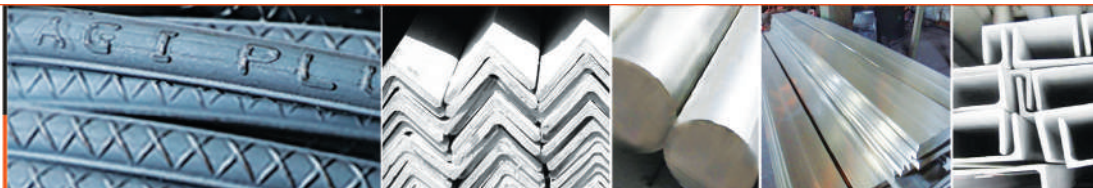




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Agricultural bank set to begin operations within three months

By Samuel Abate

Ethiopia's planned Agricultural Bank is expected to begin operations within the next three months, providing a dedicated source of financing for farmers and businesses in the agricultural sector, according to the Ministry of

Agriculture.

Shimelis Tsegaye, Executive Director of Agricultural Mechanization at the ministry, told Capital that the lack of a specialised financial institution remains one of the major obstacles to modernising the country's agriculture.

Agriculture contributes about 33 per cent of

Ethiopia's gross domestic product (GDP), but banks provide only around two per cent of the estimated 2.5 trillion birr needed each year to finance the sector, according to figures cited by the ministry.

Under the 10-year National Agricultural Finance

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A cabinet must deliver, not merely govern

Ethiopia’s newly formed federal government arrives at a moment when public expectations are unusually high. The country has enormous potential: a young population, vast agricultural resources, a growing digital economy, expanding infrastructure and a strategic position at the heart of the Horn of Africa. Yet potential alone does not put food on the table, create jobs, ensure security or restore confidence.

The new cabinet must therefore be judged not by the number of ministries it contains, the profiles of its appointees or the formality of its parliamentary approval, but by its ability to deliver tangible improvements in the daily lives of citizens.

The House of Peoples’ Representatives approved Prime Minister Abiy Ahmed’s new cabinet on October 8, launching a new five-year federal administration. The composition signals an attempt to combine continuity with change. Several ministers have retained portfolios in foreign affairs, agriculture, education, justice, health, water and energy, and revenues. At the same time, new appointees now lead ministries responsible for finance, defence, peace, industry, trade, logistics, labour, innovation and technology, urban development and social affairs.

That balance can be useful. Continuity matters in a country where policies often require years of consistent implementation to yield results. But renewal is equally important when institutions need fresh ideas, stronger execution and a willingness to confront problems that have lingered too long.

No government can deliver prosperity without peace and stability. Ethiopia’s citizens want to work, invest, travel, farm, study and build businesses without fear of disruption. They want public institutions that function consistently and a political culture in which differences are managed through dialogue, law and accountable governance rather than violence.

The Ministries of Peace, Defence, Justice and Foreign Affairs therefore carry responsibilities that reach far beyond their formal mandates. Their work must help rebuild trust, reduce insecurity, strengthen the rule of law and protect the country’s unity while respecting the dignity and rights of its diverse communities.

Stability is not simply the absence of conflict. It is the presence of justice, predictable institutions, accessible public services and meaningful economic opportunity. Where citizens feel excluded, unemployed or ignored, stability becomes fragile. The new government must understand that security policy and economic policy are inseparable.

For many households, the most urgent measure of government performance will be the cost of living. Food prices, transport costs, rent, school expenses and access to health services shape public confidence more directly than macroeconomic language or long-term projections.

Economic reforms can be necessary, particularly where they aim to address foreign-exchange shortages, fiscal pressures and barriers to investment. But reforms must be accompanied by clear communication and targeted protection for the people most affected by higher prices.

The new Finance Ministry will face a demanding task: maintaining fiscal discipline while protecting essential social services and supporting productive investment. The Ministry of Revenues must improve collection in a fair, efficient and transparent manner. Raising revenue is important, but taxpayers also need to see value in return through better roads, cleaner cities, reliable services and accountable institutions.

The government must also focus on jobs. Young people need more than training certificates; they need work that pays fairly, develops skills and offers a future. Small businesses need access to finance, electricity, markets and predictable regulations. Farmers need affordable inputs, storage, irrigation, machinery and reliable routes to market.

The new cabinet includes ministries responsible for agriculture, irrigation, industry, trade, logistics, labour, urban development, mining, energy and technology. Together, these institutions hold the tools needed to turn economic ambition into employment and exports. But success will depend on coordination. Industrial policy cannot work if logistics remain expensive. Agricultural transformation cannot succeed without water management, rural roads, finance and functional markets. Digital transformation cannot reach its promise without affordable connectivity, electricity and skills. Urban development cannot be measured only by buildings and roads; it must make cities more liveable, affordable and productive.

Each ministry should publish clear priorities, measurable targets and regular progress reports. Citizens should know what ministers have been assigned to achieve, how public funds are being spent and whether projects are being delivered on time and within budget.

The government also needs to value competence over ceremony. Ministers must be allowed to make decisions, coordinate across institutions and be held accountable for outcomes. Public service should reward performance, integrity and innovation rather than political loyalty alone.

The public expects hard work from the new ministers, and rightly so. But national progress cannot be delivered by cabinet members alone. Parliament, regional governments, civil society, businesses, universities, media organisations and citizens all have a role in shaping the country’s future.

Still, leadership matters. The cabinet has been given the authority to set priorities, allocate resources and direct public institutions. With that authority comes a responsibility to listen, explain difficult choices and correct failures openly.

Ethiopia does not need perfect ministers. It needs public servants who understand the scale of the task, work with urgency and place the national interest above personal or institutional advantage.

The new administration has an opportunity to demonstrate that government can be more responsive, more disciplined and more effective. If it delivers peace, jobs, affordable living conditions, dependable public services and a credible path toward shared prosperity, it will earn public trust.

That is the standard the country should expect—and the standard by which this cabinet should be remembered.



■ By Crystal Simeoni

COMMENT

Global Financial Reform that Centers African Women

Over the past two decades, feminist economists have scored several policy wins at the national level, ranging from gender-responsive budgets to increased investment in care infrastructure. But change at the international level remains stubbornly slow. The global financial architecture continues to generate policies that depend on women’s labor without accounting for it. The International Monetary Fund–World Bank Annual Meetings in Bangkok this month offer an opportunity for policymakers to accelerate that change. More specifically, the first annual cycle of the newly launched Borrowers’ Platform will enable developing countries to share knowledge, exchange experiences, and speak collectively in debt discussions.

This forum is particularly important for African countries, where average spending on interest payments is \$70 per capita, compared with \$60 on education and \$39 on health. Every austerity measure prescribed by a sovereign-debt restructuring determines the extent to which public services will be squeezed—and how much women will have to pick up the slack. In Kenya, a country that remains stuck in a debt trap, women spend, on average, three hours and thirty-seven minutes more than men on unpaid domestic and care work every day.

The negotiations for a United Nations Framework Convention on International Tax Cooperation provide a similar opening. This effort to rewrite the global rules so that profits are taxed where economic activity occurs could help address capital flight from Africa, estimated at \$88.6 billion annually and driven partly by tax evasion. The outcome of the negotiations will determine how much African governments have left over for clinics, schools, and water systems, and how much will be relegated to social reproduction—the unpaid or underpaid work, done most often by women and girls, that sustains life and makes all economic activity possible.

To be sure, women’s rights are often overlooked in times of upheaval. Gender equality was first on the chopping block when donor governments tightened their foreign-aid budgets, and feminist foreign policies were quietly shelved when they became inconvenient. Now the UN is weighing whether to fold UN Women and the UN Population Fund into one entity in a bid for “efficiency” precisely when those institutions are most needed.

But it is possible to rebuild global economic governance with a feminist approach. Negotiators for the UN Tax Convention should consider where social reproduction occurs, not just where multinationals are based, and allocate resources accordingly. As for the IMF, the debt restructuring process must be overhauled to assess not only whether a government can service its obligations, but also what these payments will cost in public services and women’s time.

The latter requires measuring and valuing social reproduction. Kenya found that, in 2021, women accounted for 25.8 billion hours out of a total 30.6 billion hours of unpaid domestic and care work, which the Kenya National

Bureau of Statistics estimated was equivalent to 23.1% of GDP. Using these data, Kenya has since developed a National Care Policy aimed at integrating care planning into national and county budgets. In 2025, Mauritius showed how to translate this awareness into fiscal policy by zero-rating VAT on infant food and staple vegetables. The IMF could make social reproduction visible at the international level by incorporating national household satellite accounts into Article IV consultations, its regular economic assessments of member countries.

African countries are leading the way on this front, and the multilateral financial architecture must support, not impede, their efforts. As the late development economist Thandika Mkandawire spent much of his career arguing, African governments were never short on policy ideas. But they were denied the space to do their own theorizing; instead, they were saddled with the theories underpinning stringent loan conditions.

The African Union’s Common African Position on Debt (CAP), adopted in February, is an attempt to conceptualize a new approach. It calls for a binding UN Framework Convention on Sovereign Debt—the hoped-for structural overhaul that did not materialize at last year’s Fourth International Conference on Financing for Development—and restructuring processes that are transparent, debtor-inclusive, and no longer driven solely by creditor interests. The Borrowers’ Platform may be a voluntary coordination mechanism rather than a binding negotiating body, but that is all the more reason to advocate the CAP at the Annual Meetings. Members of the Borrowers’ Platform should propose two concrete policy changes. First, the IMF must reform its debt-sustainability analysis, the framework it uses to determine how much debt a country can afford to service, to incorporate what repayment costs in social reproduction. This would allow African governments to shield public services from cuts. Otherwise, more countries may end up like Kenya: the National Treasury reports that 51.8% of tax revenue in the last fiscal year went to debt and pension payments, leaving hardly any funds for the social programs that reduce women’s unpaid work. Second, when negotiating debt-restructuring deals, every IMF program tied to a debt restructuring must include a binding floor on spending for health, water, and care infrastructure, replacing the soft, often-missed social spending targets the Fund uses today.

What may seem like technical adjustments are actually the first steps toward creating a debt architecture that will deliver for the women of Africa. Writing about the pandemic, the novelist Arundhati Roy argued that rupture offers “a chance to rethink the doomsday machine we have built for ourselves.” The multilateral system is undergoing its own rupture now. The task ahead is to ensure that the women of Africa are not a footnote to the system, but rather central to what comes next.

Crystal Simeoni, a pan-African feminist activist, is Director of Nawi—the Afrifem Collective.

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FX volatility, capital pressures mount for enterprises following reforms

By Eyasu Zekarias

Import-dependent enterprises in Ethiopia are facing mounting working-capital pressures and price uncertainty following sweeping macroeconomic and foreign-exchange reforms aimed at transitioning the country toward a more market-driven economy.

While the policy shifts are intended to support long-term economic stability, improve transparency and attract foreign direct investment, commercial sectors that rely on imported inputs are experiencing immediate operational disruptions, according to economists and sector experts.

The reforms began in earnest with the National Bank of Ethiopia’s revised foreign-exchange framework in July 2024, marking a departure from years of administrative currency allocation and a tightly managed exchange-rate regime.

Under the previous framework, the central bank regulated the distribution of foreign currency and kept the Ethiopian birr within controlled trading bands. However, persistent structural imbalances—including a balance-of-payments deficit, rising external debt and an overvalued currency—prompted a broader market adjustment supported by international financial institutions, including the World Bank and the International Monetary Fund.

Speaking on findings from policy research conducted through a joint collaboration between the Center for International Private Enterprise (CIPE) and the Forum for Social Studies (FSS), Berhanu Denu, an economist at Addis Ababa University, said the official exchange rate adjusted rapidly after the birr was floated.

The birr, which traded between 43 and 47 per US dollar before the reforms, moved to more than 82 per dollar within a month of liberalisation and later approached 160 per dollar. While the changes were intended to narrow the gap between the official and parallel-market exchange rates, the adjustment significantly altered input-pricing models for domestic firms.

Berhanu said the main effect on businesses has been increased costs for imported raw materials, machinery and intermediate goods. Companies that had based their financial planning and pricing on the previous exchange-rate system have struggled to absorb the higher acquisition costs.

Field assessments examining the operational effects of the reforms indicate that manufacturers and small and medium-sized enterprises are responding differently. Many firms have attempted to pass higher input costs on to consumers, with some transferring up to 60 per cent of the

increase in costs to retail prices, adding to domestic inflationary pressures.

For small and medium-sized enterprises, the challenges are compounded by liquidity constraints and strict collateral requirements imposed by banks.

Central-bank regulations have expanded foreign-exchange retention rights for exporters, allowing service exporters to retain up to 100 per cent of their foreign-currency earnings. The National Bank has also capped transaction commissions at 1.5 per cent. However, non-exporting importers remain dependent on commercial-bank allocations and trade-finance facilities.

Access to foreign exchange remains linked to commercial banking relationships, documentation requirements and sector-specific priority lists. Smaller firms often face delayed or inadequate allocations, tying up working capital and

disrupting production cycles.

Despite the immediate pressures, analysts argue that the reforms could produce important long-term benefits by improving price discovery, transparency and confidence in the financial system.

Under the new framework, the National Bank publishes indicative daily exchange rates based on market transactions, providing businesses with clearer information on currency conditions.

However, experts at a recent financial forum said monetary reforms alone would not resolve Ethiopia’s overlapping economic vulnerabilities. They argued that the country must also address structural constraints affecting exports, domestic production, access to finance and competitiveness.

Although export earnings from commodities such as gold and coffee have grown, Ethiopia remains heavily dependent on imported fuel, fertiliser, machinery and industrial inputs.

Higher global prices for these goods have added to imported inflation, increasing costs for households and businesses.

The rise in raw-material prices has also raised daily working-capital needs for domestic manufacturers, preventing some from operating at full capacity. Government policy is increasingly focused on domestic production and import substitution as ways to reduce exposure to external price and currency shocks.

At the same time, the liberalisation of the banking sector and Ethiopia’s bid to join the World Trade Organization are expected to reshape the financial industry.

Opening the domestic market to foreign banks could increase competition, introduce modern financial technologies and reduce transaction costs for corporate clients, according to analysts.

Tilahun Girma, an economist, said concerns about foreign-bank entry

have often been overstated. He noted that large global institutions, including Citibank, derive only a limited share of their revenue from Africa and often maintain a regional presence through representative offices.

He said the institutions expressing interest in Ethiopia are largely regional East African banks, creating pressure on domestic lenders to improve technology, customer service and operational capacity.

Tilahun added that the National Bank has started using open-market operations to manage liquidity. Recent reforms have also allowed major lenders, including the Commercial Bank of Ethiopia, to direct more than 70 per cent of their credit portfolios toward the private sector.

The introduction of Basel III guidelines further requires banks to issue credit in proportion to their capital base, a measure intended to strengthen financial stability and reduce systemic risk.

Mugher Cement faces calls for urgent reform as market share falls

By Our Staff Reporter

For decades, Mugher Cement Factory has been a mainstay of Ethiopia’s construction sector. The state-owned enterprise has supplied cement and clinker for private investment, government projects, housing developments and roads across the country.

However, a performance audit by the Office of the Federal Auditor General (OFAG) has identified serious challenges in production, raw-material supply, equipment maintenance, procurement and sales accountability.

The audit, covering the period from the 2015 Ethiopian fiscal year through the second quarter of 2018, found that Mugher’s share of the domestic cement market had fallen to about 9.77 per cent, placing it fourth behind Dangote, Derba and National. OFAG warned that the factory risks losing further ground unless it addresses the problems identified.

The audit found a persistent gap between production targets and actual output. Between the 2015 and 2017 fiscal years, management planned to produce about 2.1 million tonnes of clinker, the intermediate material used to make cement. Actual production reached 1,522,011 tonnes.

A similar shortfall affected raw-material extraction. Of the 4,768,898 tonnes of limestone, clay and sandstone scheduled for quarrying, the factory extracted 3,416,492 tonnes.

The audit said the gap between extraction and factory requirements exposed weaknesses in coordinating raw-material supplies. Inconsistent supplies of limestone and clay can interrupt production and contribute to operational inefficiencies.

Finished-cement production also fell short of targets. Production Line One achieved 75.8 per cent of its target, producing 812,268 tonnes against a planned 1,070,801 tonnes. Line Three achieved 72.5 per cent, producing 1,336,715 tonnes against a target of 1,843,140 tonnes. Line Two experienced prolonged stoppages and did not consistently produce clinker or cement.

The audit also identified shortcomings in procurement and equipment maintenance. Some purchases of spare parts and machinery were made without the required technical evaluations. In other cases, contracts were not finalised with suppliers before purchases were made, exposing the factory to risks involving product quality, delivery schedules and financial accountability.

Procurement plans were also under-

implemented. Despite budgets for spare parts, actual purchases fell short, leaving aging machinery without components needed to prevent breakdowns.

The audit found that inadequate preventive maintenance and spare-part shortages had left critical equipment, including kilns, mills, motors and conveyors, idle for extended periods. It noted that upgrading machinery alone would not resolve the factory’s problems without technical supervision, realistic financial planning and access to foreign currency.

The report also raised concerns about production reporting and inventory controls. Figures submitted to the supervising Chemical Industry Corporation often lacked complete supporting documentation. In some cases, the factory reported production and customer deliveries but did not fully account for remaining quantities, internal consumption, warehouse stocks or damaged goods.

The auditors said the gaps did not, by themselves, establish wrongdoing, but warned that weak record-keeping made it difficult to verify inventory, track losses and maintain effective financial controls.

The factory’s sales and distribution practices also came under scrutiny.

The audit identified cases in which distributors bypassed competitive tendering procedures, purchased cement directly from the factory or received allocations despite losing formal bids.

A backlog of uncollected revenue from historical credit sales has added to the pressure, limiting the factory’s working capital and its ability to finance raw materials and routine maintenance. The audit called for stronger debt recovery, stricter sales-contract terms and clearer delivery deadlines, supported by penalties for delays in collecting cement.

The findings point to a need for coordinated reforms at Mugher Cement. The factory has significant production capacity, but its performance has been constrained by supply interruptions, equipment breakdowns, procurement weaknesses and problems in sales and inventory management.

Reversing the decline will require more than setting production targets. The audit points to the need for improved supply-chain planning, compliance with procurement rules, equipment maintenance, stronger financial controls and a more transparent distribution system.

City admin issues strict new regulations for government office rentals

By our staff reporter

The Addis Ababa City Administration has introduced a comprehensive regulatory framework to overhaul how government institutions lease, manage, and procure office space across the capital.

Outlined in Directive No. 192/2026 on Public Buildings Development, Standards, and Administration by the Public Property Administration Authority, the new rules aim to curb arbitrary pricing, enforce public accountability, and establish uniform building standards.

Under the new directive, the Authority is legally mandated to conduct annual rental market studies. These assessments will evaluate current market rates, government financial capacities, and occupancy data to guide all future office procurements.

Any lease adjustments will now follow a formal evaluation process. Landlords seeking rate increases must submit formal requests to the tenant institution. These are reviewed against local market conditions before recommendations are forwarded to the Finance Bureau. Furthermore, institutions

wishing to renew existing contracts without altering rent or space must notify the Authority and the Finance Bureau in writing at least three months in advance.

The directive sets strict baseline requirements for all properties leased by the government. Properties must have approved architectural designs, completed construction, and valid holding licenses.

Additionally, buildings must provide reliable Information and Communication Technology (ICT) infrastructure, continuous electricity and water supply,

and backup generators. Other requirements include adequate parking, access to public transportation, clearly marked emergency exits, and accessibility features such as ramps and adapted restrooms for individuals with disabilities.

