed opportunities can challenge personal integrity.

More often than not, aligning integrity with just principles often goes unrewarded. This does not inculcate a culture of honesty and personal morality. Well it may appear crazy when you are unable to live your life as you would like for various reasons beyond your control. Hands down it may not be simple even to accept and live with challenge for good while you can change it using means at hand. However, making an effort to change with honest means is preferable to doing nothing or than to let events unfold as they please. All the same, it is by far wrong to engage oneself in undue practice when you are appointed being trusted.

Yet, the government is better to consider other alternatives to change such unfortunate situation in the system. I think rather than appointing people who abuse their position in the system for long, it would be better to see other alternative like make the power chair a spot that any qualified in the circle share at regular intervals. This is the experience practiced in some universities where qualified professors with a certain experience share the same power chair for two fixed years or so. Such power or position circulation among qualified at regular interval help others to continue the work with no or little adjustment, not to abuse power, not to hurt others as the person you abuse will have its own turn and help others the required experience when the appointed person left for other job or if the worst comes die or otherwise. Just letting the powerboat cargo to transport similar crooked individual to continue with abuse will not bring fruitful result. Otherwise, the remnants will continue doing everything they can to abuse the system with their twist out of the rhythm creating toxic environment.

The better solution is that leaders must consistently demonstrate integrity and navigate the atmosphere for consistent alignment of actions with ethical principles. This way they can make abusive people as outlier in the limelight and create clean environment exposing wrong players for penalty kick and other corrective measures.

Although I heard many strong discourse against corruption from different leaders including the late PM, the notable quote that state "Theft is crime when found red-handed but a work otherwise" is not the idea that appeals to me. This is largely because I see no value at that parliamentary dialogue which encourage the principle of honesty. I feel it rather encourages smart theft that escape the verdict of the law. Though, I am not sure of the purpose of that explanation, to my understanding such discourse is not something that is expected form personality of that high caliber, dignity and power position. I totally disagree with the content and way it's forwarded to parliament members in particular and the nation at large.

This is because I feel that leaders must embody transparency, fairness, and accountability in every action and speech they deliver. Besides true leadership is not measured by power or privilege to deliver confusing remark, but by providing the unwavering commitment to integrity and ethical example. This sets a tone that discourages abuse and fosters trust. To maintain ethical clarity, leaders should isolate those who exploit systems for personal gain. After all, at a time a thief may be fortunate to escape from the verdict of the law or wrongdoers may evade consequences at some moment, yet truth will ultimately prevail when one is able to untie the hard knot to expose the truth.

"Therefore, fostering integrity demands a systemic transformation—one that genuinely honors individuals who fulfill their responsibilities with unwavering commitment. Cultural and procedural reforms must be instituted to ensure that integrity is not only upheld but also tangibly rewarded. All the same time, abuses of power must be met with appropriate and consistent penalties.

Such a comprehensive response aligns with the broader understanding that ethical environments are cultivated by reshaping organizational structures and leadership behaviors in ways that nurture and reinforce honorable personal conduct. Reshaping organizational structures and leadership behaviors, require commitment to ethical environments that cultivate and reinforce normal system while preventing a stage play that attempt a twist out of rhythm.

This transformation requires a deep commitment to systems that normalize ethical behavior—not as performance or pretense, but as a genuine cultural standard. The betrayals of public trust underscore a deeper systemic failure: integrity cannot thrive in environments that reward performance over principle, or tolerate misconduct under the guise of authority

Watchdog roles are designed to prevent abuse, ensure compliance, and uphold ethical standards. Yet, when these roles are occupied by individuals who prioritize self-interest, the very mechanisms of accountability become compromised. This inversion of responsibility not only erodes public confidence but also signals to others within the system that ethical breaches may go unpunished—or worse, rewarded.

Thus fostering integrity demands a systemic transformation—one that genuinely honors individuals who fulfill their responsibilities with unwavering commitment. Cultural and procedural reforms must be instituted to ensure that integrity is not only upheld but also tangibly rewarded. Such a comprehensive response aligns with the broader understanding that ethical environments are cultivated by reshaping organizational structure at critical juncture.

One of the greatest threats to integrity is the rise of per formative ethics—where organizations and individuals mimic the appearance of morality without embracing its substance. These "stage plays" of virtue may include symbolic gestures, hollow policies, or selective enforcement. Such theatrics distort the rhythm of genuine ethical culture and create environments where deception is normalized

Integrity requires systemic change, not just individual virtue. It calls for cultural and procedural reforms to ensure responsible behavior recognized and rewarded, and on the contrary consistent penalties are served for abuses of power. Undue shift or deviation from established patterns with a twist out of rhythm, just for personal gain should be met with due lesson giving lash to prevent other from indulging in the same track.

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Strengthening Safe Waste Disposal in Ethiopia's Industrial Growth: A Path Towards Sustainability

By Asiya Muhammed, MRSB

Ethiopia's economy is growing at an impressive pace with industrial expansion and local manufacturing, creating employment opportunities, and driving national development. New textile factories, pharmaceutical manufacturing demonstrates progress. Rapid industrialization is beneficial to the country but it also creates a huge challenge of skill gap, infrastructure constrains and effective and safe waste disposal.

The current waste management infrastructure in Ethiopia for managing hazardous waste from industrial and medical are already struggling to keep up with this growth. Most of the industries and urban regions rely on traditional waste disposal methods. These are usually dumping or landfill. But these approaches heavily impact the environmental and public health.

Consider the growing textile industry that generates substantial amounts of fabric scraps, plastic packaging, and chemical residues from dyeing processes. Also the healthcare generates infectious medical waste, including sharps, pathological waste, and contaminated materials. These material need to be properly treated prior to disposal as they pose serious risks of disease transmission and environmental contamination. Similarly, the floriculture industry which is a major export earner, generates waste containing organic matter and chemical residues.

Inefficient waste management leads to environmental strain on the local ecosystems. For example, the river water quality receiving industrial effluents depreciates and affects the communities dependent on it for their agricultural and daily use. This severely impacts their health and hampers Ethiopia's natural resources and economic development. Thus it is critical to find sustainable solutions for safe disposal of waste.

In order to address this problem we need to adopt a responsible waste treatment technology. Among these, incinerator systems, equipped with emission controls would cater to different types of waste. These systems are customizable and based on the waste type, quantity, regulatory norms. A waste to energy plant is already factional in Addis Ababa which generates electricity from controlled combustion of waste. Thus minimizes environmental impact and energy recovery at the same time. However the country needs more incinerators, especially for treating the hospital waste. Setting up small incinerators locally for onsite destruction of waste would be beneficial with complete combustion, killing harmful pathogens and removing chemicals.

This technology is widely adopted in developing countries and have demonstrated its feasibility and ease of integration. Implementation of incineration system in industrial zones of countries with growing economies has enabled them to align with global regulatory practices. Adoption at early stages of industrial set up allows personals to include this as a practice and successful implementation. Also this system is flexible to be incorporated into already existing plant or upgrade in case of companies growth. In order to successfully implement incinerators and compliance to regulatory norms it is necessary for detailed planning, form regulatory frameworks, and collaboration with technology providers such as Mc Clelland Engineers Pvt Ltd who have proven track record of successful supply.

Ethiopia has made commendable efforts in embracing advanced waste disposal solutions. These are crucial step towards safeguarding its environment and the well-being of its people and economic development. Compliance is not just a requirement, it is a commitment to ensure responsibility and accountability, which supports sustainable growth of the nation. For this we require to invest in modern infrastructure, form public-private partnerships, and adopt international practices best suited for local needs. By doing this, Ethiopia can ensure that its economic progress is not just rapid, but also sustainable, creating a foundation for healthier and more prosperous future.

Asiya Muhammed Kochuveettil is currently involved in Business Operations and Sales at Mc Clelland Engineers Pvt Ltd., a leading manufacturer of engineered incineration systems for efficient disposal of industrial, medical, and hazardous wastes. Their state-of-the-art incinerators are recognized for their compliance with international emission standards, energy recovery capabilities, and robust construction, offering reliable and environmentally responsible waste treatment to industries worldwide.

Forging the Future: How Ethiopia's Family Businesses Can Build Legacy Through Innovation

By Solomon Gizaw

Family businesses play a vital role in job creation and economic growth, contributing up to 90% of employment and over 70% of Gross National Product in many economies. In Ethiopia, most businesses are small and micro enterprises owned by entrepreneurial families. However, over the past 30 years, hundreds of thousands of family businesses have made notable contributions to employment and the national economy.

Recently, over 85% of platinum and gold taxpayer award recipients in Ethiopia were family-owned companies. Majority of private banks and insurance firms—key drivers of the financial sector—are also family-controlled. Ensuring the longevity and health of these businesses is crucial not only for the families involved but for the broader Ethiopian economy.

Like in other nations, Ethiopian family businesses are the backbone of the economy, rooted in heritage and strong values. However, the challenge for the next generation is to evolve beyond preserving tradition and embrace innovation. The key to building enduring, multi-generational enterprises lies in their ability to adapt and innovate.

This article highlights the importance of innovation for the growth and sustainability of Ethiopian family businesses, which often favor maintaining the status quo over embracing change.

As a citizen and business advisor in Ethiopia, I've observed that many family businesses are slow to adapt to changing circumstances. They often prefer to maintain familiar products, services, structures, and processes—even when change is clearly needed. While breakthrough innovations may be unrealistic for small and mid-sized family firms due to limited resources, evidence shows that those embracing creative adjustments and market responsiveness tend to grow in value and longevity.

Innovation is essential for business continuity, regardless of ownership. In this article, innovation refers to purposeful, results-driven changes that support growth—whether through new or improved products and services, business model updates, leadership transitions, or structural changes. Not all change qualifies as innovation; to be considered innovative, it must be commercially viable and deliver measurable improvements.

Beyond products and services, impactful innovations often occur in less visible areas such as organizational design, succession planning, and blending family and non- family leadership. These subtle shifts can be critical for long-term success. The most enduring family businesses are those that embrace such innovations to thrive across generations.

From the recent survey we carried out in Ethiopia Family Business we found out that about 66% of firms reported placing high or moderate emphasis on innovation, signaling an awareness of its importance in sustaining business performance. However, investment in structured Research and Development (R&D) remains rare, with 50% of firms not investing and another 25% relying on informal management or outsourced R&D activities.