Buildings permanently purchased by government institutions must meet these baseline standards while also providing quality construction materials, outdoor space, and direct connectivity to a main road.

The directive clearly outlines the responsibilities of both landlords and tenant institutions to minimize

disputes regarding building maintenance and usage.

Government institutions are required to protect the rented properties, accurately report their space needs, and cover the costs of interior partitioning modifications subject to the landlord's consent.

On the other hand, landlords are responsible for repairing structural damages and building defects that affect the tenant's property. They are also obligated to cooperate with space audits, and they cannot conduct routine building inspections more than twice within a six-month period.



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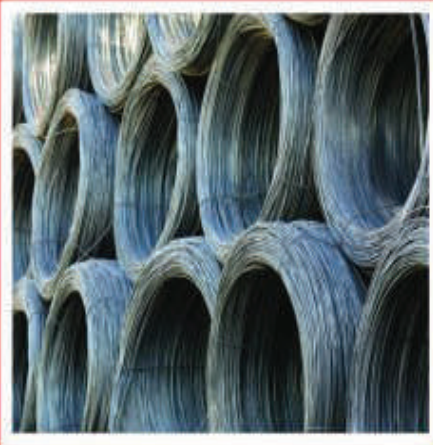
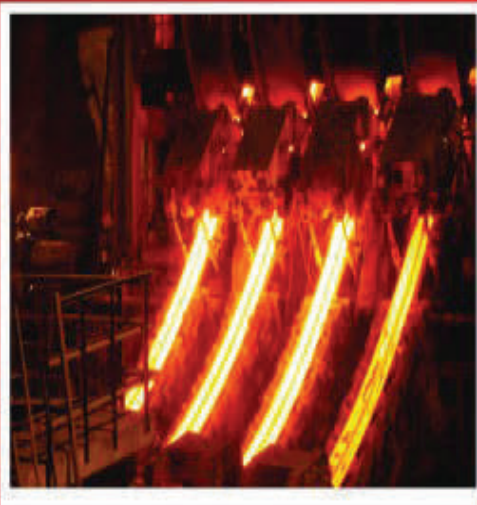
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Engineers call for AI, BIM adoption to address skill gaps

By our staff reporter

Engineering leaders have called for the rapid adoption of Building Information Modelling (BIM), artificial intelligence and advanced geospatial systems to address skills shortages, improve project delivery and strengthen infrastructure development across Africa.

The call was made at the opening of the 27th Ethiopian Association of Civil Engineers (EACE) Convention and International Infrastructure Conference at the Sheraton Addis Hotel.

Held under the theme, “Building Africa 2050: Engineering Resilient, Sustainable, and Smart Infrastructure,” the conference brought together industry executives, government officials, engineers, academics and international partners to discuss the challenges facing Africa’s construction and infrastructure sectors.

Participants warned that Africa’s development ambitions could be constrained by project-delivery bottlenecks, a growing shortage of certified project-management professionals and an estimated annual infrastructure-financing

gap of between US\$68 billion and US\$100 billion.

Speakers said finance alone would not solve the problem without addressing structural weaknesses in the construction ecosystem, including limited technical capacity, fragmented supply chains, weak project controls, low labour productivity and slow digital adoption.

At the domestic level, Ethiopian contracting and consulting firms continue to face operational challenges, including shortages of raw materials, administrative skill gaps, inconsistent project-management standards and limited use of digital tools.

Engineering leaders said the broader use of BIM, AI and geospatial technologies could help improve planning, reduce delays, strengthen cost control and support better monitoring of construction projects throughout their life cycles.

Amanuel Mekonnen Hailemariam, President of EACE, said Ethiopia’s infrastructure sector was expanding rapidly alongside broader economic and technological development.

He pointed to projected national economic growth, rising mobile-network coverage, renewable-energy investment and major infrastructure projects, including the Grand Ethiopian Renaissance Dam, the planned regional mega-airport hub and the National Corridor Development Programme.

The corridor programme is reshaping urban centres through integrated transport corridors, underground utility networks and climate-resilient green infrastructure.

“The core issue facing our industry is not merely the volume of assets constructed, but the precision, sustainability and capital efficiency with which they are executed,” Amanuel said.

He noted that the Council of Ministers had recently endorsed a comprehensive construction-industry policy framework intended to improve safety, strengthen regulatory compliance and accelerate the use of BIM and digital-management tools in both public and private projects.

Engineer Zahra Abdulhadi, Deputy Chief Executive Officer of the

Construction and Real Estate Cluster at MIDROC Investment Group, said integrated project delivery required strong systems for managing time, cost and quality.

“Integrated project delivery requires that time, cost and quality parameters are governed through transparent project controls,” Zahra said.

She said that institutionalising international standards, including Project Management Professional certification and BIM, would help Ethiopian engineering firms compete more effectively and participate as equal partners alongside international contractors and development-finance institutions.

BIM is a digital process that allows engineers, architects, contractors and clients to create, share and manage detailed information about a construction project. It can support project planning, cost estimation, design coordination, procurement, construction monitoring and long-term asset maintenance.

Artificial intelligence and geospatial systems can also assist

in identifying construction risks, assessing land and environmental conditions, monitoring project progress and improving infrastructure maintenance.

Participants said these technologies could help African countries move from conventional construction practices toward data-driven asset-lifecycle management.

The conference also recognised individuals who have contributed to the development of Ethiopia’s built environment.

Professor Alemayehu Teferra, recipient of the EACE Lifetime Achievement Award and Chairman of the General Assembly, welcomed international delegations from Germany, Cyprus, Italy, the Netherlands, Nigeria, Somalia, Djibouti and Angola.

The multi-day conference includes technical panels organised around six thematic tracks. The sessions will cover structural and seismic engineering, transport and logistics, digital infrastructure, smart urban planning, sustainable construction and project-management systems.

Zemen Bank reports 31.9% asset growth, 15% rise in profit

By our staff reporter

Zemen Bank S.C. reported a 31.9 per cent increase in total assets to 116.5 billion birr and a 15 per cent rise in net profit to 6.75 billion birr for the fiscal year ended June 30, 2026.

The bank said the results came amid tight monetary conditions and wide-ranging regulatory reforms.

The National Bank of Ethiopia maintained a policy interest rate of 15 per cent and a 24 per cent cap on credit growth. Zemen Bank’s credit volume nevertheless rose by 24.6 per cent to 51.7 billion birr.

The bank’s non-performing loan ratio stood at 2.48 per cent, below the regulatory limit of 5 per cent and its own internal threshold of 4 per cent.

Chief Executive Officer Dereje Zebene said operating income increased to 14.24 billion birr from 12.13 billion birr in the previous fiscal year. Net interest income contributed 6.57 billion birr, while service charges and commissions generated 5.04 billion birr.

The bank reported gross profit of 9.97 billion birr, an increase of 9.7 per cent, and net profit after tax of 6.75 billion birr.

Zemen Bank recorded a return on average equity of 37.8 per cent and a return on average assets of 6.6 per cent. Earnings per share reached 539 birr.

Paid-up capital rose by 52 per cent to 14.29 billion birr, while total capital increased by 40.8 per cent to 25.9 billion birr.



The bank’s capital adequacy ratio reached 40 per cent, well above the minimum regulatory requirement of 8 per cent.

Total deposits grew by 32 per cent to 85 billion birr. The bank said the removal of the mandatory 7 per cent minimum deposit-interest rate had allowed interest rates to be set according to market conditions.

Zemen Bank expanded its physical network to 142 branches and increased its customer base to nearly 395,000. The bank reported 256,249 internet and mobile banking subscribers, who completed more than 1.45 million transactions worth over 22.2 billion birr. Under its omni-channel strategy, the bank

expanded its ATM network to 385 terminals. These processed 2.44 million domestic transactions valued at 4.61 billion birr, as well as more than 109,000 international transactions.

At its annual general shareholders’ meeting last week, the bank also reported mobilising US\$698 million in foreign-exchange revenue during the fiscal year.

The board and executive management are using an agile framework to prepare the bank’s next strategic plan. The bank identified human-capital development, cybersecurity, digital trust and readiness for a more open and competitive financial sector as key priorities.

Agricultural bank set . . .

Continued from page 1

Implementation Roadmap, the government plans to mobilise up to one trillion birr to expand agricultural financing.

Farmers and agricultural businesses have struggled to secure loans from existing financial institutions because of collateral requirements and demands for advance payments. The planned bank is expected to improve access to finance by allowing borrowers to use assets such as crops, livestock and other property as collateral. Shimelis said financing was particularly important because of the high cost of agricultural machinery. Dairy mechanisation

equipment can cost between 4 million and 15 million birr, while combine harvesters can cost as much as 30 million birr. Many farmers and agricultural businesses cannot afford such equipment without financial support, he added.

The Agricultural Bank is in the final stages of preparation and is being established as a state-owned institution under the guidance of the National Bank of Ethiopia. Shimelis declined to provide further details about its name, initial capital or planned service-delivery arrangements. Meanwhile, preparations are under way to establish six

agricultural mechanisation service centres in high-potential farming areas, with financial support from the African Development Bank.

According to Shimelis, the centres will be located in Bale and Salale in Oromia; areas around Bahir Dar and Erikum in Amhara; and sites in the Afar and Somali regions. The six centres are expected to cost a total of one billion birr.

The centres are intended to help young people establish businesses focused on agricultural machinery assembly and services. They are also expected to provide farmers

with training in equipment use, maintenance and repair, as well as access to spare parts.

The ministry plans to establish 250 agricultural mechanisation service centres over the next decade. Nine are currently operational, while six others are reportedly under construction.

The planned Agricultural Bank and mechanisation service centres form part of broader efforts to improve farmers’ access to agricultural technology and finance—two longstanding challenges to raising productivity and modernising production.

Ethiopia’s growth outlook strengthens, but jobs and living costs remain key challenges

By our staff reporter

Ethiopia’s economic growth outlook has improved as reforms, investment and a stronger business environment support activity beyond traditional sectors, but the country still faces major challenges in translating growth into jobs, lower living costs and broader improvements in household welfare.

According to the 2026 African Economic Update ‘Building AI Readiness’ report by the World Bank, it is expected that growth in Sub-Saharan Africa to rise to 4.3 per cent in 2026, with Ethiopia among the countries receiving an upward revision to its growth forecast. The World Bank attributes the stronger outlook to improved macroeconomic conditions and reforms intended to strengthen the business climate, expand infrastructure, deepen market integration and attract private investment.

Ethiopia has pursued a wide-ranging reform programme in recent years, including exchange-rate changes, fiscal adjustment, efforts to improve foreign-exchange market functioning and measures to encourage private-sector participation in the economy. Supporters of the reforms argue that they can help address long-standing constraints on investment, exports and access to foreign currency.

However, the benefits of growth may not be felt evenly across the economy. Across Sub-Saharan Africa, the World Bank warns that stronger output alone is unlikely to produce substantial poverty reduction where growth is concentrated in capital-intensive sectors or activities with weak links to employment and household incomes. The report says that high food, fuel and transport costs continue to place pressure on vulnerable households.

Ethiopia remains exposed to global price movements because of its dependence on imports of fuel, food, fertilizers and industrial inputs. Higher energy and shipping costs have raised production and transport expenses across the region, placing additional pressure on consumer prices.

The World Bank notes that conflict-related disruptions in the Middle East have raised the cost of fuel, fertilizer and food imports across many African economies. Such shocks can weaken household purchasing power, increase business costs and complicate efforts by governments and central banks to maintain price stability.

For Ethiopia, exchange-rate movements remain another important factor. Currency depreciation can make imports more expensive, although reforms aimed at improving the availability and allocation of foreign currency could support exporters and reduce distortions over time.

The central challenge will be to maintain macroeconomic discipline while ensuring that reforms do not deepen the burden on low-income households. Measures to improve social protection, support food security and protect essential public services will remain important as the country adjusts to higher market-based prices.

Creating enough productive jobs for Ethiopia’s growing labour force remains one of the country’s biggest economic priorities.

Manufacturing, agriculture, construction, logistics, tourism, digital services and renewable energy all have the potential to create employment. But attracting investment alone will not be enough. Businesses need reliable electricity, access to finance, skilled workers, efficient transport links and predictable regulations to grow. The World Bank argues that reforms

to improve domestic financial markets could expand access to credit for businesses, particularly small and micro enterprises. Better access to finance can allow firms to invest, raise productivity and create jobs. Digital connectivity is also becoming more important. The report warns that access to technology remains uneven across Africa, with poorer

households often unable to afford devices, data or reliable electricity. In Ethiopia, only a limited share of low-income households have both a mobile phone and an electricity connection, restricting access to digital services, education and emerging technologies. Ethiopia’s improved growth outlook offers an opportunity to strengthen exports, attract investment and

widen economic activity. Yet the durability of that progress will depend on whether reforms produce visible improvements in people’s lives. The World Bank warns that reform momentum can weaken when households face rising living costs without seeing tangible gains in employment, incomes and public services.

Engineers urge shift to local agricultural machinery manufacturing

By Samuel Abate

Ethiopian agricultural engineers have called for greater investment in the local manufacture and assembly of agricultural machinery, arguing that continued reliance on imported equipment could undermine efforts to modernise the country’s agricultural sector.

The Ethiopian Society of Agricultural Engineers (ESAE) and the Pan African Society of Agricultural Engineers (PASAE) made the call during their eighth conference in Addis Ababa, where experts discussed the development and use of agricultural technologies. ESAE President Dr Debele Debela told Capital that the government’s growing attention to agricultural mechanisation, from the Prime Minister’s Office to the Ministry

of Agriculture, was encouraging. However, he stressed the need to strengthen domestic manufacturing capacity and combine local expertise with international technologies. He said efforts to establish a g r i c u l t u r a l - m a c h i n e r y manufacturing facilities began during the final years of the Derg regime, including production at the Adama Agricultural Machinery Manufacturing Plant. However, he said the initiative had not continued at the pace required. “The failure to continue Ethiopian agricultural machinery manufacturing and assembly with the enthusiasm and effort that existed has cost us as a country. We cannot continue importing machinery from abroad,” Debele said. He called for the expansion of

modern machinery-manufacturing and assembly centres, adding that Ethiopia should develop technologies suited to its agricultural conditions rather than attempt to compete immediately with advanced producers such as Japan. “We need to link indigenous knowledge with international technologies,” he said. Abera Lemma, an adviser to the Ministry of Agriculture, said the government had given greater attention to transforming Ethiopian agriculture from traditional farming methods to modern production systems following policy reforms. He said duty-free imports of agricultural machinery had contributed to changes in the sector, while the government was also strengthening institutions involved in developing and adapting

agricultural technologies. According to Abera, the availability and use of tractors and combine harvesters have increased significantly over the past five years. He added that imported machinery was being introduced for different crops and farming systems. He said mechanisation does not require every farmer to purchase expensive equipment individually. Instead, the government is promoting rental services and collective arrangements, particularly for smallholder farmers with limited land. Farmers producing similar crops are being organised to access machinery through shared services, while traders and importers are being encouraged to supply more equipment. Shimelis Tsegaye, Chief Executive for Agricultural Mechanisation at the Ministry of Agriculture, said research conducted since 2020 had identified more than 500 agricultural technologies, while 168 types of machinery had been imported into the country.

Low wages challenge garment industry workers

By our staff reporter

Low and inconsistent wages remain a major concern for workers in Ethiopia’s textile and garment industry, where pay varies between factories and has not kept pace with rising living costs, according to a study on employment and working conditions in the sector.

The report, Productive Employment and Decent Work for Youth and Women in Textile and Garment Manufacturing, says Ethiopia has no national or sector-specific minimum-wage policy. Under the current system, employers largely determine wages, contributing to significant differences in pay across companies and industrial parks.

A workers’ survey conducted between July and September 2021 found that the average monthly basic salary was 1,349 birr at Hawassa Industrial Park and 2,110 birr at Bole Lemi Industrial Park. The figures reflect the survey period and should not be interpreted as current wage rates.

The study also highlighted the gap between workers’ earnings and basic expenses. Surveyed workers at Hawassa Industrial Park reported average monthly spending of 779 birr on food, 371 birr on rent and 280 birr on transport. At Bole Lemi Industrial Park, average monthly expenses were 1,624 birr for food, 1,335 birr for rent and 222 birr for transport. The report cited a separate survey that found a textile worker at Eastern Industrial Park received a monthly

salary of 3,400 birr. Researchers attributed the higher average there partly to differences in the types of products manufactured and the park’s longer operating history. Ethiopia’s Labour Proclamation No. 1156/2019 provides for the establishment of a Wage Board, bringing together government, workers and employers to address minimum-wage policy. However, the study says the board had not been established at the time of the report, leaving workers without a statutory wage floor. Researchers said the lack of a minimum wage contributes to low pay and variation between firms, including those operating inside and outside industrial parks. Wages are also not adjusted regularly to keep pace with inflation, the report said. Workers surveyed in the sector have raised concerns about the relationship between their workloads and pay. The study noted that unclear wage-setting systems can also contribute to perceptions that salaries are unfair. The report said some employers provide non-wage benefits, including meals, transport, housing allowances and medical care. But access to such support varies among factories, and workers’ assessments of the quality of services are mixed. A 2021 survey of textile and garment workers in Hawassa and Addis Ababa found that many received transport or food from their employers. Yet more than 70 per cent of respondents rated the quality of workplace food as bad

or very bad, while many also criticised the quantity and variety of meals. The study links low wages and high living costs to wider challenges in the sector, including labour turnover and absenteeism. Many textile and garment workers are young people who have moved from rural areas to industrial centres, where housing, transport and other costs can add pressure to limited incomes. Researchers argue that improving pay and working conditions is important not only for workers’ welfare but also for productivity and the industry’s ability to retain experienced staff. The report recommends strengthening dialogue among government, employers, workers and trade unions to address wage-setting and other labour issues. It also calls on employers to provide jobseekers with clear information about wages and working conditions and to develop career pathways and skills training for employees. Ethiopia’s labour law recognises workers’ rights to organise and bargain collectively. However, the report notes that union membership remains limited across the country, even as trade unions have become more active in some textile and garment factories. The study’s wage figures are based on surveys and research conducted mainly between 2017 and 2021. They provide a snapshot of pay and expenses at that time, rather than a current assessment of wages across the sector.

He said the number of agricultural tractors had risen from about 1,300 in 2020 to more than 27,000. Companies including Adama and Kegna were importing and assembling tractors in Ethiopia. The number of irrigation water pumps has also increased from around 5,000 to more than 800,000, while agricultural spraying equipment has grown from approximately 5,000 units to more than three million, Shimelis said. He added that the number of combine harvesters had increased from 448 to more than 10,000. Meanwhile, the supply of hermetic bags used to reduce post-harvest losses had exceeded 10 million, helping farmers preserve grain for longer periods. Despite the progress, agricultural mechanisation continues to face several challenges, including the high cost of machinery, limited access to spare parts, shortages of technicians able to repair imported equipment, financing constraints for farmers and foreign-exchange shortages affecting importers. Some agricultural machines cost as much as 30 million birr, making them unaffordable for many smallholder farmers without financing or shared-use arrangements. Shimelis said the government was working to address these challenges by expanding machinery assembly centres, increasing the number of repair facilities and exploring ways to improve access to finance.



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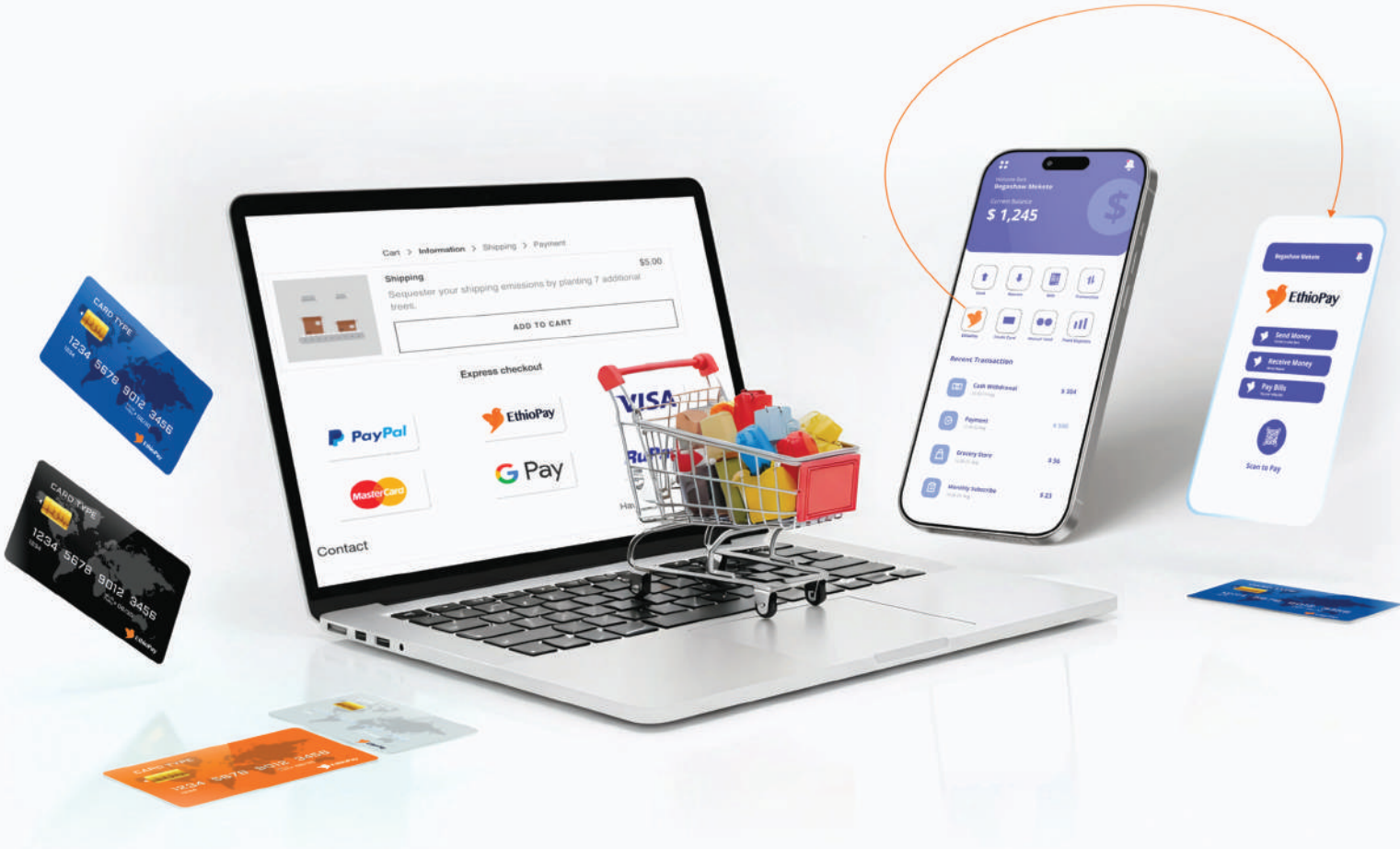


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IGAD report warns of deepening hunger crisis across East Africa

By our staff reporter

More than 40.3 million people across six countries in the Intergovernmental Authority on Development (IGAD) region are facing high levels of acute food insecurity in 2026, as conflict, climate shocks, economic pressures and declining humanitarian funding continue to undermine food access and livelihoods.

The figure represents 34% of the analysed population in Djibouti, Kenya, Somalia, South Sudan, Sudan and Uganda, according to IGAD’s Regional Focus on the 2026 Global Report on Food Crises. Ethiopia was not included in the report’s food-insecurity analysis because consensus-based data meeting the report’s technical requirements were unavailable. □cite□file:278□

Although the regional total declined from 43.3 million people in 2025, the report said conditions worsened in Djibouti, Kenya, Somalia and South Sudan. Improvements in Sudan and Uganda contributed to the overall reduction, but both countries continue to face severe humanitarian needs.

The Sudan remains the region’s largest food crisis, with an estimated 19.5 million people—41% of the population—facing acute food insecurity between February and May 2026. South Sudan has the highest prevalence, with 55% of its population classified in Crisis or worse between April and July.

Somalia recorded nearly 6.5 million people facing acute food insecurity, equivalent to 33% of its population, while 4.1 million people in Kenya’s arid and semi-arid lands were affected. In Djibouti, about 300,000 people, or 25% of the analysed population, were projected to face acute food insecurity between July and December. Uganda recorded 2.1 million people in need of urgent food and livelihood assistance.

The report identifies conflict and insecurity as the leading drivers of the region’s food crises. Fighting in Sudan continues to disrupt farming, trade and humanitarian access, while violence in South Sudan and Somalia has displaced communities and damaged livelihoods. In Sudan, conflict has eased in some areas, allowing limited returns and improved humanitarian access. However, Greater Darfur and Greater Kordofan remain major hotspots, while Blue Nile and White Nile have emerged as new front lines.

South Sudan has experienced escalating violence in Jonglei, Unity and Upper Nile states. The fighting has displaced communities, restricted market access and disrupted basic services. South Sudan had an estimated 73,000 people in Catastrophe, the most severe phase of acute food insecurity, between April and July.

In Somalia, conflict involving armed groups, government forces and clan militias continues to disrupt livestock migration, trade and access to farmland. The report said conflict was the leading driver of displacement during the second quarter of 2026.

The regional food crisis is further complicated by cross-border displacement. Nearly 19 million people were forcibly displaced across the six countries, including approximately 14.5 million internally displaced people and 4.5 million refugees and asylum-seekers. □cite□file:278□

The report said climate extremes are intensifying existing vulnerabilities. Poor October-to-December rains in 2025 contributed to drought across southeastern Ethiopia, eastern Kenya and much of Somalia, causing crop failures, pasture shortages and livestock losses.

The impact has been especially severe among pastoralist communities. In Kenya’s Mandera County, nearly 29,700 livestock deaths were reported across three sub-counties by the end of

January 2026, while milk production fell sharply below the long-term average.

El Niño conditions are now creating a mixed and potentially dangerous outlook for the region. Forecasts indicate below-average rainfall in western and northern areas, including parts of Ethiopia, Sudan, South Sudan, Djibouti and northern Uganda. At the same time, eastern and southern parts of Ethiopia, Kenya, Somalia and Uganda are expected to receive above-average rainfall during the October-to-December season. While the rainfall could improve crop and livestock conditions, it also raises the risk of flooding, crop destruction, displacement, disease outbreaks and damage to roads and other infrastructure.

The report warns that heavy rainfall in shared river basins could also cause cross-border flooding. Rainfall in Ethiopia’s southern highlands, for example, may increase flood risks downstream in Somalia, while heavy rain around the Lake Victoria Basin could raise water levels in South Sudan and Sudan.

Economic shocks are also limiting people’s ability to purchase food. Currency depreciation, high inflation, rising fuel prices and disruptions to

trade routes have increased the cost of food and essential services across the region.

The conflict affecting the Middle East and instability along the Red Sea and Bab el-Mandeb corridor are placing additional pressure on countries that depend heavily on imported food, fuel and fertiliser.

The report said the immediate impact has been rising energy and transport costs. Since most countries in the region rely heavily on road transport, higher fuel prices quickly increase the cost of moving food from farms and ports to markets.

Import-dependent countries face particular risks. Djibouti imports all of its cereal requirements, while Somalia imports close to 90% of its cereals. South Sudan and Sudan are also heavily exposed to rising import costs and trade disruptions.

Fertiliser prices and availability are another concern. Ethiopia and Kenya, which use more fertiliser than several other countries in the region, could face rising agricultural production costs and lower profitability if global supply chains remain disrupted.

Reduced remittance flows from Gulf countries could further weaken household purchasing power in Ethiopia, Somalia, Sudan and South

Sudan, where many families rely on money sent by relatives abroad.

The regional crisis is also producing a severe nutrition emergency. More than 9 million children aged between six months and five years are expected to need treatment for acute malnutrition across the six countries included in the report.

Of these, approximately 2.3 million are suffering from severe acute malnutrition, placing them at increased risk of illness and death. The most serious nutrition crises are reported in Sudan, South Sudan, Somalia and parts of Kenya.

Conflict, food shortages, disease outbreaks and inadequate access to health and sanitation services are reinforcing one another. Children in displaced and pastoralist communities are particularly vulnerable.

The report also warns that humanitarian funding cuts are forcing the closure of health and nutrition facilities just as needs are rising. In Somalia, the closure of nutrition and health facilities has reduced access to treatment and preventive services. South Sudan and Sudan face similar gaps in health, water and sanitation infrastructure.

Humanitarian funding for food-related sectors across the region fell to its lowest level since 2016 in 2025. The

decline has limited the ability of humanitarian agencies to maintain food assistance, nutrition services, early-warning systems and emergency programmes.

The report calls for urgent restoration of humanitarian financing, greater investment in agriculture and food systems, and a shift from responding to crises after they occur to acting before climate and conflict shocks intensify.

IGAD’s Executive Secretary, Workneh Gebeyehu, said the region needed to move from emergency response to anticipation, from short-term relief to long-term investment, and from isolated national interventions to coordinated regional action.

The report recommends scaling up early-warning systems, protecting humanitarian access, integrating refugees and host communities into national food and nutrition programmes, and preparing in advance for El Niño-related floods and droughts. Without increased funding and stronger regional coordination, IGAD warned that food insecurity and child malnutrition could worsen through the remainder of 2026, particularly among displaced people, refugees and pastoralist communities living in conflict-affected and drought-prone border areas.

Africa seeks new PPP models for affordable social services

By Groum Abate

African governments must improve project preparation, deepen capital markets and adopt new financing models if public-private partnerships are to expand access to affordable education, health care, housing, water and energy, officials said at a continental forum in Addis Ababa.

The Second Forum for Public-Private Partnership Units in Africa was held under the theme, “Making Social Sector PPPs Work: From Policy Ambition to Effective Service Delivery.” The two-day hybrid event was co-organised by the United Nations Economic Commission for Africa (ECA), the African Development Bank (AfDB) and the African Legal Support Facility (ALSF).

The forum brought together government officials, PPP specialists, development-finance institutions and legal experts to discuss how private capital can support essential public services without placing unsustainable costs on governments or households.

It builds on the first PPP Units Forum, held in 2024, which focused on climate-resilient infrastructure and convened more than 30 PPP units from across the continent.

This year’s discussions focused on social sectors, where conventional PPP structures can be more difficult to apply. Unlike toll roads, ports, airports or some energy projects, investments in public health, education, affordable housing, sanitation and water supply may not generate enough revenue from user fees to attract private investors on their own. This leaves governments with a difficult task: finding ways to secure private finance and expertise while ensuring that essential services remain affordable, accessible and fiscally sustainable.

Hanan Morsy, ECA’s Deputy Executive Secretary for Programme, said social-

sector PPPs should not be assessed solely by the amount of capital they mobilise.

“Success means services that are accessible, affordable and sustainable, and that genuinely improve people’s lives,” Morsy told delegates. She said strong project preparation and effective partnerships were essential to turn policy ambition into practical results.

Robert Lisinge, Chief of the Energy, Infrastructure and Services Section in ECA’s Private Sector Development and Finance Division, said Africa’s infrastructure shortage includes both economic and social infrastructure.

The continent needs roads, railways, airports and ports to support economic activity, but it also needs reliable electricity, water, schools and health facilities.

“Private investment can be easier to attract in economic infrastructure because there is often a clear path for investors to recover their money,” Lisinge told Capital.

“With a toll road, for example, users may be willing and able to pay for the service. But social infrastructure is different. It can be difficult for communities to pay the full cost of water, electricity, health care or education.”

If the private sector participates in social-service delivery, it must still recover its investment. The core challenge, Lisinge said, is balancing private-sector profitability with the ability of communities to afford services.

Governments are therefore considering mechanisms such as availability payments, in which public authorities pay private operators according to service performance; viability-gap funding; targeted subsidies; concessional finance; and blended-finance arrangements.

Lisinge said a sound financial environment is central to attracting

private investment. Developers need access to long-term finance through capital markets, bonds and other instruments.

“Governments do not have enough money to meet all the services their populations require,” he said. “But even when the private sector comes in, it needs somewhere to obtain financing.”

He said governments also need stronger technical ownership of projects. Ministries responsible for education, health, water and energy must have the expertise to identify priorities, prepare projects, conduct feasibility studies, negotiate contracts and manage long-term partnerships.

“Governments may have the vision and the will to pursue PPPs, but that does not always translate into ownership at the technical level,” Lisinge said.

He pointed to Kenya’s project-preparation fund as an encouraging example of the kind of support that can help projects move from ideas to investment-ready transactions.

Oliver Pognon, Director of the African Legal Support Facility, said African governments require strong legal and financial advice when negotiating complex contracts with private companies.

“The facility was designed as an instrument to provide certainty to African governments when it comes to negotiating complex commercial transactions,” Pognon said.

He said the ALSF assists governments in areas ranging from mining licences and independent power-producer agreements to debt restructuring and infrastructure transactions.

The facility provides transaction advisory services, often combining internal specialists with external law firms. It can support governments from project feasibility and structuring through to financial close and implementation.

The ALSF also offers model contracts, toolkits, handbooks, thematic guides and online training through the ALSF Academy.

Pognon said this year’s focus on housing, health care and education reflects the fact that private capital does not naturally flow into many social sectors.

“Affordability is an issue when you talk about health or education,” he said. “But if private capital is needed, return on investment is also a consideration. The question is how to reconcile these two seemingly contradictory requirements.”

Many African governments face mounting debt-service obligations, limited fiscal space and large infrastructure gaps. PPPs can help mobilise additional capital and technical expertise, but officials stressed that they are not a substitute for government responsibility.

Public institutions must retain the ability to regulate service quality, monitor contracts, protect users and manage long-term fiscal commitments.

The Addis Ababa forum examined risk allocation, financing mechanisms, community-level PPP models, contract management and monitoring systems. Participants also worked through country-level cases during technical project clinics.

The organisers said the forum would produce an action-oriented follow-up framework, with participating countries appointing focal points to monitor progress and take part in future peer exchanges.

The central question remains whether Africa can develop PPP models that attract patient private capital while protecting the public purpose of essential services. The answer will depend on strong institutions, transparent contracts, realistic financing and a firm commitment to affordability.

Capital NEWS IN BRIEF

Transforming Africa's Economic Corridors for a New Era

Africa is endowed with some of the world's largest known reserves of critical minerals such as manganese, platinum group metals, cobalt, and graphite. Renewed global interest in securing stable supplies of these minerals has revisited attention on the continent's infrastructure and logistics corridors—often seen as critical impediments to both access and investments in Africa. Among other things, corridors are integrated economic ecosystems that: Connect production centers to domestic, regional, and international markets; Create industrial clusters for processing, refining, manufacturing, and reinvestment; [and] Provide the connective infrastructure to deepen intra-continental trade. ... In total, Africa has 79 ongoing and planned regional economic corridors. African corridor development strategies are hampered by numerous challenges: fragmented domestic and regional governance, duplicated or misaligned investments, environmental and social impacts, and weak data systems. Hard infrastructure alone does not guarantee transformation. For economic corridors to realize their economic potential, African countries must ensure that foreign participation in their corridor-development plans advances regional priorities and promotes sound corridor management without eroding policy autonomy or turning infrastructure into mere arenas of strategic contests.

— Africa Center for Strategic Studies

Ethiopia Drones Hit Eritrean Troops in Tigray

Ethiopian drone strikes have targeted Eritrean forces who had reached a northern Tigrayan city, a conflict monitor and witnesses said on Thursday, amid fears of a wider regional

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war. Relations between the two neighbouring countries, who fought a border war from 1998 to 2000, have again deteriorated in recent months. Ethiopia accuses Eritrea of backing rebels in its northern Tigray state, and the two countries severed diplomatic ties last week. The government in Asmara in turn accuses Ethiopia of supporting its own opponents, and of looking for a pretext to invade its territory and seize direct access to the Red Sea. ... Asmara's troops crossed the border this week and were positioned around the Ethiopian city of Adigrat in northern Tigray, multiple sources have told AFP. Conflict monitor ACLED said "Eritrean troops and ammunition" in the Adigrat area were hit by "multiple drone strikes" overnight between Wednesday and Thursday.

— AFP

More than 20,000 Migrants Leave Ethiopia for War-torn Yemen in Three Weeks: UN

More than 20,000 journeys from Ethiopia toward Yemen have been recorded since 10 September, as migrants continue to undertake the perilous Eastern Route in search of work in Saudi Arabia and other Gulf countries, the International Organization for Migration (IOM) said. Alexandre Coissac, head of IOM's mission in Djibouti, told journalists in Geneva by video link that the movement was taking place amid worsening security conditions in Yemen and mounting humanitarian needs along migration routes in Djibouti. At the same time, more than 3,700 refugees have reached Djibouti over the past three weeks after crossing the Red Sea from Yemen, while another 539 Ethiopian migrants have arrived from Yemen on their way home. "Djibouti is therefore confronting

movement in both directions: people fleeing Yemen are arriving as refugees, migrants continue travelling towards Yemen, and other migrants are returning," Coissac said. The latest figures underscore the scale of Ethiopia's migration through the Eastern Route, one of the world's major irregular migration corridors.

— Addis Standard

Ramaphosa Tells Kiir: Uphold 2018 Peace Deal

South African President Cyril Ramaphosa met South Sudanese President Salva Kiir Mayardit at Mahlamba Ndlopfu, the official presidential residence in Pretoria, on Wednesday afternoon and urged him to uphold and fully implement the 2018 peace agreement as South Sudan prepares for elections scheduled for December. Ramaphosa, who chairs the African Union High-Level Ad Hoc Committee on South Sudan, known as the C5, stressed the importance of adherence to the Revitalised Agreement on the Resolution of the Conflict in South Sudan (R-ARCSS), the South African presidency said in a statement. Ramaphosa said an inclusive electoral process based on trust and cooperation among South Sudanese political stakeholders is needed to address outstanding challenges and support implementation of the peace agreement, according to the statement. The meeting comes less than three months before the Dec. 22 elections and follows the dissolution of South Sudan's transitional government on Sept. 22.

— Radio Tamazuj

Egypt Charges Six Journalists with Terrorism Offenses

Egyptian prosecutors accused six journalists from an independent fact-checking platform on Wednesday, October 7, of terrorism-related offenses, alleging they worked for the outlawed Muslim Brotherhood and received foreign funding to spread "false news." The journalists, who make up the entire newsroom of Matsadaash, were arrested during raids across several governorates on September 28 and 29, according to the outlet's management and rights groups. Matsadaash, whose name means "Don't Believe It" in Arabic, has operated since 2018 and often investigates statements by officials and state bodies. The Egyptian Initiative for Personal Rights (EIPR), which represents the journalists, said they had reported torture following their arrests, allegations denied by the Interior Ministry. ... The arrests have drawn condemnation from dozens of rights and press freedom groups, who have called for the journalists' release. Egypt, which has long faced criticism over restrictions on media activity, is now holding 26 journalists in connection with their work following the latest arrests, according to EIPR.