Investment in innovation in Ethiopia family business remains generally limited and highly focused on capacity-building. Only 44% of businesses invest in innovation, primarily through employee training and development and partnering with external experts. Crucially, structured financial support is low, with only 5 percent allocating a dedicated budget for Research and Development (R&D). This focus indicates that innovation efforts are currently prioritized as a human capital expenditure rather than a dedicated, financially backed strategic commitment, a factor likely contributing to the slow comparative innovation pace observed across the sector

Studies of family business innovation reveal key traits that drive change: a preference for incremental over radical innovation, long-term thinking, low debt, shared values, tolerance for experimentation, and strong family leadership.

Family-run businesses often adopt a cautious, step-by-step approach to innovation, avoiding high-risk ventures and major debt. This mindset positions them as skilled refiners or fast followers rather than trailblazers. In Ethiopia, many family firms that began with a single product have expanded into complementary areas—such as adding transport or packaging services—to support their core business. This diversification is often aimed at capturing value across the supply chain, rather than reducing risk.

While this incremental strategy has led to growth—especially in Ethiopia's underdeveloped and opportunity-rich economy—it may not be sustainable in fast-changing markets. Businesses that fail to adapt quickly risk falling behind.

Family-owned businesses are known for their long-term strategic outlook, which supports a steady and patient approach to innovation. Unlike publicly traded companies pressured by short-term returns, family firms can afford to invest time in developing meaningful change. This patience is a key asset, especially when innovation takes longer than expected.

However, excessive caution can be a drawback. Delayed innovation or reluctance to act may result in missed opportunities and lost value. Ethiopian family businesses aiming for multi-generational success should recognize the importance of balancing patience with timely action. Family businesses need to work with modernity gateways such as good business advisors; experienced and widely exposed sector experts to incorporate new ways of leading their business. This may not bring breakthrough innovations but introduces best practices that can significantly improve exiting family business performance and longevity at affordable cost.

Successful family firms also tend to avoid heavy debt, reinvesting profits to fuel growth. Their decisions are guided by core values—prioritizing unity and sustainability over short-term gains. These values influence everything from hiring and leadership to succession planning, helping the business thrive across generations. There are many highly indebted family businesses in Ethiopia with weak business model. Such businesses cannot invest in innovation projects because they are in consistent distress due to heavy debt. The priority for such business is to bring down the debt to a manageable level and fix the weaknesses in their business model.

Experimental tolerance—the willingness to try new approaches in a calculated way— is a valuable trait for family businesses, especially those without R&D budgets. Ethiopian family firms have traditionally focused on adapting existing products and services rather than creating new ones. While this approach has worked in the past, it may become limiting as the economy opens to foreign competitors with strong innovation cultures and dedicated R&D investments.

Family leadership plays a critical role in driving innovation. Experienced and empowered leaders should champion innovation efforts, generate high-value ideas, and accelerate product development. Their support is essential for fostering a culture of change and ensuring long-term competitiveness.

In summary, for Ethiopian family businesses to thrive across generations, innovation must be a core part of their strategy—not an afterthought. This need to include :

Governance Innovation- Moving from informal arrangements to structured boards with independent voices that challenge traditional thinking and support sound decision-making.

Strategic Succession- Treating leadership transition as a planned strategy, blending mentorship, formal education, and fresh ideas to prepare the next generation.

Adapting to Market and Technology- Embracing digital tools, exploring e-commerce, and diversifying into emerging sectors to stay competitive in a changing economy.

Balancing Tradition and Change: Upholding core values like trust and long-term thinking while empowering both family and non-family members to drive innovation.

A lasting family business is one that evolves. By combining enduring values with a forward-looking mindset, Ethiopian family enterprises can build resilient, relevant, and multi-generational legacies.

Solomon Gizaw is Chairman and Chief Executive Officer, HST. The views expressed in the article are his own and do not represent those of HST, its partners, or its directors.

The Yuan Lifeline: Will Ethiopia's Debt Swap Sink or Save Its Finances?

By Brook Kidane

"A clever fix for today's debt pressures could become tomorrow's currency trap."

Ethiopia is in talks with Beijing to convert part of its $5.4 billion debt to China from U.S. dollars into Chinese yuan. On paper, the move looks appealing: lower interest rates, a softer creditor, and insulation from the dollar's surging strength.

For a country juggling heavy external obligations, it seems like breathing space. But debt, like currency, rarely moves in one direction. The proposed swap may ease short-term pain only to expose deeper financial and strategic vulnerabilities down the line.

A Quick Fix with Hidden Costs

Most of Ethiopia's reserves and export earnings come in dollars or euros, not yuan. Once debt service switches to CNY, the government must source yuan regularly to pay its bills. Without robust yuan inflows or a standing swap line with the People's Bank of China, Addis Ababa will need to buy yuan with its limited dollars—ironically adding pressure on the very reserves it hopes to protect.

China's dual-track currency system adds another wrinkle. The onshore yuan (CNY) and its offshore twin (CNH) trade under different rules. Large conversions between them can incur fees and delays. That operational complexity means higher transaction costs and short-term volatility.