— Le Monde with AFP

Term of the Day

FIDUCIARIES

Definition

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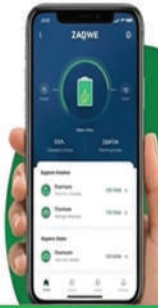
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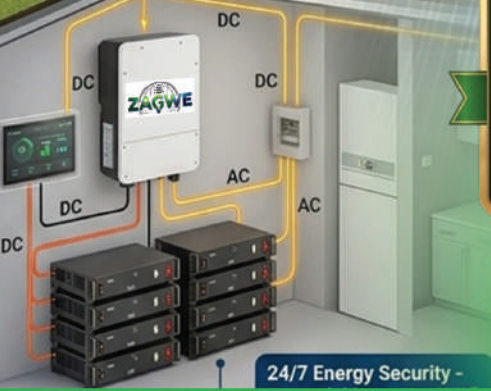


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2. Bid Document Availability

A complete set of the RFP document can be obtained from My Wish Enterprise PLC, Head Office, starting **October 12, 2026**, upon payment of a non-refundable fee of: Local Currency (ETB) ETB 1,200 including VAT or Foreign Currency (USD) USD 30 including VAT.

Bidders are required to submit a renewed trade license, TIN, and VAT registration certificate. Only soft copies of the RFP and all supporting documents will be provided to bidders upon request, once payment is confirmed. Hard copies will not be available.

3. Submission Deadline

- Deadline: November 10, 2026 at 10:00 AM (GMT+3)
- Opening: November 10, 2026 at 10:30 AM (GMT+3)
- Location: My Wish Enterprise PLC, Head Office, 4th Floor, Lebu Ring Road 200m from Haile Garment to Lebu, Addis Ababa, Ethiopia.

4. Bid Security

Bids must include an **Irrevocable, Unconditional Bank Guarantee or CPO from a reputable bank, valid for at least 120 days beyond the submission deadline.**

5. Eligibility

- At least **six (6) similar ERP implementations, with two (2) in Ethiopia (client references required).**
- Local presence or certified local partner in Ethiopia** for onsite support, training, and timely response (evidence required).
- Internationally recognized ERP software** (Custom-built or from-scratch developed ERP solutions are not acceptable).
- Certificate of Partnership from the ERP software vendor, authorizing the bidder to implement and support the proposed solution.**
- International bidders** must submit a valid trade license from their home country, along with local registration, TIN, and VAT certificates.

6. Evaluation Criteria

- Technical: 70% and Financial: 30%

7. Right to Accept or Reject

My Wish Enterprise PLC reserves the right to accept or reject any or all bids, in whole or in part, without assigning any reason.

8. Contact Information

For inquiries or to request the RFP document, please contact:

Phone: 0984 16 7090 / 0935 99 8189 Email: erp_tender@mywishenterprise.com

My Wish Enterprise PLC

www.capitalethiopia.com

Where have all the Ethiopian intellectuals gone?

Philistinism, Political Fear, and the Slow Erosion of a Nation's Mind



By Mengistu Weldemariam

Ethiopia: The Silence Beneath the Noise
Ethiopia is living through a strange moment. A moment where the country feels louder than ever, yet its intellectual life is quieter than at any point in recent memory. After eight months in Addis Ababa and now stepping outside for a few weeks, the contrast is jarring. Addis dazzles with its glittering skyline, its glass towers, its new roads and cafés. But beneath the shine, there are cracks - deep ones. The most troubling of all is the disappearance of Ethiopia's intellectual backbone.

The answer lies not only in economics or institutions, but in the shrinking of political space itself. As pressure from government intensifies, apathy has set in. Fear and fatigue have narrowed the room for debate. In this climate, a cultural disposition has emerged that treats intellectual curiosity, scholarship, artistic depth, and the pursuit of truth as irrelevant, elitist, or even suspicious. This is what Frank Furedi calls philistinism.

Philistinism: The Cultural War Against Thinking
Philistinism is not mere anti intellectualism. It is deeper, more corrosive. It is a worldview that sees intellectual labour as "bizarre, self indulgent, and disconnected from real life." In Ethiopia today, this attitude is not marginal - it is pervasive. It thrives in the narrowing of political space, in the exhaustion of citizens, and in the suspicion of ideas. Universities illustrate this vividly. Once engines of national debate, they now appear subdued. Lecturers avoid controversy, students retreat into silence, and research is often reduced to technical exercises stripped of critical engagement. Some may think intellectual life continues, but what emerges instead is a lack of intellectual fortitude and courage. Without courage, no amount of thinking amounts to much. Ideas remain inert, unable to challenge power or inspire change. In their place, opportunists flourish — individuals who adapt to the prevailing winds, perpetuating the status quo rather than questioning it.

This is the cost of philistinism: a society where intellectual energy is drained, where courage is replaced by caution, and where opportunism masquerades as wisdom.

Philistinism Is No Longer External - It Is Institutionalized
Philistine attitudes toward education, art, and culture are not new. Nineteenth century thinkers like Nietzsche, Goethe, and Marx warned that the impersonal force of the market could distort cultural development. But history shows us that philistinism can move beyond external pressures and become embedded in the very institutions meant to protect intellectual life.

Apartheid South Africa offers one stark example. Universities were deliberately constrained, curricula censored, and intellectuals who challenged the system were silenced, exiled, or co opted. Philistinism here was not simply a cultural mood; it was institutionalised through policy, turning higher education into a mechanism for reproducing conformity rather than cultivating critical thought.

Mobutu's Zaire provides another. Under his "Authenticité" campaign, intellectual and cultural life was hollowed out, reduced to state propaganda. Independent thinkers were absorbed into the machinery of the regime or marginalised entirely. Universities became places where opportunists thrived, rewarded for loyalty rather than insight, while genuine scholarship was treated as dangerous.

Ethiopia today risks a similar trajectory, though in a different form. The narrowing of political space, the suspicion of dissent, and the pressure exerted on universities have created conditions where philistinism is no longer just an attitude from outside — it is becoming institutionalised at the highest levels of policy making. Universities, once engines of national debate, now appear subdued. Intellectual fortitude is scarce, and without it, thinking itself becomes inert. In this vacuum, opportunists flourish, perpetuating the status quo rather than challenging it.

A Historical Tradition Interrupted
Ethiopia once had a proud intellectual tradition. From Zera Yacob's philosophical writings to the fiery debates of the 1960s student movement, intellectuals shaped national consciousness. They debated land reform, governance, identity,

justice, and culture. They challenged power. They expanded the national imagination.

But over time, political sabotage, repression, and narrowing of political space eroded this tradition. Intellectuals were imprisoned, exiled, co opted, or silenced. Universities became battlegrounds rather than laboratories of ideas. The public sphere shrank. And the nation became poorer not only economically, but intellectually.

The Cost of Losing Intellectual Courage
A society without intellectual rigour becomes vulnerable to shallow thinking, emotional politics, and reactive governance. Without open discourse, national problems are misdiagnosed. Without critical debate, policy becomes improvisation. Without intellectual courage, society loses its ability to imagine alternatives.

Ethiopia today is paying this price. The absence of intellectual leadership has contributed to polarisation, institutional fragility, and a public sphere dominated by noise rather than insight. The country is full of educated people but starved of intellectual engagement.

The Emotional Climate: Apathy and Fear
The disappearance of intellectual life is happening alongside another troubling trend: a national emotional shutdown. Apathy has become Ethiopia's default setting (read my article published on 27 September dedicated to this). People are tired, cautious, and withdrawn. The bureaucracy is defensive. Public services are transactional. Conversations are shallow. The emotional bandwidth of the nation feels depleted. This emotional climate is not conducive to intellectual courage. Apathy suffocates curiosity. Fear silences dissent. Exhaustion kills imagination.

Why This Matters Now
Ethiopia is at a crossroads. Economic pressures, political fragmentation, cultural fatigue, and social apathy are converging. At such a moment, intellectual leadership is not a luxury but a necessity.

A nation cannot solve complex problems with simplistic thinking. It cannot build strong institutions without critical debate. It cannot heal without truth. It cannot innovate without imagination.

An African Example: Ghana's Intellectual Reawakening
If Ethiopia feels stuck, consider Ghana. After periods of authoritarian rule and political instability, Ghana invested deliberately in academic freedom, media independence, and civic education. Universities became spaces for debate again. Journalists regained autonomy. Civil society organisations flourished. Today, Ghana's public discourse is vibrant, and its intellectuals play an active role in shaping national policy.

This did not happen by accident. It happened because policymakers recognised that intellectual life is essential for democratic resilience. Ethiopia can do the same but only if it chooses to.

A Call to Action: Rebuild the Nation's Mind
Ethiopia needs its intellectuals back not in hiding, not in exile, and not in silence. The country's future depends on restoring the courage to think, to question, and to imagine alternatives. Policymakers must recognise that intellectual freedom is the foundation of stability, for fear of ideas signals weakness, not strength. Universities must reclaim their role as spaces of debate and dissent, restoring academic dignity. Civic society must champion critical thought and create platforms for dialogue, while religious leaders must defend truth, promote moral courage, and resist political co option. Journalists must prioritise analysis over propaganda and dare to ask harder questions. Citizens, too, carry responsibility: to demand depth rather than distraction, and to value truth over convenience.

Above all, Ethiopia must cultivate a national consciousness that sees intellectual courage not as a luxury, but as a patriotic act which I believe is the backbone of a society determined to move forward with clarity, resilience, and hope.

It is time to walk together, to climb the hill collectively for a different vantage point — one that allows us to scrutinise, to question, to debate, and to imagine alternatives. Only by rebuilding the intellectual backbone of the nation; we can move beyond fear and apathy. Without courage, Ethiopia cannot advance; but with it, the country can rediscover the possibility of renewal. A society where truth is valued, imagination is alive, and intellectual life once again shapes the destiny of the nation.

You can reach the writer via weldemariammengistu@gmail.com

Capital features a variety of independent voices; the opinions articulated in this column are the author's own and operate independently of our corporate viewpoint.

Entrepreneur PROFILE:

RESUME

Name: Sinedu Kebede

Education: Master's Degree in Language

Company name: OPd Online Education & Training

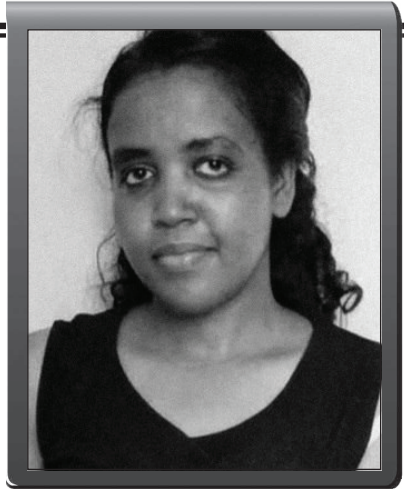
Title: Founder

Founded in: 2025

What it does: Providing live interactive language classes and professional skill training

Hq: Addis Ababa

Number of Employees: 3



STARTUP CAPITAL

30,000 BIRR

CURRENT CAPITAL

Growing

BIG PICTURE

PERSONAL

Reason for starting the Business: To bridge language barriers and make accessible, quality education available from anywhere

Most interested in meeting: None

Biggest perk of ownership: Empowering students through knowledge s

Most admired person: My parents

Biggest strength: Adaptability, strong organizational skills

Stress reducer: Listening to podcasts

Biggest challenge: Internet instability

Favorite pastime: Reading

Plan: To become the leading e-learning platform in East Africa

Favorite book: Atomic Habits by James Clear

First career: Language Teacher

Favorite destination: Switzerland

Favorite automobile: Tesla

DAILY EXCHANGE RATE

Oct. 10, 2026



የኢትዮጵያ ንግድ ባንክ
Commercial Bank of Ethiopia

CURRENCY	BUYING	SELLING
US DOLLAR	160.23	163.43
POUND STERLING	214.55	218.84
EURO	186.99	190.73
SWISS FRANK	196.01	199.93
SWEDISH KRONER	16.56	16.89
CHINESE YUAN	23.39	23.86
UAE DIRHAM	43.62	44.50
JAPANIS YEN	0.98	1.00

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.

PHOTO: Anteneh Aklilu

UNDP and GSMA partner to scale African-led AI innovation

The United Nations Development Programme (UNDP) and the GSMA have announced a strategic partnership to strengthen Africa’s artificial intelligence ecosystem and accelerate the deployment of African-led AI solutions, including African language AI. The partnership brings together the GSMA’s mobile industry expertise and networks with UNDP’s development programmes and innovation platforms to support African-led AI innovation. The collaboration will connect local talent with opportunities to develop and deploy solutions that respond to Africa’s priorities, including AI in African languages, helping ensure more people and businesses can benefit from the continent’s digital transformation. Through the UNDP timbuktoo initiative, which is empowering African innovators to scale development solutions, UNDP and GSMA will collaborate to improve access to compute infrastructure for priority AI pilots and connect African talent to real-world AI applications. The partnership will also support the deployment of locally developed AI solutions and identify pathways for long-term sustainability and scale.

Afreximbank and EABC Expand Digital Trade Access for East African Businesses through Africa Trade Gateway

African Export-Import Bank (Afreximbank), and the East African Business Council (EABC) have signed the Africa Trade Gateway (ATG) Agency Agreement, connecting the region's enterprises, including SMEs and major exporters, to the 300-million-strong EAC Common Market, and the wider AfCFTA market of 1.3 billion consumers, through digital trade. The Agreement was signed recently at the inaugural East Africa CEO & Investment Forum in Nairobi, Kenya, marking a significant milestone in the ongoing collaboration between the two organisations. The EABC has been actively promoting the digital ecosystem to its members and supporting their onboarding. In so doing, the partnership combines EABC’s regional business network with ATG’s digital trade services to help businesses find verified buyers and suppliers across Africa and beyond, access information on trading partners and connect with finance and payment solutions. The partnership which carries significance for East Africa and the continent at large, enables the East African Business Council (EABC) join a growing network of trade-supporting institutions across Africa that work together to connect businesses with opportunities beyond their regional markets. Strengthening these connections will help more businesses expand across borders and capitalise on the opportunities created by the African Continental Free Trade Area (AfCFTA).

EUMETSAT delivers on its commitment as Africa puts new-generation satellite data to work

EUMETSAT’s commitment to the African meteorological community has been matched by delivery. The first PUMA-2025 reception station was installed two years ago; today the full network of 56 stations is in place, and the processing chain that turns MTG data into products ready for forecasters is fully operational. About 150 meteorologists, scientists and representatives from across the continent are meeting in Eswatini, for the five-day User Forum in Africa, organised by EUMETSAT and the Eswatini Meteorological Service, to share their first operational experience with MTG data. Weather stations are sparse in many parts of Africa, so satellites are often forecasters’ most complete source of information. MTG delivers a new image of Africa every 10 minutes, compared with every 15 minutes from the previous generation of Meteosat satellites. That means forecasters see fast-changing weather, such as storm development, sooner and in greater detail. MTG also provides lightning observations. These are critical both for alerting communities to extreme weather and for warning where people or infrastructure may be at risk of severe storms and lightning strikes.

HOW TO PARK PROPERLY



MEN AT WORK



OVERLOADED



New African Diaspora initiative targets stronger Canada–Africa ties

A new African diaspora initiative launched in Toronto is seeking to strengthen economic, professional and institutional ties between Canada and Africa, with opportunities for Ethiopian professionals and institutions to engage in its programs. The Canada Africa Professional Network (CAPN) and the Centre for Canada-Africa Relations (CCAR) were launched on September 22, 2026, bringing together professionals, entrepreneurs and community leaders to discuss ways to deepen cooperation between the two sides. Selah Getahun, CAPN’s Founder and Executive Director, said the organization’s 2026–2029 strategic plan focuses on practical initiatives spanning policy dialogue, trade and investment, education, research, technology and institutional partnerships. Planned activities include Canada–Africa policy dialogues, a Canada–East Africa Business Forum, mentorship and leadership development, and collaboration among universities, researchers, entrepreneurs and technology professionals. Responsible artificial intelligence, digital skills and knowledge exchange are also among the proposed areas of cooperation. The initiative comes as Canada seeks to deepen its engagement with Africa following the launch of its first global Africa Strategy in March 2025. CAPN aims to contribute to this effort by giving African-origin Canadians a stronger role in shaping relations between Canada and the continent.

Africa eyes domestic capital to tackle high financing costs

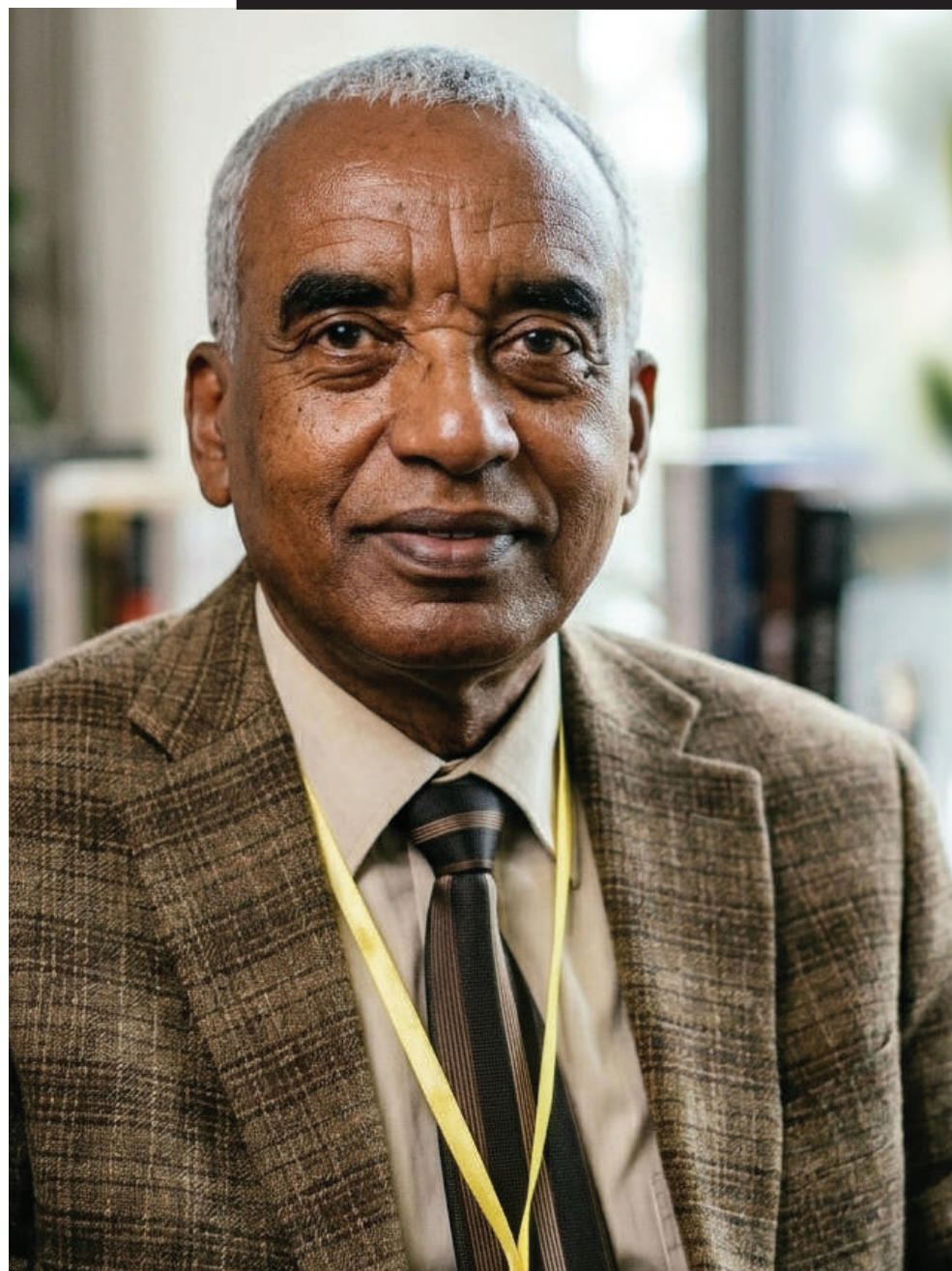
Africa needs deeper capital markets, stronger financial institutions and better mechanisms for mobilizing its own resources if it is to finance development at the scale required, experts said at the 2nd Annual Conference on Credit Ratings, which concluded in Mauritius on 6 October. Over two days, policymakers, credit rating experts, investors, regulators and development partners explored how Africa can strengthen its credit ratings ecosystem while mobilizing more domestic capital for long-term investment. Discussions ranged from the way risk is assessed and priced in African markets to the development of local capital markets, financial literacy, artificial intelligence and fintech. Another issue was how Africa’s reserves, pension funds, sovereign wealth funds and insurance assets could be put to greater use in financing the continent’s development. The conference came at a time when African countries continue to face high financing costs and growing investment needs.

ECA and partners advance inclusive and shock-responsive social protection

Government officials and experts have gathered in Addis Ababa to strengthen social protection systems that reach underserved populations and respond effectively to economic pressures, climate-related disasters and conflict. The interregional workshop, taking place at the United Nations Conference Centre from 7 to 9 October, is co-organized by the Economic Commission for Africa (ECA), the United Nations Department of Economic and Social Affairs (DESA), the Economic and Social Commission for Western Asia (ESCWA), and the Economic and Social Commission for Asia and the Pacific (ESCAP) and African Union Commission. The Oxford Poverty and Human Development Initiative (OPHI) provides technical support. Speaking at the opening, Zuzana Schwidrowski, Director of ECA’s Socio-Economic Development Division, emphasized that social protection is essential to meeting basic needs, managing risks and building sustainable livelihoods. "Social protection must help people move forward—and protect them from being pushed back," she said, highlighting the importance of linking support to employment, skills development and entrepreneurship while extending coverage to informal and self-employed workers.

INTERVIEW

STRONGER BIOSAFETY RULES



As Ethiopia seeks to strengthen food security and adapt to climate change, debate is growing over the use of genetically modified and gene-edited crops, commercial seeds and synthetic agricultural inputs. Environmental advocates argue that expanding these technologies without strong oversight could put biodiversity, public health and farmers' control over seeds at risk. They are calling for transparent, independent biosafety assessments and stronger protections for smallholder farmers before new agricultural technologies are introduced.

In this interview with Capital's Eyasu Zekarias, Solomon Kebede, director of MELCA-Ethiopia and chairperson of the National Agroecology Consortium, discusses Ethiopia's biosafety framework, the potential effects of biotechnology on Indigenous seed systems and the risks of relying on imported seeds and chemical inputs. He says regulation should be based on evidence and the precautionary principle, with safeguards tailored to local farming practices and conditions.

Solomon also makes the case for agroecology, an approach that emphasises soil health, crop diversity, biological pest control and farmer-led seed networks. He describes efforts by civil society groups to support community seed banks, restore Indigenous crop varieties and bring ecological farming practices into national agricultural policy. The discussion explores how Ethiopia can pursue agricultural innovation while protecting farmers' rights, strengthening local food systems and building resilience to climate and economic shocks. Excerpts;

Capital: To begin, could you introduce MELCA-Ethiopia and outline your organization's core operational scope?

Solomon Kebede: MELCA-Ethiopia is a civil society organization dedicated to environmental governance, resilient food systems, agroecology, and biosafety. Our work is structured around four primary pillars that connect community action with national policy advocacy.

Our first pillar centers on Environmental Governance. MELCA-Ethiopia has a long legacy in this area; our organization led the field research, community consultations, and official registration processes for three of Ethiopia's six UNESCO-registered biosphere reserves: Majang, Kafa, and Sheka.

Our second pillar focuses on Biodiversity Conservation Strategies. We protect critical ecosystems by engaging local communities to safeguard Sacred Natural Sites through indigenous governance frameworks. We integrate conservation within traditional stewardship models—such as Guddifacha—pairing cultural heritage with physical soil and water conservation projects.

Third, we drive Policy Advocacy.

Previously, Ethiopia lacked a unified network to connect its protected landscapes. We spearheaded the creation of the Ethiopian Biosphere Reserve Network in collaboration with the Ethiopian Biodiversity Institute and Farm Africa. We regularly convene policy dialogue forums to ensure field realities inform national legislation.

Our fourth pillar addresses Food Systems, Agroecology, and Biosafety Monitoring. Through this work, we critically evaluate the prevailing industrial agricultural model, monitor emerging biological technologies, and advocate for ecological farming methods that keep control of seed, soil, and land in the hands of smallholder farmers.

Capital: You mentioned critiquing the current industrial agricultural model. What specific concerns do you have regarding this framework, and how does biosafety fit into the equation?

Solomon: The modern industrial model relies almost exclusively on single-crop monocultures, heavy applications of synthetic agrochemicals, and genetically uniform crop varieties. In doing so, it degrades natural soil health, erodes indigenous biodiversity, undermines farmers' rights, and introduces

unquantified public health risks.

What we need instead is a framework that guarantees the safety of life—which is the fundamental definition of biosafety. Having designed Ethiopia's initial biosafety management framework during my time at the Environmental Protection Authority (EPA), and having coordinated technical and legal guidelines under the Cartagena Protocol on Biosafety, I am intimately familiar with our regulatory architecture: what is necessary, what works, and where crucial oversights currently exist.

Capital: How do you assess Ethiopia's current biosafety administration, and what should the primary objectives of biotechnology policy be?

Solomon: Biosafety in Ethiopia should fundamentally mean respecting national biodiversity, protecting smallholder autonomy, and achieving genuine, long-term economic transformation.

Let me be entirely clear: we do not oppose genetic engineering or biotechnology as fields of scientific inquiry. What we oppose are their unmitigated, unmonitored risks. Genetic engineering must not inflict harm on human health, natural ecosystems, local social structures,

or indigenous knowledge systems. If agricultural biotechnology is introduced, it must be accompanied by thorough, transparent, fully independent risk assessments and robust, enforceable mitigation frameworks.

Capital: Could you walk us through a concrete example of those risks? How do these issues play out with specific crops currently being evaluated or introduced in Ethiopia?

Solomon: Let's discuss insect-resistant Bt-maize, which Ethiopia has approved for field introduction. This maize is genetically modified with a trait from the soil bacterium *Bacillus thuringiensis*, enabling the plant to produce an insecticidal protein that targets pests like the fall armyworm. Introducing such a crop necessitates a rigorous evaluation across three critical dimensions:

First, Health and Nutrition: Does this genetic modification alter the plant's fundamental nutritional composition? Does the continuous expression of the insecticidal protein introduce hidden secondary metabolites, new allergens, or long-term health risks? Have comprehensive safety evaluations been conducted locally, considering traditional Ethiopian food preparation methods?

Second, Economic Autonomy and Patent Monopolies: Maize is crucial for household food security in Ethiopia. Smallholder farmers traditionally save and share seeds, adapting landraces to various microclimates. However, genetically engineered varieties are protected by corporate patents. Farmers who adopt them are legally prohibited from saving seeds, forcing them to purchase expensive, patented seeds every season. Moreover, these GE varieties do not eliminate the need for chemical inputs; they still require specialized synthetic fertilizers and complementary pesticides to achieve expected yields.

Third, Ecological and Non-Target Impacts: A Bt plant continuously expresses an insecticidal toxin throughout its life cycle, meaning the toxin is present in root exudates, plant debris, and pollen. This constant exposure can harm beneficial non-target organisms, including vital pollinators like honeybees, as well as essential soil microbial communities responsible for natural nutrient cycling.

Capital: Global biotech firms have recently shifted their focus to newer techniques like gene editing, arguing that these methods pose fewer risks than traditional

INTERVIEW

transgenic GMOs. What is your view on this argument?

Solomon: That argument exploits a dangerous regulatory loophole. Proponents claim that because gene editing modifies an organism's existing genome without necessarily inserting foreign DNA from a different species, these crops should be exempt from standard biosafety reviews and risk assessments. For example, efforts are underway to edit the genome of teff—our national staple crop—to shorten its stem and prevent lodging. However, molecular biology shows that genomic precision is rarely absolute. Cutting and splicing genetic sequences can cause off-target mutations across the plant's broader gene pool. These genomic rearrangements can induce secondary structural changes in proteins, leading to the creation of novel compounds.

These unstudied proteins carry unevaluated health risks, including potential toxicity or allergenicity. Bypassing biosafety reviews for gene-edited crops based on an assumption of "substantial equivalence" violates the precautionary principle. Without independent, locally conducted research under Ethiopian dietary conditions, skipping risk assessments exposes our population and environment to unquantified dangers.

Capital: How are biosafety regulations currently enforced during field trials in Ethiopia, and what risks do current testing methods pose to local smallholder farmers?

Solomon: Standard biosafety governance mandates a strict protocol: contained laboratory research, followed by enclosed greenhouse trials, and finally confined field trials with physical and biological containment zones to prevent escape before any commercial release.

In practice, instead of constructing true physical containment barriers for outdoor trial plots, standard research plots have sometimes been enclosed with only basic wire fences. A wire fence cannot contain microscopic pollen, airborne spores, or foraging insects! Pollen is carried across agricultural landscapes by wind, livestock, and bees.

When a genetically modified trait escapes a trial plot and cross-pollinates with a neighboring farmer's conventional crop, it introduces patented genetic sequences into local landraces. Under international intellectual property regimes, biotech corporations have used such contamination to claim patent infringement against smallholders for "unauthorized use" of proprietary traits. Our regulatory system must prioritize protecting seed sovereignty and farmer autonomy, rather than facilitating market access for patented traits.

Capital: Beyond genetic modification, how has the broader commercial input model impacted local farming practices and indigenous crop varieties across the country?

Solomon: Brewery barley contract farming schemes offer a clear example of how industrial models displace traditional cropping systems. Ethiopia historically cultivated resilient indigenous malt barley varieties, known locally as Bequil. When foreign brewing



investments expanded, companies initiated contract farming agreements with smallholders, promising guaranteed markets, credit access, and high yields.

Initially, farmers grew native Bequil barley. However, corporate buyers eventually claimed that local varieties lacked the precise industrial uniformity required for commercial malting and introduced imported European seed lines. Gradually, indigenous Bequil varieties were displaced across entire districts.

To cultivate these imported varieties, farmers were required to purchase package deals of commercial fertilizers, systemic fungicides, and specialized herbicides tied directly to those seed lines. Through cluster farming schemes, farmers incurred seasonal debt to acquire foreign input packages, abandoning their traditional multi-crop rotations.

More critically, when smallholders convert their land entirely to commercial monocultures like brewery barley or wheat, they stop growing traditional food crops such

as teff, pulses, oilseeds, and local vegetables. To feed their households, they must then buy basic foodstuffs from volatile urban markets. If a drought, pest outbreak, or price drop affects a single monoculture crop, the farm family is left without food or income. Industrial monoculture erodes household food and nutrition security.

Capital: The debate over agricultural technology often centers on raw yield per hectare. Are we overlooking broader macroeconomic realities and food sovereignty?

Solomon: Absolutely. Global agricultural biotechnology focuses almost exclusively on a narrow set of commercial commodities—primarily maize, wheat, soy, and cotton. However, achieving high tonnage in one or two commodity grains does not equate to nutrition security. True nutrition security requires dietary diversity. Replacing multi-crop farming systems with industrial monocultures directly threatens public health.

Consider our national macroeconomic position. Ethiopia faces foreign currency constraints and trade imbalances. In recent fiscal years, our national trade balance showed a significant deficit, driven heavily by imports of refined petroleum, synthetic fertilizers, and agricultural inputs. We export raw oilseeds only to use scarce foreign currency to import processed cooking oil.

Are we now going to make our agricultural foundation dependent on importing patented seeds and chemical packages every planting season? The same structural risk applies to coffee—our primary export earner. Coffee Berry Disease and climate shifts pose real threats, but if we move toward genetically modifying or patenting Ethiopian coffee varieties, foreign intellectual property holders could control key segments of the coffee value chain. Patenting native biological resources presents a long-term threat to our macroeconomic stability.

Capital: Proponents argue that

adopting commercial inputs and biotechnology is essential for modernizing agriculture and tackling issues like child stunting. How do you respond to that perspective?

Solomon: The argument that "other nations adopted industrial input packages, so questioning them means opposing progress" is a dangerous oversimplification. We do not oppose public-interest technology, such as unpatented, open-access breeding innovations developed by public institutions and managed as open assets by farmers. However, relying on chemical-heavy cluster schemes does not resolve chronic malnutrition. In Ethiopia, chronic child malnutrition (stunting) among children under five remains a persistent challenge, hovering near 39%. Expanding chemical monocultures reduces dietary diversity at the household level, aggravating micronutrient deficiencies.

We must secure seed sovereignty, soil health, and nutrition security simultaneously. This is why MELCA-Ethiopia and our civil society partners actively advocate for agroecology—an ecological approach to agriculture that relies on organic soil regeneration, natural bio-pesticides, polyculture crop rotation, and farmer-led seed networks.

Capital: How are civil society organizations organizing to build practical, field-level alternatives on the ground?

Solomon: Recognizing that individual organizations cannot address systemic challenges alone, MELCA-Ethiopia helped establish a broad national consortium of civil society organizations. We established its bylaws, secured collaborative funding, and built a unified platform—where I serve as board chairperson—to coordinate public advocacy, policy review, and community projects.

Our strategy operates on two parallel tracks: policy engagement and practical field implementation.

On the policy front, we present evidence-based research to parliamentarians, officials at the Ministry of Agriculture, and regional bureaus. Following extensive advocacy by civil society and academic partners, the Ethiopian government formally approved the National Agroecology Strategy—a landmark policy milestone that recognizes ecological farming as an official pillar of national agricultural development.

On the ground, we work directly with rural communities to establish Community Seed Banks, restore threatened indigenous crop varieties, and conduct participatory plant breeding alongside smallholders and local researchers—with women playing a central role in seed selection, preservation, and distribution. We train farmers in vermicomposting, organic soil management, biological pest control, and diversified agro-forestry.

Our objective is for the national agricultural extension system to integrate these ecological practices nationwide. By investing in our local biological wealth, organic soil management, and farmer-led seed systems, Ethiopia can build a self-sufficient, climate-resilient, and sovereign food future.



ETHIOPIA SHOWCASES FASHION HERITAGE AT BRICS+ SUMMIT IN MOSCOW

Ethiopia’s fashion industry was represented at the fourth BRICS+ Fashion Summit, held in Moscow from September 28 to 30 as part of Moscow Fashion Week. Mahlet Teklemariam, founder of Hub of Africa Fashion Week, represented the Ethiopian fashion sector as a panelist in a session titled “Fashion as a City’s Symbolic Capital.”

The discussion examined how fashion, cultural identity, craftsmanship and the creative industries can contribute to a city’s global image, visibility and economic potential.

Mahlet highlighted Ethiopia’s distinctive fashion heritage, including its hand-weaving traditions and the country’s potential to develop garments and other fashion products locally, from fibre production to finished goods.

Her participation placed Addis Ababa and Ethiopian fashion within a broader international discussion on how cities can use culture and creativity to strengthen their global identity and generate economic opportunities.

The summit brought together designers, fashion-industry executives, government representatives, academics, media professionals and business leaders from Russia and more than 60 other countries.

Its 26-session business programme focused on

issues including local-brand development, access to international markets, investment, traditional crafts, youth participation, artificial intelligence and technological innovation.

Over its four editions, the BRICS+ Fashion Summit has attracted representatives from more than 100 countries, creating

Mulu Legesse’s solo exhibition, “I Carry – Je Porte, ሙሉ,” opened to the public at Alliance Éthio-Française in Addis Ababa on October 8.

The exhibition, which runs until October 31, explores memory, identity, womanhood, motherhood and personal transformation through painting, collage, sculpture and installation.

The exhibition’s title draws on the meaning of the artist’s name, Mulu (ሙሉ), which means “whole,” “complete” or “entire” in Amharic. Through layered compositions, fragmented forms and reworked pieces, Mulu examines how experiences from the past continue to shape the present.

The works bring together themes of memory, relationships, responsibility, cultural

opportunities for international exchange, collaboration and new partnerships within the fashion and creative sectors.

For Ethiopia, participation in the summit provided an opportunity to promote the country’s textile and fashion capabilities, while drawing attention to its cultural assets and emerging creative economy.

inheritance, loss, strength and change. Earlier layers remain visible in several pieces, while taking on new meanings within different contexts.

“We carry our memories, relationships, responsibilities and identities with us. The question is not only what we carry, but what we choose to make of what we carry,” Mulu said.

The exhibition also creates a dialogue among Amharic, English and French. The use of the three languages extends the exhibition’s exploration of identity, belonging and the ways people express their experiences across cultural settings.

Mulu is a multidisciplinary visual artist based in Addis Ababa. She works across sculpture, painting, collage and installation and earned a Bachelor of Fine Arts in

The country’s handwoven textiles and distinctive design traditions have long formed an important part of its cultural identity. Industry advocates have increasingly called for greater investment in local production, skills development, branding and value addition to help Ethiopia compete in international fashion markets.

Sculpture from the Alle School of Fine Arts and Design at Addis Ababa University in 2019.

Her artistic practice is shaped by memory and motherhood, with cultural inheritance serving as a source of meaning and continuity. She describes her creative process as one in which earlier works can return in new forms, allowing past and present to coexist.

Mulu has held solo exhibitions including Timket at Post Gallery in Addis Ababa in 2024 and an exhibition at Neta Studio 11 in 2023. She also presented Drawing with Words, Writing in Ink, a collaborative project with writers, at the Addis Ababa Museum in 2022.

Her group exhibitions include Skate, Create, Liberate, an Apexart international open-call exhibition in the United States;

The summit’s focus on technology and innovation also highlighted the changing nature of the global fashion industry. Artificial intelligence, digital production systems and new approaches to marketing are increasingly influencing how fashion products are designed, manufactured and sold.

Empower Her at the National Museum of Egypt; Echoes of Abyssinia at the National Museum of Unification in Romania; and exhibitions at Post Gallery, Fendika Cultural Centre and Addis Ababa Museum.

The exhibition is curated by Dr Gerhard “Gerd” Steffes, a German philanthropist and former European Union official who has supported cultural and development initiatives linking Ethiopia and Europe.

Steffes worked for the European Commission for nearly three decades, mainly in health policy. Since 2008, he has supported privately funded development projects in Ethiopia, including medical assistance for disadvantaged girls, education and training for young women, and support for schools in the Ethiopian Highlands.