Hedging the exposure is also difficult. Unlike the dollar or euro, yuan-denominated hedging instruments for African sovereigns remain thin and expensive. In practice, Ethiopia may have to absorb any exchange-rate shocks directly.

Investor Nerves and Contractual Snags

Beyond logistics, the optics matter. A bilateral conversion favoring China could spook other creditors—private bondholders, multilateral institutions, and Paris Club members—already involved in delicate restructuring talks. Unequal treatment might harden their stance or delay negotiations, eroding investor confidence just when Ethiopia needs goodwill the most.

Then come the legal and administrative details. Switching currencies can activate cross-default clauses, require fresh documentation, or trigger conversion fees. Each adjustment cuts into the projected savings and creates legal grey zones that take months to settle.

Currency Mismatch: The Silent Long-Term Risk

The deepest problem is structural. Ethiopia's exports—coffee, gold, horticulture—are priced in dollars. Its new debt, under the swap, would be owed in yuan. That mismatch is a potential time bomb.

If the yuan appreciates against the dollar or if the birr weakens against the yuan, Ethiopia's repayment cost rises instantly.

For example, a $100 million loan converted at 1 USD = 7 CNY equals 700 million CNY.

If the yuan later strengthens 10 percent (to 1 USD = 6.3 CNY), the same debt now equals $111 million—an 11 percent increase in real cost.

This arithmetic is invisible in the short term but decisive over time. A few such swings can erase the supposed benefits of lower interest rates.

Reserves, Convertibility, and Dependence

Another long-term concern is convertibility.

The yuan's internationalization remains partial; Beijing still controls capital flows. In a global crisis, access to offshore yuan markets can tighten quickly, leaving countries with technically "ample" reserves that they can't freely use.

A heavier yuan exposure also shifts Ethiopia's geopolitical balance. Debt is rarely neutral. The more repayments and contracts are tied to Chinese currency, the more leverage Beijing gains over future loan terms, project selection, and foreign-policy choices. What begins as a financial adjustment can quietly become a form of dependency.

Fragmented Creditors, Thinner Markets

There's also a coordination problem. Some creditors may accept yuan conversions; others may not. Over time this creates a patchwork of loan currencies that complicates accounting and future restructuring. Ethiopia would face the headache of negotiating separately with each creditor bloc.

Moreover, global markets for yuan-denominated sovereign debt remain shallow compared with the dollar market. Should Ethiopia need to refinance, it may find few buyers, higher yields, and limited liquidity.

The Softer but Real Secondary Risks

A sharp pivot toward China could unsettle Western development partners and private lenders, narrowing Ethiopia's financing options elsewhere. Yuan contracts may fall under Chinese law, complicating dispute resolution in the event of default.

And if the birr depreciates while yuan obligations rise, the local-currency cost of repayment could surge, fuelling inflationary pressure at home.

How to Keep the Swap Safe

None of these risks make the idea unsound. The key lies in how Ethiopia manages the transition.

Before any large-scale conversion, the government should build usable yuan liquidity through trade settlements, swap arrangements, or reserve diversification. The process must be phased and transparent, beginning with pilot conversions to test market response. Maintaining a balanced portfolio—some dollar, some yuan—would limit concentration risk.

Creating natural hedges is equally important. Encouraging exporters who trade with China to invoice in yuan would help generate the currency needed for repayments. Coordination with the IMF, World Bank, and the G20 Common Framework should continue to prevent accusations of favoritism or opaque bilateral deals. And finally, debt-management offices should run regular stress tests to model how different exchange-rate scenarios affect repayment costs.

A Calculated Gamble

"Switching currencies won't erase debt; it only changes who you depend on."

Converting dollar loans into yuan may grant Ethiopia some short-term relief, but it could equally replace one dependency with another. The plan makes sense only as part of a wider, disciplined debt-management strategy—not as a quick escape from dollar pressure.

Handled carefully, the swap could broaden Ethiopia's financial toolkit and modestly lower costs. Handled hastily, it could entangle the country more deeply in China's monetary orbit, making future crises harder to navigate.

Debt diplomacy, like currency itself, carries value only when backed by trust, balance, and transparency.

Goods and Services Procurement

WFP World Food Programme

REQUEST FOR EXPRESSION OF INTEREST

PROVISION OF VARIOUS OUTSOURCED SERVICES FOR WFP OFFICES LOCATED IN THE COUNTRY

Ref: EOI-003-2025

The United Nations World Food Programme (UNWFP) in Ethiopia is seeking formal Expressions of Interest (EOI) from well-established, fully qualified service providers for provision of Supervisor, Cleaning/Janitorial, Messenger/Photocopying/Office Assistants, Reception, Registry Handling, Office Casual Assistants (tea/coffee/refreshments), Cooks/cafeteria services, Porters, Gardner, Car Wash, Plumber, Generator Operator, Fuel Attendant, Senior Handyman, Handyman (Masonry) and Assistant Handyman (Masonry) and similar services for its offices located in CO (Addis Ababa)and in sub-offices located in different parts of the country.

The service providers will be required to provide cleaning materials and equipment required for the cleaning service.

Prospective service providers must have a minimum of three (3) years' experience in the line of business.