H O T M U S I C T A B L E

HOTTEST ARTISTS

OCTOBER 01, 2026 - OCTOBER 07, 2026

HOTTEST TRACKS

RANK	ARTIST	RADIO	TV	TOTAL PLAY
1	Kemer Yousuf	206	220	426
2	Neway Debebe	74	16	90
3	Dawit Tsige	55	9	64
4	Ali Birra	25	34	59
5	Mastewal Eyayu	45	12	57
6	Rophnan	30	26	56
7	Tilahun Gessesse	38	16	54
7	Tsedenia Gebremarkos	51	3	54
8	Michael Belayneh	42	9	51
9	Jambo Jote	25	24	49
10	Aster Aweke	31	14	45
10	Tesfaye Taye	23	16	39
10	Michael Belayneh	33	6	39

RANK	TRACK	ARTIST	RADIO	TV	TOTAL PLAY
1	Irreecha	Kemer Yousuf	145	146	291
2	Duumessaayee	Jambo Jote	21	21	42
3	Kome Limerkish	Tilahun Gessese	21	16	37
4	Hayyee	Hana Girma	14	13	27
5	Bahir Dar	Yo Mariyos	18	3	21
6	Emeye Ethiopia	Tewodros Tadesse	16	4	20
7	Emetalehu	Mastewal Eyayu	12	6	18
8	Shiqirqiril	Helen Berhe	9	8	17
8	Etu	Addis Legesse	7	10	17
9	Degemo Bezh Lay	Dawit Tsige	16	0	16
10	Zemed	Mekonen Ezra (Mak Ezra)	7	8	15
10	Woze	Didi Gaga	10	3	13
8	Endet	Michael Belayneh	9	1	10
9	Zemedye	Hibist Tiruneh	8	1	9
9	Ayto	Lij Michael ft Sayat Demssie	7	2	9
10	Teyim	Michael Belayneh	7	1	8
10	WOZE	DIDIGAGA	7	1	8

THIS DATA IS GATHERED BY A 24/7 AUTOMATED RECORDING & ANALYZING AI SYSTEM FROM 35 TV & RADIO STATIONS. THERE WERE MORETHAN 8,509 TOTAL MUSIC PLAYS ACROSS THE BROADCAST MEDIUM FOR THIS WEEK.

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Society

Reform cannot mean suspending dialogue



By Solomon Zena

Ethiopian Investment Holdings is right to demand stronger productivity, accountability and financial discipline from state-owned enterprises. Public assets must be managed responsibly. Enterprises cannot make employee-benefit commitments that they cannot afford, and incentive systems should encourage genuine performance rather than reward inefficiency.

Yet the reported instruction by Ethiopian Investment Holdings (EIH) to temporarily suspend the signing, renewal and revision of collective agreements raises a serious legal and policy question. Can public-enterprise reform be improved by pausing the very mechanism through which employers and workers negotiate wages, incentives and conditions of work?

Ethiopia's labour framework suggests a different answer. Reform should be pursued through collective bargaining and social dialogue—not by placing them on hold.

This analysis is based on the reported contents of the EIH instruction. Its full legal effect will depend on the exact language of the letter, its duration, the enterprises it covers, the status of agreements already in force and the particular legal powers EIH relies upon. But the broader principle is clear: a review of benefits and performance systems should strengthen lawful industrial relations, not weaken them.

A legitimate reform objective

The objective behind EIH's reported decision is understandable. Ethiopia's state-owned enterprises face real pressures. Some need stronger corporate governance, clearer accountability, better financial management, improved productivity and more commercially oriented operations. Enterprises managing public assets must be able to cover their costs, invest, compete and generate sustainable value. The Federal Government-Owned Enterprises Proclamation No. 1314/2024 seeks to promote operational and commercial efficiency, productivity, profitability, transparency and improved financial performance in public enterprises. EIH itself was established to manage state-owned enterprises and other government assets strategically, improve the effectiveness of public investments and support long-term value creation.

It is therefore reasonable for EIH to ask whether employee benefits, incentives and allowances are financially sustainable. It is reasonable to examine whether they are linked to productivity, whether they are consistently applied and whether they help enterprises perform better.

A review of incentives can be necessary. A review of collective agreements can also be necessary. But reviewing collective bargaining is not the same as suspending it.

That distinction is central to this debate.

Collective bargaining is not optional

Collective bargaining is not an administrative favour granted by an employer. It is a legal institution designed to regulate employment relations, reduce workplace conflict and create predictable rules for workers and employers.

Article 42 of the Ethiopian Constitution recognizes the right of workers to form associations, including trade unions, and to bargain collectively with employers or organisations affecting their interests. This constitutional principle is given practical effect through Labour Proclamation No. 1156/2019. The Labour Proclamation recognizes the right of trade unions to bargain with employers and the corresponding right of employers to bargain with workers organized in trade unions. It defines collective bargaining as a process of negotiation intended to conclude, renew or modify collective agreements. This is important because collective bargaining is not confined to requests for salary increases. It covers many of the workplace issues that directly shape enterprise performance and workers' lives. These include wages, allowances, incentives, overtime, working hours, safety and health, promotion, transfer, discipline, grievance handling, work rules, training and bipartite social dialogue.

These are precisely the issues EIH says it wants to examine: performance systems, employee incentives, accountability and enterprise sustainability.

Collective bargaining is therefore not outside public-enterprise reform. It is one of the principal legal mechanisms through which reform can be discussed, negotiated and implemented.

International standards reinforce the right

Ethiopia's commitments do not arise only from domestic law. Ethiopia has ratified the ILO Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87), and the Right to Organise and Collective Bargaining Convention, 1949 (No. 98). Both conventions have been in force for Ethiopia since 4 June 1963.

Convention No. 98 is particularly relevant. Its Article 4 calls on states to promote voluntary negotiation between employers and workers' organisations in order to regulate terms and conditions of employment through collective agreements.

The ILO's position is that collective bargaining must be voluntary and free from undue interference. Workers in state-owned commercial and industrial enterprises should retain the right to negotiate collectively. An enterprise does not cease to be an employer merely because it is owned by the state.

Ethiopia has not ratified ILO Convention No. 154 on Collective Bargaining or Convention No. 151 on Labour Relations in the Public Service. But this does not remove the protections already created by Conventions Nos. 87 and 98, the Ethiopian Constitution and Labour Proclamation No. 1156/2019.

State ownership cannot erase workers' collective rights.

Performance reform needs bargaining

EIH's concern with productivity and sustainability is valid. An enterprise should not maintain benefits it cannot finance. Compensation systems should not be disconnected from performance. Public enterprises should not accumulate labour costs without considering whether those costs are consistent with financial viability, investment needs and long-term competitiveness.

But none of these concerns requires a blanket suspension of collective bargaining.

The Labour Proclamation already provides a constructive framework. A party that wishes to begin collective bargaining may submit a written request and proposals. The other party is expected to appear for bargaining within the period set by law, and both sides are expected to negotiate in good faith.

That process can address exactly the issues EIH wants reviewed.

Management can present data on enterprise finances, production, costs and productivity. Workers and their representatives can examine how performance is measured and whether targets are realistic. The parties can negotiate incentive systems that reward measurable results while protecting employees from unfair assessments.

They can discuss whether bonuses should be linked to quality, safety, efficiency, customer satisfaction, innovation or output. They can examine how machinery breakdowns, power interruptions, shortages of raw materials and other operational difficulties beyond workers' control should affect performance assessments. They can agree on training commitments to ensure workers have the skills required by new productivity targets. They can establish transparent procedures through which workers may challenge unfair performance scores.

This is not an obstacle to reform. It is reform through industrial relations.

A performance system designed without workers may appear efficient on paper but generate distrust at the workplace. A negotiated performance system is more likely to succeed because workers understand how targets are set, believe they are achievable and can see how incentives will be calculated.

Existing agreements require protection

The greatest legal concern concerns collective agreements that are already in force.

A collective agreement is not simply an internal management policy that can be turned on or off through an administrative instruction. It is a negotiated legal instrument between an employer and a workers' union.

The Labour Proclamation provides that collective agreements take legal effect from the date of signing unless the parties agree otherwise. It also provides procedures for review, renegotiation and modification, including where significant economic changes occur. Such changes should be handled through the legal mechanisms available and through mutual engagement—not through unilateral cancellation or indefinite suspension.

Any EIH review should therefore distinguish carefully between collective agreements that are already concluded and valid, benefits and entitlements workers have already earned, agreements presently under negotiation, agreements nearing expiry and entirely new bargaining processes.

Existing agreements and accrued rights should remain protected. Wages already earned, overtime payments due, leave entitlements, approved allowances and other benefits established under valid agreements should not be delayed, withdrawn or reclassified by administrative instruction.

For workers, collective agreements are not abstract legal documents. They can determine overtime arrangements, workplace safety, leave, transportation support, housing-related benefits, grievance procedures and safeguards against arbitrary discipline. A broad pause in bargaining can therefore create uncertainty not only about pay, but also about the everyday protections workers depend upon.

The state has a higher duty

The issue is particularly sensitive because the enterprises concerned are state-owned.

In a private company, the employer and the public authority responsible for enforcing labour law are institutionally separate. In a public enterprise, the state may be owner, policymaker, regulator and—indirectly—the ultimate employer. EIH exercises ownership and strategic oversight, enterprise management acts as the direct employer, and government institutions remain responsible for enforcing labour law and protecting workers' rights.

This overlap creates a higher responsibility.

The state's ownership authority should not replace the legal process governing employment relations. If public enterprises need to restructure incentives, improve productivity or change employment conditions, those objectives should be pursued within collective bargaining and social dialogue.

This does not mean that public enterprises should escape financial discipline. Enterprises managing public assets have a special responsibility to demonstrate efficiency, accountability and responsible financial management. But commercial accountability and workers' rights should reinforce one another. A public enterprise must be accountable not only for what it earns and spends, but also for how it treats the people whose work produces that value.

A better way forward

EIH can pursue its reform objective without freezing workers out of the process. If it believes a temporary pause is necessary while it reviews incentives and performance systems, that pause must be narrowly defined, legally justified and time-bound. "Temporary" should not become an open-ended administrative arrangement. EIH should clearly

state which enterprises are covered, which benefits or incentive mechanisms are under review, the criteria to be used, the duration of the assessment and the date by which final guidance will be issued. Certainty is essential for workers, unions and management.

The review should also expressly confirm that collective agreements already in force remain legally valid and that workers' accrued rights will be protected. Wages already earned, approved overtime payments, leave entitlements, allowances, pension-related contributions and benefits due under existing agreements should not be delayed, withdrawn or reclassified by administrative instruction. A collective agreement is a negotiated legal instrument, not a management policy that can be switched on or off at the discretion of a shareholder body. If an existing provision has become financially unsustainable, the appropriate response is to use lawful procedures for consultation, renegotiation or modification.

A review of financial incentives should not shut down all dialogue between enterprise management and unions. Negotiations should continue on matters not directly affected by the assessment, including occupational safety and health, training, harassment prevention, grievance handling, work rules, leave administration and other non-financial working conditions. Even on financial issues, the better approach is not a blanket freeze but a short, mutually agreed consultation period supported by clear information and a defined timetable.

Meaningful dialogue requires information. If EIH or enterprise management believes that a benefit, bonus or allowance is unsustainable, workers' representatives should receive enough financial and operational data to understand and evaluate that claim. They should be able to see how labour costs relate to revenue, productivity, investment requirements, debt and other operating pressures. Workers cannot be expected to accept "financial sustainability" as a slogan. When evidence is shared in good faith, unions can participate responsibly in identifying solutions, whether through redesigned bonuses, phased adjustments, productivity-sharing arrangements, skills development or other negotiated alternatives.

EIH should use this moment to establish a structured social-dialogue process involving enterprise management, recognized trade unions, the Confederation of Ethiopian Trade Unions and the Ministry of Labor and Skills. The purpose should not be to seek permission for a decision already made. It should be to develop a common framework

for collective agreements that are financially sustainable, productivity-oriented, fair and consistent with Ethiopian labour law. That framework can address transparent performance measures, incentives linked to controllable and measurable results, safeguards against arbitrary appraisal, training commitments, occupational safety, job security, gender equality and effective dispute-resolution procedures.

That approach would transform the present controversy into an opportunity. Rather than treating collective bargaining as an obstacle to enterprise reform, EIH could help make it more transparent, evidence-based and capable of supporting financially sustainable public enterprises. The aim should not be weaker dialogue. It should be better dialogue—one that allows workers, management and the state to share responsibility for productivity, accountability and the long-term success of enterprises owned by the Ethiopian public.

The real test of reform

Ethiopia needs public enterprises that are financially disciplined, commercially viable, professionally managed and capable of generating sustainable value.

But it also needs an industrial-relations system based on legality, trust and worker participation.

The real question is not whether workers' rights are compatible with enterprise reform. They are.

The real question is whether reform will be carried out with workers or over them.

EIH is right to ask whether employee incentives correspond to performance. It is right to examine financial sustainability. It is right to demand accountability from enterprises managing public assets.

But those goals should be pursued through evidence, consultation, negotiation and legally grounded social dialogue—not through an open-ended pause on collective bargaining.

The strongest reform will not silence dialogue while a new system is designed. It will use dialogue to design a system that workers understand, enterprises can afford and the public can trust.

Reform should change how institutions work. It should not suspend the institutions through which workers and employers are meant to work together.

Capital features a variety of independent voices; the opinions articulated in this column are the author's own and operate independently of our corporate viewpoint.



Advertisement Open for LOCAL Procurement

Topic- UNICEF (Ethiopia) wishes to request eligible bidders to participate in a Request for a quotation (LRFQ-2026-9206538) : for the Procurement of Washing machine and dryer ***Details of the requirements for this bid and eligibility criteria etc. can be found in the bid document.***

Interested and eligible bidders from local companies can get the bid document in the

Link:<https://tender.2merkato.com/tenders/6ac645ee0a538a25dc000001>

Any query or clarification regarding this bid shall be sent through an email to ETH-SupplyQAgoods ETH- SupplyQAgoods@unicef.org before or on 12 October 2026. Bid clarification will be posted on the same websites mentioned above to all bidders. While sending your request for clarification, please ensure that you specify the LRFQ number in the subject email, provide the name of the company, contact person, email and mobile number.

The due date for submission of proposals/Bids to the secured e-mail address

ETH-SupplyRFQgoods@unicef.org on or before 10:30AM (East African Time) on/or before October 14, 2026

Please quote the respective details - **LRFQ-2026-9206538 - Procurement of Washing machine and dryer** in all your correspondences.

UNICEF reserves the right to accept or reject any or all proposals received in response to the LRFQ, to request either wholly or in part new proposals, or to negotiate with any proposer considered qualified in any manner deemed to be in the best interest of the Organization.



INVITATION TO BID

Bid No. HB/002/2026

Hibret Bank has a Head Office Building which has 32 floors in Lideta Sub City, Woreda 7, right at Senga Tera square. The Bank intends to lease the ninth floor and eleven rooms of various sizes located in Blocks “A” and “B” of Hibir Tower for office use. Accordingly, the Bank invites interested parties to submit offers to lease the available premises.

Therefore, interested bidders shall submit their proposals as per the following conditions:

1. A complete set of Bidding documents can be purchased by interested bidders upon payment (depositing) of a non-refundable fee of Birr 500.00 (Five Hundred) in Account Number IN0403007, in any Branch of Hibret Bank convenient to the bidder beginning after 2 (two) days of this bid announcement for the first time i.e. from October 14, 2026 to October 26, 2026.
2. Bidders can obtain the bid document from the Bank’s Head Office Building Procurement & Contract Management Department which is located at Lideta Sub City, Woreda 7, right at Senga Tera square 19th floor.
3. Bidders can visit the floor reserved for lease purpose starting from October 12, 2026 to October 26, 2026 i.e Monday, Wednesday, and Friday 9:00 AM - 4:00 PM.
4. Interested bidders are advised to review the bid document carefully before preparing & submitting their bids.
5. Bidders must provide a Bid Bond in the form of a Bank Payment Order (CPO) equivalent to one-fourth (25%) of the one-month rent payable for the property offered for lease, with a validity period of ninety (90) days.
6. Bidders must make bank payment order (CPO) for bid security in any banks other than Hibret Bank.
7. Each bid must be presented in a sealed envelope and strictly following the instruction to bidders indicated in the bid document.
8. Bidders can submit their bid document in person at the Bank’s new Head Office Building Procurement & Procurement Contract Administration Department which is located at Lideta Sub City, Woreda 7, right at Senga Tera square 19th floor, at October 22, 23, 24 & 26, 2026, to 4:00 PM.
9. The bid will be opened at Hibret Bank Head Office Building located at Senga Tera square 4th floor Meeting Hall in the presence of bidders or their representatives who choose to attend the bid opening on October 27, 2026 at 10:00 A.M.
10. Failure to observe the instructions & conditions provided in the bid document will constitute grounds for rejection of the bidder from the competition.
11. The Bank reserves the right to accept or reject the bid partly or totally, and for further information, bidders can contact using the following address.

Tel. 011 470 41 72
Hibret Bank
United, we prosper!!



TENDER NOTICE

The Office of the United Nations High Commissioner for Refugees (UNHCR), Representation Office in Ethiopia, Addis Ababa, invites qualified and registered Suppliers to participate in the following tenders:

SN	Tender Subject	Closing Date
1	Request For Proposal UNHCR RFP 3666 For the provision of consultancy services for Economic Vulnerability and Water tariff affordability assessment to support the transition to tariff-based water service delivery in refugee camps in the Somali and Gambella regions of Ethiopia	21 October 2026 at 23:59 hours, Ethiopia Time (UTC+3)
2	Request for Proposal UNHCR RFP No. 3668 For the Provision of Consultancy Services for the Business Environment/Firm Survey (Melkadida Markets & Enterprises - MEL-ME) in Melkadida, Ethiopia	27 October 2026 at 23:59 hours, Ethiopia Time (UTC+3)

Interested suppliers are invited to visit the following links:

How to become a supplier | UNHCR - information on supplier registration and eligibility.
UNHCR Supplier Portal - Tender Opportunities:
UNHCR encourages companies to also register on the **United Nations Global Marketplace (UNGM)** to receive announcements only. This portal may not be used by vendors for submitting offers.
The above tender opportunities are also advertised through the following platforms:
1. **United Nations Global Marketplace (UNGM)**
2. Merkato: <https://www.2merkato.com>
Companies interested in engaging with UNHCR for business opportunities and tender processes are invited to register (Supplier Registration Portal) or Supplier portal log -in on the **How to become a supplier | UNHCR** (<https://www.unhcr.org/get-involved/work-us/become-supplier/how-become-supplier>) or **UNHCR Supplier registration portal** (<https://bit.ly/482Fqam>). New suppliers need to be registered first others please login using your existing username (email address) and password, if you forgot your password, you could click forgot password.

SUPPLY MANAGEMENT SERVICES
UNHCR ADDIS ABABA, ETHIOPIA



TENDER NOTICE

The Office of the United Nations High Commissioner for Refugees (UNHCR), Representation Office in Ethiopia, Addis Ababa, invites qualified and registered Suppliers to participate in the following tenders:

SN	Tender Subject	Closing Date
2	Request for Proposal UNHCR RFP No. 3667 For the Provision of Construction Works for Healthcare Waste Management Facilities in Dollo Ado Refugee Camps, Somali Region, Ethiopia	26 October 2026 at 23:59 hours, Ethiopia Time (UTC+3)

Interested suppliers are invited to visit the following links:

How to become a supplier | UNHCR - information on supplier registration and eligibility.
UNHCR Supplier Portal - Tender Opportunities:
UNHCR encourages companies to also register on the **United Nations Global Marketplace (UNGM)** to receive announcements only. This portal may not be used by vendors for submitting offers.
The above tender opportunities are also advertised through the following platforms:
1. **United Nations Global Marketplace (UNGM)**
2. Merkato: <https://www.2merkato.com>
Companies interested in engaging with UNHCR for business opportunities and tender processes are invited to register (Supplier Registration Portal) or Supplier portal log -in on the **How to become a supplier | UNHCR** (<https://www.unhcr.org/get-involved/work-us/become-supplier/how-become-supplier>) or **UNHCR Supplier registration portal** (<https://bit.ly/482Fqam>). New suppliers need to be registered first others please login using your existing username (email address) and password, if you forgot your password, you could click forgot password.