Description of Requirements

The prospective service provider will be required to have the legal capacity to operate in the following locations. Companies should disclose if they are able to provide the service at all locations, or if they are only able to operate in some locations.

No.	Regions	WFP Offices Location
1	Addis Ababa Administration	Addis Ababa
2	Oromia Region	Adama
3	Afar Region	Semera
4	Dire Dawa Administration	Dire Dawa
5	SNNP	Hawassa
6	Amhara Region	Bahir Dar Dessie Kombolcha
7	Tigray Region	Mekelle
8	Somalia Region	Jijiga Gode Dolo Ado
9	Gambella Region	Gambella Town
10	Benshangul Region	Assossa

Required Documents

Interested applicants must provide the following documents:

1. Company's Confirmation in Writing of Interest to Participate in the Prequalification Process.
2. Filled WFP Registration. Forms Please Contact a**ddisababa.procurement@wfp.org** to Obtain Copies of the Forms.
3. Company Profile indicating their services and locations that they have license to operate.
4. Valid Business License for the requested services including the second page of the license that has the category of service. Additional regional business licenses for the locations that the company is currently operating should be attached.
5. Commercial Registration Certificate from the Relevant Authority.
6. VAT Registration Certificate.
7. TIN Certificate
8. Memorandum of Understanding/Article of Association (In case of PLC or SC).
9. Three Reference Letters from Clients.
10. Other Relevant Supporting Documents, if any.

WFP will evaluate each application based on the company's demonstrated experience in the required services.

The inclusion of disability policy and women-owned companies add value to the prequalification process.

Method of Submission of Documents

Vendors who are interested to participate in the prequalification process should express their interest to WFP by e-mail to **addisababa.procurement@wfp.org** the registration forms indicated above will be sent to them via the same e-mail address.

Vendors are required to complete the registration form and send via the e-mail address indicated above together with copies of supporting documents no later than Tuesday, 20 November 2025.

Applicants that have difficulty using the e-mail can submit the documentation in an envelope marked as below to WFP Registry at the below address. Please note that WFP office will be closed at 02:00pm on Fridays.

CONFIDENTIAL
Pre-qualification for Various Outsourced Service Providers
EOI Number: EOI-003-25
Registry
UN WORLD FOOD PROGRAMME ETHIOPIA
Bole Sub City Woreda 02 House Number 2753, Ring Road,
P.O.Box 25584 code 1000
Addis Ababa

Any requests for clarifications shall be sent to the same email address not later than 3 days before the above deadline.

COMPANIES OWNED BY WOMEN AND BY PEOPLE WITH DISABILITY ARE ENCOURAGED TO PARTICIPATE

INVITATION TO BID

Sale of Old IT Accessories, Printers and Scanners

REF. PRO32-3-732-PMU/25-4-1

The United Nations Economic Commission for Africa (UNECA) invites interested bidders to participate in a closed bid exercise for the Sale of old IT Accessories, Printers and Scanners.

The bid is to be sold **"as is, where is"** without recourse to warranties of any kind. Bid with some information will be available from 2**9 October 2025 – 18 November 2025** on UN working hours and days from Monday to Thursday morning time between **9:00 AM to 12:30 PM afternoon time 15:00 PM to 17:00 PM and on Friday 9:00 AM to 13:00 PM.**

For any queries regarding this bid, please contact the Bid Officer, **Tel. 011 5 44 5163 extensions (35163).**

For physical inspection purposes, please contact the Inventory Control Unit of ECA in person or by telephone at **0115 - 44 3115, extension 33115.**

Physical inspections will be conducted on **October 29 & 31 November 3,5,7,10,12,14 and 17** between **9:00 AM and 12:30 PM.**

Interested bidders may collect the bid document from the Procurement Unit, in Room no. NG.4S.03 of its Secretariat Building (Niger) 4th floor in the ECA compound at Addis Ababa, Ethiopia, during working hours, starting from **29 October 2025 – 18 November 2025** from Monday to Thursday morning time between **9:00 AM to 12:30 PM** afternoon time **15:00 PM to 17:00 PM and on Friday 9:00 AM to 13:00 PM** on UN working hours and days only.

The closing date of the bid submission will be **18 November 2025 at 16:00 PM,** and the opening will be on **20 November 2025 at 10:00 AM.** No Proposal shall be received after this deadline.

Please deposit **Birr 200** in United Nations Economic Commission for Africa (UNECA) account No **1000090977858** and collect bid document from Supply Chain Management Section Procurement unit **4th floor Room No. NG.4S.03.**

Bidders will be expected to submit a bid bond of 10% of the total bid amount in the form of CPO as a guarantee to participate in closed bid exercise.

The 10% Bid bond will not be returned to the awarded bidder who failed to collect his/her award. Submission of bid on the basis of another bid is strictly prohibited.

The Economic Commission for Africa reserves the right to reject any or all proposals received whenever such rejection is in the interest of the organization.

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Nib Insurance Company (S.Co.)