SUPPLY MANAGEMENT SERVICES
UNHCR ADDIS ABABA, ETHIOPIA



Effective altruism and the global economy: Can wealth do more good?

■ Alazar Kebede

The global economy has a strange contradiction at its heart. Humanity is wealthier and more technologically advanced than at almost any point in history, yet millions of people still struggle to access basic healthcare, education, food and economic opportunities. At the same time, enormous amounts of private wealth are concentrated in the hands of individuals and institutions capable of influencing entire industries and even national economies.

The question, therefore, is not simply whether the world has enough resources. It is whether those resources are being used effectively. This is where effective altruism enters the debate. At its simplest, effective altruism asks people to use evidence and reason to determine how they can do the most good with the resources available to them. Applied to the global economy, however, the idea becomes much bigger than charitable giving. It challenges the way governments, corporations, investors and wealthy individuals think about economic responsibility. The uncomfortable question it raises is this: if we can prevent serious suffering at relatively low cost, do we have a moral responsibility to do so?

Wealth creates responsibility. Modern capitalism has generated extraordinary prosperity. Global trade, technological innovation and financial integration have lifted hundreds of millions of people out of extreme poverty over recent decades. Economic growth remains one of the most powerful tools for improving living standards. But growth does not automatically determine who benefits. A technology entrepreneur may become a billionaire through a successful company while a rural worker in a low-income country may struggle to earn enough to support a family. These differences are not necessarily the result of individual effort alone. They are shaped by education, geography, institutions, access to capital and historical circumstances.

Effective altruism challenges wealthy individuals to recognise that economic privilege creates an opportunity to do something about these inequalities. If someone can use a small proportion of their wealth to generate substantial improvements in the lives of others, the moral case for doing so becomes difficult to ignore.

This is not an argument against wealth creation. Quite the opposite. Entrepreneurs and investors who create valuable products, employment and technologies can generate enormous social benefits. The problem arises when wealth becomes an end in itself rather than a resource that can also serve broader human purposes.

Traditional philanthropy often begins with emotion. A disaster occurs, an organisation presents a compelling story, and people donate because they want to help. There is nothing wrong with compassion. But compassion alone does not tell us whether our money is producing the greatest possible benefit. Effective altruism introduces a more demanding question: What happens after I give?. Two organisations may both claim to fight poverty, yet their interventions can produce dramatically different results. One may spend substantial resources on a programme with limited measurable effects, while another may deliver a relatively inexpensive intervention that prevents illness or saves lives.

Organisations such as GiveWell attempt to identify charities that have strong evidence of effectiveness and favourable cost-effectiveness. This approach has helped shift the conversation from how much people donate to what their donations actually accomplish. That distinction matters for the global economy because resources are always scarce. Governments face competing demands for healthcare, education, defence and infrastructure. Businesses must decide where to invest. Philanthropists must choose between thousands of causes. In every case, choosing one option means

giving up another. Economic theory calls this an opportunity cost. Effective altruism simply asks us to apply that principle more consciously to moral decisions. Yet this approach is not without serious problems. One danger is that human welfare becomes reduced to numbers. How do we compare the value of saving a life today with reducing a small probability of a catastrophic event decades from now? How should we compare improving education with preventing disease? What about dignity, freedom and equality?

These questions cannot always be answered through spreadsheets. Effective altruism has attracted criticism precisely because some of its more ambitious arguments rely on highly uncertain predictions about the future. Concern about existential risks, artificial intelligence and future generations can be intellectually valuable, but probability estimates become increasingly speculative when they concern events for which there is little historical evidence.

There is also a political problem. If wealthy individuals decide which global problems deserve attention based on their own calculations, philanthropy can acquire an influence that resembles political power. A billionaire donating hundreds of millions of dollars to artificial intelligence safety, global health or climate research is not merely making a private financial decision. That

decision can influence research agendas, institutions and public policy. Democratic societies should therefore welcome private generosity without allowing private wealth to replace public decision-making.

The effective altruist perspective also has implications for corporations. For decades, corporate success has primarily been measured through revenue, profit, market share and shareholder returns. Today, however, businesses are increasingly expected to consider environmental and social consequences. This shift is important because companies can create both positive and negative externalities. A pharmaceutical company may develop a life-saving medicine, while another company may generate profits by polluting communities or exploiting workers.

The question should not be whether companies are charitable. It should be whether their underlying economic activities create genuine social value. A corporation that pays fair wages, protects workers, reduces pollution and produces socially valuable goods may generate more meaningful long-term benefits than a company that maximises profits and then makes large charitable donations. In other words, responsible capitalism should begin with how wealth is created, not merely with how a portion of that wealth is donated.

The greatest contribution of effective

altruism may therefore be its insistence that good intentions should be tested against real-world outcomes. Markets are powerful mechanisms for allocating resources, but they do not automatically produce morally desirable outcomes. Market prices do not fully reflect the value of clean air, social stability, human dignity or future generations. Governments must therefore correct market failures through regulation, taxation, public investment and social protection. Businesses must recognise their wider responsibilities. Wealthy individuals can use philanthropy strategically. And ordinary citizens can become more conscious consumers, voters and donors.

None of these groups can solve global inequality alone. The real opportunity lies in combining the strengths of different institutions: markets can generate wealth; governments can provide public goods and regulate economic behaviour; civil society can identify neglected needs; and philanthropy can take risks that governments and businesses sometimes cannot. Effective altruism can provide a useful decision-making framework across all of these areas.

The global economy should not be judged solely by how much wealth it produces. It should also be judged by what that wealth enables human beings to achieve. A country can experience impressive GDP growth while leaving millions without adequate healthcare. A company can

become extraordinarily profitable while damaging the environment. An individual can accumulate enormous wealth while contributing little to the wider society. Economic success without social purpose is an incomplete form of progress. Effective altruism does not provide all the answers. Its emphasis on measurement can sometimes overlook justice, culture and human dignity. Its long-term thinking can sometimes become excessively speculative. But its central challenge is difficult to dismiss: if our resources can do more good than they currently do, why should we be satisfied with the status quo?

The future of the global economy will be shaped not only by technology and markets but also by the values that guide their use. The most important economic question of the twenty-first century may therefore be less about how much humanity can produce and more about how intelligently it can use what it produces.

Effective altruism asks us to move from generosity to effectiveness, from good intentions to measurable outcomes, and from asking “How much can I give?” to asking “What good can my resources actually achieve?” That is a challenging question for individuals, governments and corporations alike. It is also a question that the global economy can no longer afford to ignore.

Taxing ride-hailing fairly: Protecting drivers and everyday mobility in Ethiopia

■ By Dawit Zekariasel

In recent weeks, reports have highlighted additional taxation affecting ride-hailing drivers in Ethiopia, at a time when they are already facing rising tax bills and operating costs. Discussions around the approach to taxing app-based rides have naturally drawn attention to what such changes could mean for drivers and passengers.

Ethiopia's decision to bring ride-hailing into the VAT system is part of a legitimate effort to modernise the tax base for the digital economy. For the thousands of drivers who earn their living through these apps, though, the real question is not the principle but who will actually bear the cost. Under the current proposal, VAT would apply to the full value of every ride booked through a platform, not only to the platform's commission. Most drivers are individual earners operating well below any VAT threshold, and they would have no way to recover that tax. In practice, the burden is likely to land on them, either through lower take-home pay per ride or through higher fares that push passengers back toward informal street hailing. For drivers who chose platforms precisely because they offer traceable income and a degree of formal status, the design of this measure could decide whether digital work remains a viable livelihood or becomes a reason to leave it. Protecting drivers' livelihoods

This debate comes at a difficult time for Ethiopian households. After falling to 9.4% in March 2026, its lowest level since 2018, inflation rose again following the oil shock linked to the conflict in the Middle East. According to the Ethiopian Statistics Service, it reached 15.3% in July 2026, with food prices rising even faster. Fuel has been at the centre of this shift. Between January and May 2026, the price of a litre of petrol rose by around 30%, to 167.50 birr, while diesel climbed by some 40%, to just over 180 birr, and supply shortages left many vehicles idle. For ride-hailing drivers, most of whom are self-employed, often rent their vehicles and have neither a guaranteed income nor social protection, these increases have already significantly reduced net earnings. Any additional

cost would therefore fall directly on a workforce with very little room to absorb it.

But, the Ministry of Revenues' letter/guidance on the mechanism recognises that the income generated from a ride belongs to the transport service provider, the driver, rather than to the platform. Applying VAT to the full fare therefore means that the tax base consists, in large part, of the driver's own income. This situation is well documented internationally. As noted in the report The Impact of the Growth of the Sharing and Gig Economy on VAT/GST Policy and Administration, published by the OECD in 2021, regimes that make platforms liable for VAT on the full value of the services they facilitate can have a significant negative effect on providers' earnings. The same report observes that such an approach may bring within the scope of VAT activities that would not otherwise be taxed, since thresholds are then assessed at the level of the platform rather than for each individual driver. It also notes that people providing labour-intensive services through platforms tend to come from the lower end of the income spectrum.

A simple illustration helps to measure what is at stake. At Ethiopia's standard rate of 15%, a ride priced at 100 birr, if the fare remains unchanged, contains 13.04 birr of VAT, meaning that more than 13% of the value of the ride no longer reaches the driver. This would materially reduce the amount available to cover the driver's earnings and operating costs.

If the tax is instead fully passed on to the passenger, the same 100-birr pre-tax ride would cost 115 birr. The economic impact may therefore fall on the driver, the passenger, or be shared between them depending on market conditions.

By comparison, if the platform's commission on the same ride were, for example, 15 birr, VAT applied to that commission alone would amount to 2.25 birr. The choice of tax base therefore makes a considerable difference.

This is not a theoretical alternative. A 2025 KPMG Advisory whitepaper on mobility regulation recommends that governments collect VAT on platform

commissions and have platforms act as withholding agents for drivers, keeping any additional per-ride levies low and consistent (0.5–1%) so as not to overburden the sector. Côte d'Ivoire already applies this design in practice, licensing platforms and charging 18% VAT on the commissions they earn, rather than on the full value of each ride. - an arrangement KPMG credits with integrating a significant portion of the informal transport economy into the formal accounting system.

Keeping everyday mobility affordable

Where drivers are unable to absorb this additional cost, part of it is likely to be reflected in fares. In the same illustrative example, a 100-birr ride would cost 115 birr if the tax were fully passed on. For many households that rely on these services to reach their workplace, a health centre or a school, this would add to existing pressure on purchasing power. European experience offers a helpful point of reference. According to the Study on the economic effects of the current VAT rules for passenger transport, prepared in 2014 for the European Commission by a consortium led by the CPB Netherlands Bureau for Economic Policy Analysis, 17 of the 28 EU Member States applied a reduced rate, an exemption or a special scheme to domestic taxi services at the time, rather than their standard rate. Sweden taxed taxi rides at 6% against a standard rate of 25%, the Netherlands at 6% against 21%, and Germany at 7% rather than 19% for journeys within a municipality or shorter than 50 km. Italy exempted urban taxi transport altogether, on the grounds that it serves the public interest. These choices reflect a widely shared recognition that everyday mobility merits particular attention in the design of consumption taxes.

Supporting formalisation

Every ride booked through an application leaves a record of who provided the service, when, where and at what price. The OECD report highlights the considerable opportunities that platforms create for greater visibility and traceability of economic activity, and for the formalisation of previously informal activity, particularly in developing

economies, notably by reducing the cash-based informal economy. Preserving these benefits requires that operating within such traceable ecosystems remains attractive for drivers and passengers alike. The OECD makes a comparable observation about certain other collection mechanisms, noting that they may encourage the use of cash or of payment channels outside the formal system.

A balanced implementation in everyone's interest

The objective is not to question the principle of taxation, but to ensure that it is applied in a proportionate and economically sustainable way. The ride-hailing sector plays an important role in Ethiopia. It supports tens of thousands of drivers, some of them graduates with few other job opportunities, and complements a largely saturated public transport network in a city where the vast majority of trips rely on public transport or walking. It already contributes to public revenue, with over 340 million birr in income tax collected from more than 33,000 drivers in Addis Ababa, and is one of the most dynamic sectors of the country's digital economy.

However, a heavy VAT burden on app-based rides could prove counterproductive. If the additional cost makes platform rides less attractive, some drivers and passengers may turn to offline, cash-based arrangements. Local press already reports this shift among drivers facing higher tax bills. The OECD warns that taxing the full value of rides at platform level can discourage drivers from using the platforms concerned, even though platforms are one of the most effective tools for formalising previously informal activity. Rides that leave the platforms also leave the most traceable part of the sector, narrowing the tax base and ultimately reducing rather than increasing government revenue.

Dawit Zekariasel is an Independent contributor specialising in digital economy

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Why Ethiopian organizations need both managers and leaders?

"Management is doing things right; leadership is doing the right things." — Peter Drucker



By Samson Worku Teshome

Introduction

In offices and boardrooms across Ethiopia, a quiet evolution is taking place. From bustling private tech startups in Bole to established manufacturing plants in Debre Brhan and public sector bureaus in Addis Ababa, the conversation around work has shifted. Leaders and employers are constantly asking: Why do some institutions thrive, adapting smoothly to various changes taking place in the business environment, while others remain stuck in endless paperwork and delays?

The answer often lies in how an organization understands two crucial roles: management and leadership. In everyday language, people use the words "manager" and "leader" as if they mean the exact same thing. We often call anyone who is in charge of a department or a team a "manager-leader."

However, in practice, management and leadership are two distinct sets of skills. Understanding the difference—and knowing when to use which—is one of the most important challenges facing Ethiopian organizations today as they grow to meet regional and global market demands.

Part 1: Defining the Terms in Simple English

To understand why both roles matter, we first need to look at what managers and leaders actually do.

What is Management?

Management is about order, consistency, and keeping the machine running. A manager's job is to take an existing plan, organize the resources (money, equipment, and people), and make sure daily tasks get done correctly and on time. Think of a manager like the conductor of a train. The train already has tracks to follow, a schedule to keep, and a destination. The conductor's job is to make sure the engine has fuel, the doors close safely, the tickets are checked, and the train arrives at the station precisely when it is supposed to.

Key responsibilities of a manager include:

- Planning budgets and setting daily schedules.
- Assigning specific tasks to team members.
- Monitoring work to make sure company rules and standards are followed.
- Solving immediate technical problems (like fixing a broken printer, ordering office supplies, or resolving a scheduling conflict).

What is Leadership?

Leadership, on the other hand, is about direction, inspiration, and positive change. A leader does not just look at the daily tasks; they look over the horizon. They ask: Where are we going? Why are we going there? And how can we inspire people to follow us through difficult challenges?

If the manager is the train conductor, the leader is the person who looks at the map and decides that the train needs to change its route to reach a better, more fertile region. Leaders focus on people, vision, and culture. They give employees a sense of purpose beyond just collecting a monthly salary.

Key responsibilities of a leader include:

- Creating a clear and inspiring vision for the future.
- Building trust and motivating workers to care about the organization's mission.
- Encouraging new ideas and helping people embrace changes.
- Mentoring the next generation of workers so they can grow professionally.

Part 2: The Reality in Ethiopian Organizations

In many traditional Ethiopian organizations—both public and private—there has historically been a heavy over-emphasis on management, while true leadership has taken a back seat.

For decades, institutional structures in Ethiopia were built around bureaucratic control, hierarchical command, and strict adherence to rules. In these environments, people in authority were trained to be controllers. Their main job was to ensure that forms were signed, attendance was logged, and procedures were followed to the letter.

While this creates order, it often creates a system where everyone is busy managing routines, but no one is leading the way forward. Several distinct challenges emerge from this imbalance:

1. The Trap of "Bossism"

In many workplaces, the title of "manager" or "director" is treated as a rank of untouchable status rather than a role of service. Instead of coaching employees, bosses often dictate instructions from above. This creates a culture of fear where workers are afraid to make mistakes or offer creative suggestions because they worry about violating rigid hierarchy.

2. Administrative Overload

Many talented professionals in Ethiopia are promoted into management roles because they were excellent technical workers (for example, a brilliant accountant or a top-performing engineer). However, once promoted, they are weighed down by administrative tasks—approving petty cash, signing routine letters, and checking attendance—leaving them zero time to think strategically or inspire their teams.

3. Managing Paperwork vs. Motivating People

In environments with limited resources, leaders face tough operational conditions. When budgets are tight or supplies are delayed, a pure manager might simply panic or enforce stricter rules. A true leader, however, rallies the

team, communicates openly about the challenges, and finds creative ways to solve problems together.

Part 3: Why Organizations Need Both

A common mistake is thinking that leadership is "good" and management is "bad." This is completely false. An organization with plenty of inspiring leaders but zero managers will be full of grand, exciting ideas, but nothing will ever get built or delivered on time. It will be all talk and no action.

Conversely, an organization with brilliant managers but no leaders will be extremely orderly, efficient, and well-organized, but it will be driving straight off a cliff because no one is looking ahead to see changing market conditions.

To succeed in today's competitive landscape, Ethiopian businesses and public institutions need a healthy mix of both.

Where Management Provides Stability

Quality Control: In manufacturing or financial services, consistency is everything. You want your bank transactions or your factory products to be identical and error-free every single day. Management ensures this reliability.

- Resource Efficiency: Managing budgets carefully ensures that waste is kept to a minimum—a critical factor for growing companies operating in developing economies.

Where Leadership Drives Growth

- Adaptability: Markets change, technology evolves, and customer expectations shift. Leadership gives an organization the flexibility to pivot, try new approaches, and survive unexpected crises.
- Employee Retention: Talented young Ethiopians entering the

workforce today want more than just a paycheck; they want to feel valued, learn new skills, and contribute to a meaningful mission. Leadership provides that emotional connection to the workplace.

Part 4: How Ethiopian Institutions Can Bridge the Gap

Transforming a traditional workplace into a balanced organization where management and leadership work hand in hand requires intentional effort. Here are practical steps leaders and policymakers can take:

1. Separate Routine Administration from Strategic Vision

Organizations must design workflows that do not trap senior professionals in endless paperwork. By delegating administrative approvals to automated systems or capable support staff, managers can free up time to focus on coaching, mentoring, and strategic planning.

2. Train Managers to Become Coaches

Management can be taught through rules and guidelines, but leadership requires emotional intelligence. Ethiopian companies should invest in leadership development programs that teach supervisors how to listen to their teams, give constructive feedback, and build trust instead of ruling through intimidation.

3. Reward Initiative and Problem-Solving

In many bureaucratic systems, employees are rewarded simply for staying quiet and following instructions. To foster leadership at all levels, organizations must create safe spaces where workers can suggest new ideas, point out inefficiencies, and take ownership of solving local problems without fear of being punished for minor errors.

4. Foster Open Communication

Trust grows in environments where information flows freely. Leaders should regularly brief their teams on the big-picture goals of the organization, explaining not just what needs to be done, but why it matters. When employees understand the broader mission, their daily management tasks feel much more meaningful.