VACANCY ANNOUNCEMENT

Nib Insurance Company (S.Co) invites competent and qualified applicants for the following vacant posts

S.N	Position	Grade	Minimum qualification and experience		Place of work
			Education	Experience	
1	**Claims Division Head**	X	BA/BSC Degree in Banking & Insurance or Management or Accounting & Finance or Economics or Statistics or Mathematics or in related fields	7 years relevant experience, of which 3 years in Senior Underwriting Officer or Senior Claims Officer or 4 years in Underwriting Officer II or Claims Officer II or in a similar position	Head Office, Addis Ababa
2	**Senior Salvage and Recovery Handling Officer**	VII	BA Degree in Banking and Insurance or Management or Accounting and Finance or Economics or related fields or Diploma (Level IV) in Automotive or Law or in related fields	4 year relevant experience for BA Degree holders, of which 2 years in Underwriting/Claims Officer or Salvage and Recovery Handling Officer or in a similar position or 7 years & above relevant experience for Diploma holders, of which 4 years as Salvage and Recovery Handling Officer or Underwriting Officer or Claims Officer or in a similar position	
3	**Senior Ethics, Risk and Compliance Officer**	VII	BA Degree in Banking and Insurance or Management or Accounting or Economics or in related fields.	4 years relevant experience in risk management & compliance or auditing or finance or underwriting or claims management	
4	**Research and Product Development Officer II**	VI	BA Degree in Banking and Insurance or Management or Marketing or Economics or in related fields	2 years relevant experience as Research and Product Development Officer I or in a similar position	
5	**Ethics, Risk and Compliance Officer II**	VI	BA Degree in Banking and Insurance or Management or Accounting or Economics or in related fields.	2 years relevant experience in risk management & compliance or auditing or finance or underwriting or claims management	
6	**Junior Procurement Officer**	IV	Level IV (Diploma) with COC in Supply Chain Management or Procurement or Logistics or Management or Accounting or in related fields	2 years relevant experience	

Terms of Employment:– Permanent, after successful completion of the probation period.

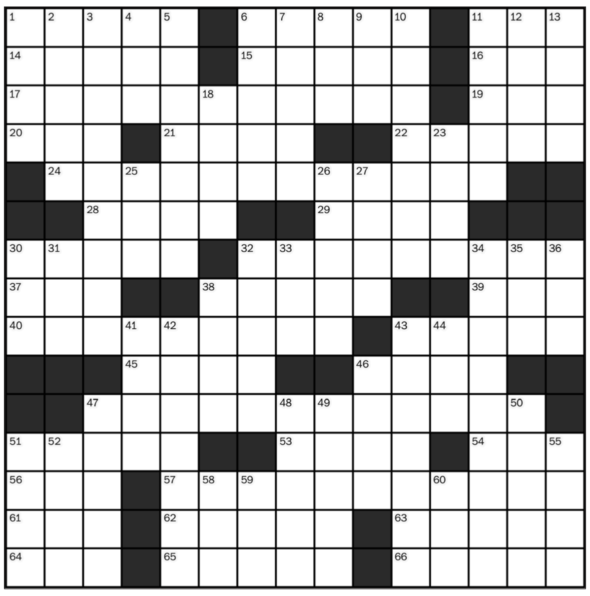
Salary and benefit:– as per the Company's salary scale and benefit packages.

Interested applicants who fulfill the above requirements are invited to submit their CV and copies of non-returnable credentials along with application letter within seven working days from the date of this announcement to the following address:-

Human Resource Management Department
Nib Insurance Company (S.Co.)
Dembel City Center, 11th floor
(Please use lift No. 2 or 3)
Addis Ababa

Entertainment

CROSSWORD PUZZLE



ACROSS

1. Sega hedgehog
6. Mark of approval
11. Posed (for)
14. Cause of some food recalls
15. Wispy streaks in the sky
16. Blubber
17. Raised type?
19. Regatta blade
20. "That ship __ sailed"
21. Connecticut university founded in 1701
22. One of the four countries in the Kingdom of the Netherlands
24. Against type?
28. Gentleman's opposite
29. Snide snickers
30. Corset components
32. Catching in an ambush
37. "Yuck!"
38. Movable type?
39. Short time out
40. Opening-night event, often
43. Realty ad count
45. Sad sigh
46. Mood
47. Blood type?
51. Abruptly cut contact with
53. "Chill, will ya?"
54. Some TVs and fridges
56. Slam (into)
57. File type?
61. Intention
62. "Go, me!"
63. Chabert of "Party of Five"
64. Garment that rarely works with a backless gown
65. Doesn't shy from
66. "Come on in!"

DOWN

1. Short meeting?
2. Legs on a spider, e.g.
5. Commuting option
3. Legal deterrents to loud parties
4. Feeling feverish or not so hot
6. Get to the top of
7. Like many New York City subway stations
8. Vessel in Genesis 7
9. Emergency food ration, for short
10. Orinoco biter
11. Clean with elbow grease
12. Many a Moroccan
13. Banks with style
18. Hostess's estimate
23. OpenTable alternative
25. Son
26. "Wunderbar!"
27. Join together
30. Crimson Tide org.
31. Pan Am rival
32. "Do your __!"
33. Invoice fig.
34. Brainy one
35. "Not my thing"
36. Waymo tech
38. Bread served with raita
41. Volkswagen that shares a name with a New Mexico town
42. Faraway dwarf planet
43. Commuting option
44. __ Simbel, Egypt
46. Ming collectible
47. One in 1,000?
48. Clear, as a windshield in winter
49. Holders of barbells
50. Feel similarly
51. Screen __
52. Subject of the r/Tressless subreddit
55. Icelandic dairy product similar to yogurt
58. __ diavolo sauce
59. In favor of
60. "The Wheel of Time" role

Solution: see below

WEEKLY HOROSCOPES

Aries

This period brings the opportunity for a positive new start. It's ideal for program planning or job interviews. This is a very lucky time for gaining the support of others and finding recognition for your creative plans. It can also bring a very distracting flirtation in the workplace. This is a positive time for anything that benefits children. It encourages not only confidence but also your ability to use charm to get what you want.

Cancer

You have a powerful ability to understand what's going on under the surface in any group setting. Understanding the motives of others will help identify the root of some longstanding problems. Events require a slow and careful approach. Don't neglect important details, even if it takes extra time. You may need a fearless attitude to get past apparent roadblocks. It may mean standing up to a superior if you know you're right.

Libra

This period encourages you to work independently and do all you can to take the lead in planning and support positions. Your attitude toward rules may be less strict than that of others. This can bring some conflicts with more traditional or controlling types. The time will see many roadblocks to progress at last begin to fade away. Don't be afraid of your talents. It's important to be confident even if you feel you're on the outside looking in.

Capricorn

This is an ideal time to apply for a new or better job. Powerful forces can be stressful if you aren't willing to compromise. Be patient with ongoing projects that need more research or organization. This is a strong period in which you should do your best to finish outstanding projects. Extra time spent now will help you in the future. The aspects encourage more action and innovation. Lay a good foundation first.

Taurus

You're always a very hard worker. This period can be frustrating, as you may want to do your work but have to cover for the concerns of co-workers or difficult customers. You can see a period of delay begin to finally open up. Some will find extra business funding. Some will find an opportunity to represent the interests of co-workers to improve working conditions. Do your best and avoid worry based on rumors.

Leo

You're a big-picture sort of person. You'd be smart to work collaboratively with people who are more concerned with the little details. You can shine if you blend your talents. This period can see you feeling especially confident. This is an ideal time to expand your horizons and seek additional education or training. Learning another language can be your most powerful tool. This is a good time to prepare to find or apply for a new job.

Scorpio

You may feel you are one way and the people you work with expect you to be another. This period can bring confusion, especially if you aren't sure within yourself. It's important to be confident and not let other people's negative thoughts influence your attitude. You'll experience fewer roadblocks and delays in finishing assignments. Your ability to train or support others will be strong. Make lists if you need to in order to stay organized.

Aquarius

You might feel rather stressed now. Rumors could be flying and you may become distracted by problems with co-workers. All the same, this is a strong time to find or upgrade your job. Women could be more difficult. It's important to be very sympathetic and try to see any problem from the other person's point of view. Anything that allows you to be more active and on your feet is recommended.

Gemini

Your naturally friendly and diplomatic manner is very effective in calming troubled waters now. You can help co-workers feel more at ease. The time also offers opportunities in careers that bring people together, including counseling, mediation, conflict management, and legal matters. This period will bring a feeling of greater hope. Many things that have delayed progress are now moving out of the picture.

Virgo

Emotionally charged feelings could dominate the workplace. Your ambition remains strong and your work ethic will be appreciated. This time could see you feeling unusually lazy or unmotivated. If possible, do those things you enjoy most and delay other, less interesting work for later. Events will demand extra attention to make sure people you serve are getting what they want. This is a lucky time for planning events and marketing your ideas.

Sagittarius

This is the most expansive time for finding a new or better job. Any work that serves others or inspires your imagination will offer especially strong possibilities. This could also be a stressful time. If something doesn't work, try another option! These are very lucky days for you. Your energy is strong for improving whatever situation you find yourself in. It supports a new start, especially if you have the courage to move in a new direction.

Pisces

This can be a stressful time if you expect things to remain the same. The calmer and more adaptable you can be, the better. This is a lucky time to arrange for a job interview. It's the ideal time for a grand opening. Expect to be very busy. You might feel stressed juggling multiple demands. A big smile and cheerful attitude will help everyone involved. Try not to take it seriously if people are demanding.

	1			2	8	3		
		2		6	3			5
3			4	1		9	6	
							1	
							5	
8		3	1		7		9	
	3				9			7
	7		8					
9					2	5		

2			7					
6	5			9				8
					3	9		
		7						
			4				1	
9	8			3				6
		2		5				
5	7				1		6	
		3						7

Sudoku

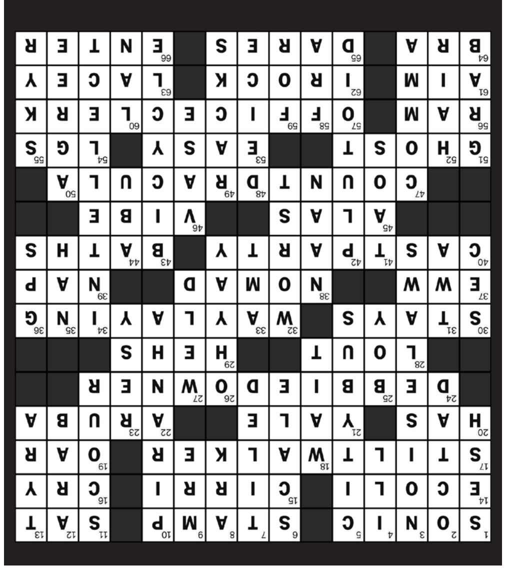
The game is easy, the rules are simple. All you have to do is make sure you fill every 3x3 box every row and every column, without repetition, using the number 1-9.

Word search

F	T	I	S	L	A	N	D	C	I	W	T	G	B
I	B	V	A	H	V	A	B	U	C	G	G	B	E
L	S	T	T	E	B	E	T	A	L	L	I	B	A
L	N	E	V	L	S	L	E	I	P	G	O	I	S
O	X	E	L	L	E	B	O	G	B	E	I	W	T
R	E	N	P	O	P	P	H	A	N	T	O	M	N
A	B	T	G	V	I	N	N	B	L	O	C	K	B
T	C	O	R	E	K	G	D	U	N	I	T	E	V
S	I	P	A	N	H	K	G	Q	A	L	I	U	I
G	L	A	M	U	I	C	O	A	R	I	G	L	E
I	E	N	P	S	G	L	K	L	A	T	L	B	U
B	H	N	R	A	H	L	L	B	T	O	B	N	B
S	W	O	S	S	I	K	U	M	E	S	O	C	M
H	M	V	I	X	X	E	E	N	I	H	S	B	E

HELLO VENUS	C-CLOWN	EPIK HIGH	BEAST
CNBLUE	PHANTOM	BIG STAR	BAP
TEEN TOP	GLAM	T-ARA	BIG BANG
D UNIT	U-KISS	BLOCK B	VIXX
BTOB	FT ISLAND	BEAST	SHINEE

Crossword Solution



INTERNATIONAL RESCUE COMMITTEE

INVITATION FOR BID

The International Rescue Committee hereinafter referred to as "the IRC", is a non-profit, humanitarian agency that provides relief, rehabilitation, protection, resettlement services, and advocacy for refugees, displaced persons and victims of oppression and violent conflict.

The IRC - Ethiopia Program has been working in Ethiopia since 1999 and is implementing integrated community-managed programs aimed at improving the quality of lives and recovery of livelihoods of disaster-affected populations through promoting individual participation, strengthening institutions, and emergency response.

IRC Ethiopia Program has been operating in Gambella, Benishangul Gumuz, Tigray, SNNPR, Sidama, Somali and Oromia regions on refugee assistance and livelihood since its inception.

The IRC now invites sealed bids from all eligible bidders that are qualified, technically competent and have valid license for current Ethiopian FY 2018/2025 for **Borehole Rehabilitation (Well Development) – Tsore and Sherkole Refugee Camps, BGRS, Assosa.**

You may obtain Further information from the International Rescue Committee, Ethiopia program Addis Ababa Office, Jacros to Salite Mihret Church Road around Robera Coffee Sets Building 5th floor Tel: 0116638302/0116636735/6/7

and

International Rescue Committee Ethiopia program Benishangul Gumuz, Assosa Field Office Located near to the Assosa NOC fuel station, New Asphalt Road/300-meter Tel:0577752368/057751129

The Complete set of bidding documents in English for the activities can be obtained from IRC, Ethiopia program Addis Ababa Office, Jackros to salite Mihret Church Road around Robera Coffee, sets Building 7th floor and IRC, Ethiopia program Benishangul Gumuz, Assosa Field office located near to the Assosa NOC station, New Asphalt Road/300-Meter during working hour f**rom November 17, 2025 to December 02, 2025,** at the address mentioned above. The prospective bidder shall present his/her company's name and sign to acknowledge receipt of the bid documents.

The bid should be submitted to the mentioned address on or before **10:30 AM December 02, 2025**, Late bids will not be accepted. Bids will be opened at **11:00 AM December 02, 2025,** in the present of bidders and their representatives.

The International Rescue Committee reserves the right to reject any or all bids.

INTERNATIONAL RESCUE COMMITTEE

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The IRC now invites sealed bids from all eligible bidders that are qualified, technically competent and have valid license for current Ethiopian FY 2018/2025 for **Lot 1 Full contract both (material and labor) for construction of four seat shared communal latrines at Bambasi IDP Sites (one and two) and Lot 2. Construction of 300 Family (Household) latrine for Tsore and Sherkoe of BGRS /Assosa (Tsore and Sherkole Refugee Camp)**

You may obtain Further information from the International Rescue Committee, Ethiopia program Addis Ababa Office, Jacros to Salite Mihret Church Road around Robera Coffee Sets Building 5th floor Tel: 0116638302/0116636735/6/7

and

International Rescue Committee Ethiopia program Benishangul Gumuz, Assosa Field Office Located near to the Assosa NOC fuel station, New Asphalt Road/300-meter Tel:0577752368/057751129

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The bid should be submitted to the mentioned address on or before **10:30 AM December 03, 2025**, Late bids will not be accepted. Bids will be opened at 1**1:00 AM December 03, 2025,** in the present of bidders and their representatives.

The International Rescue Committee reserves the right to reject any or all bids.