Conclusion

As Ethiopia continues to navigate prosperity, rapid economic development, regional integration, and global competition, the old ways of running organizations are no longer enough. Rigid control and endless bureaucracy may keep the lights on, but they will not build the innovative, resilient enterprises of tomorrow. Management brings the discipline, order, and structure required to keep an institution stable. Leadership brings the vision, inspiration, and adaptability required to help it grow. By recognizing that these two roles are different—yet equally vital—Ethiopian organizations can build workplaces where people are not just managed like machinery, but empowered to lead the way toward a brighter future.

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The roadside mechanic and the art of intuition



By Gzachew Wolde

Formal education can teach the theory behind a machine, but true mastery often reveals itself far beyond the walls of an academic institution. In garages and along dusty roadsides, seasoned mechanics resolve complex engine issues that stump fresh engineering graduates decorated with top-tier credentials.

These mechanics do not rely on engineering manuals, textbooks, or formal diagnostics. Instead, their expertise is forged through thousands of hours of real-world immersion, continuous observation, and direct feedback on the grease-stained garage floor.

Seeing a road side mechanic resolve engine problem that cannot be solved by well-trained fresh or less experienced graduate's engineers from credited institution may sound embarrassing to the whole gang in the field around a company with flying colours of certificate from renowned institutions. Their experience comes from the roads, broken cars may be from manuals people throw away. But not from credited institution.

They identify problems not described in the formal diagnostic list. You may find them do things what others did not notice. Like it or not, this is a common instance in real world. One may come across with a roadside mechanic that solve engine problems with almost uncanny speed. Such knowledge comes from repeated real-world experience rather than manuals or lectures from formal academic institution and it works wonders on the streets.

They do not pose as engineers. They know better than to claim that label. What they possess, instead, is a learned skill a quiet gift that never comes with a certificate.

A roadside mechanic often knows what's wrong within moments, and the reason is thousands of hours of pattern recognition. They can hear the language of a worn bearing, a lean mixture, a failing injector, or a slipping belt. Sometimes the sound of the engine alone points to them the root cause.

Psychologists call this tacit knowledge. Expertise so deeply absorbed works without conscious reasoning. Like a general practitioner, the mechanic can diagnose a

fault from a distance, from a glance at a few parts, or simply by listening to how the driver describes the problem.

You will marvel at their senses and hands and quick situational judgment in place of step-by-step reasoning. Their experienced hands and ears speak the engine's language at speed. They can silence a room full of certificates. Their skill and gift are real, whether one admires them or laughs at them. They are living proof that paper alone does not create the mind or the skill. The machine understands the road mechanic's language even when no one says it aloud. No certificate can defeat true talent and skill. The mechanic's ears, hands, and intuition work together so fluently in identifying and diagnosing problems with machines. Watching their fast, context-sensitive assessments—rooted in deep field experience by the roadside—feels like witnessing a special kind of reasoning and deep understanding, one less tied to formal education. It is more like a conversation with the engine. Sometimes, you are forced to judge hands, not papers. The work speaks for itself. The machine does not lie. Besides, a drowning man does not argue about the quality of the rope.

It feels like an engine is constantly speaking to road side mechanics subtly through signals that are consistent and meaningful. It appears that there is unique language code between road side mechanic and machine that send message in the pitch of a knock, the rhythm of a misfire, the smell of the exhaust, the vibration through the steering wheel or the hood.

Much like a child acquiring a native tongue, these roadside technicians absorb the "language" of engines without ever studying the explicit grammar of engineering theory. What looks like effortless magic or uncanny intuition to an outsider is actually tacit knowledge—deeply internalized pattern recognition earned through years of repetitive sensory exposure.

As such skill may take time to acquire, but it eventually emerges and shows itself in its own way. Neither the child nor the roadside mechanic begins with explicit rules or textbooks or the grammar theory. Instead, learning happens naturally through observing, listening and accumulating knowledge from lots of broken engines repair experience or from workmates in the work stations.

Besides, getting feedback from their mentors or work mates when their careful guess proved right or wrong. After enough of that, the translation becomes automatic. They hear "tappet noise" or "worn timing chain" the way you hear a familiar word, without consciously decoding it. These people finds hidden issues in your car or other engine to

fix them fast.

This fluency is not magic, and it is not instant As a child does not become fluent in a day, and neither does the mechanic. Fluency arrives through years of hearing the same sounds, through years of work experience tied to the same faults, until the connection no longer needs additional effort to point out. It is rather an experience built from repetition.

The same faults met again and again, the same sounds matched to the same causes, until the pattern no longer needs additional observation or test. What looks like intuition to an outsider is really experience that has been compressed into instinct, and it is earned slowly, it is lesson learned from similar engine failures from at different time.

By repeatedly pairing sensory inputs (sounds/words) with vivid outcomes, the brain builds an internal mental model. Over time, people around this environment develop deliberate analytical thinking that converts knowledge at instant, subconscious intuition.

As fluent speakers of any language can tell you a sentence sounds wrong without being able to cite the rule, the experienced mechanics at the road side can tell what is wrong with the engine without reading from the. Engineering manuals. Understanding of this sort are not fully from conventional manuscript or formula books. They live only in people's mind who have spent years with opportunity to close observation of details related to the thing of the subject.

That is why mechanics can often fix what they cannot fully explain. Their expertise is encoded as non-verbal, procedural rules triggered by the situation. Repeatedly pairing sensory inputs (sounds/words) with outcomes, the brain builds an internal mental model that distinguish knocking, ticking, hissing, and rumbling to locate faults in the machines before any warning light appears. Mechanics on the road side combine sound, vibration, smell, sight, and the driver's story like "it shudders when cold," "it pulls left under braking" into one coherent picture in their mind.

These skills are hard to codify, they've passed on through guided practice, not through manuals or logbooks but learning by doing, just listening, and being corrected by a master in the repair garage or stations. Then, hats off, they are worked out to graduate as amazing mechanics to make you wonder with their skill.

Just listening to the pitch of a knock, feeling a subtle vibration, or smelling exhaust fumes, their mind decodes faults automatically, proving that true skill is defined not by certificates on paper, but by practical fluency

in the real world.

Ultimately, the roadside mechanic stands as living proof that paper alone cannot create genuine skill. While academic institutions grant degrees, the road side informal school demands results—and machines do not lie to expose the result as success or failure on the end. These self-taught technicians possess an irreplaceable form of expertise procedural, non-verbal, but compacted into pure instinct. They may not hold the title of "engineer" or be able to quote technical manuscripts, yet they speak the engine's language with an effortless fluency proving that formal education alone is not a guarantee for such skill.

In a world that often over-values credentials, the roadside mechanic workouts force us to honour hands-on mastery. Their silent gift—built on thousands of hours of listening, trial, and real-world feedback—proves that when a machine fails, true capability is measured by who can bring it back to life.

After a through tiresome maintenance process, if the engine handled by roadside mechanic roars back to life, the work speaks for itself, silencing roomfuls of certificates and affirming that experience remains the ultimate speaker of capacity. It weaves the physical reality of the hard work with the symbolic victory of practical skill over mere paper credentials. Over time, trainees develop into remarkable mechanics whose skill and ingenuity can leave you in awe.

The road side mechanics understanding is never fully captured from books or formulas, but from repeated live replay of the game of repair where people who have spent years to execute tasks of maintenance in vehicle overhaul service garages. Close attention to details related to the thing of major repair work is their real world work book to note in their mind in the practical school they register.

People like this are immersed in the knowledge and information lake daily. They keep on listening accumulating thousands of engines repair experience from their workmates daily at their work stations. In addition, they get feedback on their careful guess and practice right or wrong. After enough of that, the transformation to translate their knowledge to practice and become capable techno crafts turn out to be automatic.

The writer can be reached via gzachewwolde@gmail.com

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KEGNA BEVERAGES

CALL FOR DISTRIBUTION OF PRODUCTS

1. Introduction

More than 5,000 shareholders founded Kegna Beverages Share Company (KBSC) in April 2017. The Company operates a state-of-the-art brewery with an installed capacity of 3 million HL, expandable to 6 million HL, near Ginchi town, West Shewa Zone, Oromia National Regional State. The Company produces high-quality alcoholic and non-alcoholic products, and intends to extend its portfolio to juices, carbonated water and other categories in its second phase.

2. Scope of Work

The applicant’s proposal should clearly state:

- Financial capability
- Warehousing & Distribution capability
- Compliance and Legal Responsibilities
- Market Coverage capability

3. Qualification Criteria

Applications will be evaluated against the following weighted criteria:

Evaluation Criteria	Weight
Financial Capability	20%
Operational Capability – Warehouse, Fleet, Staffing & Technology	20%
Commercial & Sales Capability	20%
Market Coverage	15%
Organization & Management	10%
Legal, Compliance & Reputation	10%
Strategic Fit	5%
Total	100%

- Warehouse: Warehouses shall be constructed of durable materials that withstand heavy loads and the frequent movement of crates and shall maintain product quality and food-safety requirements. The warehouse size shall not be less than 250 m².
- Trucks: Primary trucks are required for collecting products from the Brewery to the distributor’s warehouse, and secondary sales trucks for door-to-door delivery to sales points within the distributor’s designated area.
- Workforce Requirements: To ensure efficient sales and distribution operations, all official KBSC distributors are required to maintain, at minimum, the following dedicated staff on formal employment contracts: Sales/Distribution Supervisor, Sales Representatives, Truck Drivers, and Loaders/unloader & Warehouse Assistants.
- Previous Experience in Distributing Fast Moving Consumer Goods (FMCG): It has an advantage to qualify as an official distributor for KBSC, candidates should have prior experience in distributing Fast Moving Consumer Goods (FMCG). In addition, understanding of local language and culture will be considered as an advantage.
- Conflict of Interest: Applicants shall declare whether any KBSC employee or member of an employee’s immediate family holds ownership, management, or other financial interest in the applying company. Such applicants may not participate unless the relationship is fully disclosed and approved in writing by KBSC prior to submission.

Prior to awarding the distributorship, KBSC will conduct structured due diligence of shortlisted applicants, including warehouse, fleet and office verification, financial assessment, legal and tax compliance checks, and reference checks. Findings are consolidated in a standard evaluation scorecard, and appointment is approved through KBSC’s internal approval process.

Appointment conditions: Appointed distributors will execute KBSC’s standard Distribution Agreement and provide the required security instrument — an unconditional bank guarantee or a cash deposit; cheques are not accepted — covering returnable packaging and any credit facility, before commencing trading. New distributors initially purchase on a cash basis; credit may be extended after appointment, upon assessment and approval, in accordance with Company policy. Trading commences only on completion of onboarding, including agreement execution, system setup, and territory and price assignment.

4. Submission Requirement

The application shall include but not limited to:

- A copy of a valid and relevant business license, VAT registration, and TIN certificate.
 - Minimum Financial Capacity: Applicants must meet KBSC’s minimum financial capacity. The applicant should submit 3 years bank statement & Audited Financial statement and tax clearance
- Bank statements for the last 3 years.
- A company profile outlining the business nature, history, service quality, and capacity.
- Documentation of ownership/rental of trucks and warehouse facilities.
- A letter of motivation outlining the distribution area of interest.
- Interested and eligible applicants shall submit their expression of interest, with clean copies of the documents, in person at Kegna Head Office, Elilly International Hotel, 13th Floor, before October 30, 2026
- Applications must be submitted in a sealed envelope, clearly labeled with the company name and the purpose of the submission, and placed in the designated box. Applicants are also required to sign the submission log to confirm the date of delivery

5. Disclaimer

- This notice does not constitute any contractual or legal obligation on the part of Kegna Beverages S.C.
- Kegna Beverages S.C. reserves the right to amend or cancel this notice, in full or in part.
- Failure to meet the submission deadline will render the application ineligible.
- Shortlisted candidates will be contacted via telephone to arrange facility visits.

6. Area of Distribution

- Applicants are invited for the following distribution territories:

1. Addis Ababa	6. Bule Horaa	11. Hossana	16. Mojo
2. Adola	7. Burayu	12. Holeta	17. Sodo
3. Assela	8. Buta Jira	13. Jimma	18. Sululta
4. Bishoftu	9. Dembi Dolo	14. Mechara	19. Welkite
5. Bonga	10. Dilla	15. Metu-1	

This invitation is open to all interested parties, and Kegna Beverages S.C. reserves the right to select the applicants that best meet its business requirements. We look forward to receiving your expression of interest and to exploring a long-term partnership.

Adress: Kazanchis, Elilly International Hotel, New Building 13th Floor Tel: +251 9 28977983 Web: www.kegnabeverages.com,





The United Nations Economic Commission for Africa

REQUEST FOR EXPRESSION OF INTEREST (EOI)

This notice is placed by UNECA. The accuracy, reliability and completeness of the contents of furnished information is the responsibility of The United Nations Economic Commission for Africa. You are therefore requested to direct all queries regarding this EOI to The United Nations Economic Commission for Africa using the fax number or e-mail address provided below.

Title of the EOI: Provision of English and French Captioning Services for three (3) years		
Date of this EOI: 07 October 2026	Closing Date for Receipt of EOI:16 October 2026	
EOI Number: EOIUNECA24775		
Beneficiary Country/Territory: Ethiopia		
Commodity/Service category: Professional Services		
Address EOI response by fax or e-mail to the Attention of: Mrs.Tigist.Adbaru / Mrs.Rachael Chironga		
Fax Number:		
E-mail Address: tigist.adbaru@un.org; rachael.chironga@un.org		
UNSPSC Code:82110000		

DESCRIPTION OF REQUIREMENTS

As part of its commitment to multilingualism, accessibility, and inclusive communication, UNECA seeks to engage a qualified service provider to deliver professional English and French captioning services for both live and pre-recorded audiovisual content.

The selected contractor will provide high-quality transcription, translation, captioning, and subtitling services that comply with international accessibility standards and United Nations editorial requirements. The services shall ensure that audiovisual materials are accessible to persons with hearing impairments and are available to a broader multilingual audience. The contract shall be established as a Long-Term Agreement (LTA) for a maximum contract duration of three (3) years.

Interested firms will be invited to the tender at a later stage.

SPECIFIC REQUIREMENTS / INFORMATION (IF ANY)

Qualifications of the Service Provider

- The Service Provider should demonstrate:
- At least five (5) years of experience providing professional captioning and subtitling services.
 - Proven experience supporting international organizations, governments, or similar institutions.
 - Demonstrated expertise in English and French language services.
 - Experience with live captioning for conferences and virtual meetings.
 - Availability of qualified linguists, captioners, translators, and quality assurance personnel.

The successful Service Provider shall provide captioning services under the following categories:

Transcription and Captioning

- The contractor shall:
- Produce verbatim or edited transcripts, as requested.
 - Generate synchronized closed captions and open captions.
 - Caption live meetings, conferences, webinars, and virtual events.
 - Caption pre-recorded videos for publication on digital platforms.
 - Include speaker identification where appropriate.
 - Accurately capture non-speech elements when required (e.g., applause, music, laughter, background sounds).
 - Ensure proper punctuation, capitalization, grammar, and formatting.

Translation

- The contractor shall:
- Translate captions between English and French while preserving the original meaning, tone, and context.
 - Apply appropriate UN terminology and institutional language.
 - Maintain synchronization after translation.
 - Adapt captions to ensure readability without altering the intended message.

Deliverables

- Deliverables may include:
- Time-coded transcripts
 - Closed-caption files
 - Open-caption videos
 - Subtitle files
 - Caption files in formats including but not limited to:
 - SRT
 - WebVTT (.vtt)
 - SCC
 - TTML
 - STL
 - ASS/SSA
 - Word transcripts (MS Word)
 - Translation files in editable format
- Services may be required for:

- Live meetings
- Hybrid meetings
- Conferences
- Webinars
- Interviews
- Training videos
- Promotional videos
- Documentary productions
- Social media content
- Public information campaigns

IMPORTANT NOTICE:

- 1) This REOI does not constitute a solicitation. UNECA reserves the right to change or cancel the requirement at any time during the EOI or solicitation process. Thus, submitting a response to this REOI does not automatically guarantee that your company will be considered for receipt of the solicitation when issued.
- 2) UNECA also reserves the right to send the Solicitation Documents to companies who were identified through additional market research or other means to source the UN requirements.
- 3) Women-owned businesses and businesses owned by persons with disabilities are encouraged to participate

All questions which the vendors have must be sent through the above email address not later than 3 days before the closing date.

NOTE

Information on tendering for the UN Procurement System is available free of charge at the following address: <https://www.ungm.org/Public/Notice>

Only the United Nations Global Marketplace (UNGM) has been authorized to collect a nominal fee from vendors that wish to receive automatically Procurement Notices or Requests for Expression Of Interest. Vendors interested in this Tender Alert Service are invited to subscribe on <http://www.ungm.org>

Vendors interested in participating in the planned solicitation process should submit the Vendor Response Form of this EOI electronically (through the link available on the next page) before the closing date set forth above.

NOTICE

- Companies can only participate in solicitations of the UN Secretariat after completing their registration (free of charge) at the United Nations Global Marketplace (www.ungm.org).
- As you express interest in the planned solicitation by submitting this response form, please verify that your company is registered under its full legal name on the United Nations Global Marketplace (www.ungm.org) and that your application has been submitted to the UN Secretariat.
- While companies can participate in solicitations after completion of registration at Basic Level, we strongly recommend all companies to register at least at Level 1 under the United Nations Secretariat prior to participating in any solicitations.
- Companies are reminded of the restrictions of employment of former UN personnel that were involved in the procurement process during their last three years of service as per ST/SGB/2006/15, including (a) employing those personnel for one year after separation of service and (b) allowing those personnel to communicate with, or appear before, active UN personnel for matters related to the procurement process for two years after separation of service. Violation of the provisions of ST/SGB/2006/15 may lead to suspension of the registration of the company as a UN vendor.

PLEASE NOTE: You should express your interest to this EOI electronically at: <https://www.un.org/Depts/ptd/sites/www.un.org.Depts.ptd/files/pdf/eoi24775.pdf>
In case you have difficulties submitting your interest electronically, please contact tigist.adbaru@un.org; rachael.chironga@un.org; directly for instructions.



SOMALI REGIONAL STATE EDUCATION BUREAU

Invitation to Bid - National Competitive Bidding (NCB)

1. The Somali Regional State Education Bureau invites sealed bids from qualified and eligible bidders for the procurement of the goods listed below.

DESCRIPTION	REFERENCE NUMBER	BID TYPE
Procurement of Developing School Management System	SREB/NC-B/S/G/0017/2019	NCB

2. Procurement Method and Bid Security Bidding will be conducted through National Competitive Bidding (NCB) and is open to all interested and eligible bidders. Bid evaluation shall be determined in accordance with the provisions indicated in the Bid Documents. All bids must be accompanied by a bid security equivalent to 2% (Two Percent) of the bid price, in the form of a CPO or bank guarantee. Insurance bonds are not acceptable. The bid security shall remain valid for 45 days after bid opening.

3.Submission of Bids Bids shall be submitted to the address of the Somali Regional state Education Bureau, separately as Technical/original and Financial/original and copy offers in accordance with the instructions provided in the Bidding Documents.

4. Eligibility and Required Documents

Bidders are required to submit an official application letter, a renewed Trade License valid for 2019 E.C., Taxpayer Registration Certificate, valid tax clearance/tax payment documents, VAT Registration Certificate, and Supplier Registration Certificate, together with any other documents required in the Bidding Documents.

5. Deadline for Submission and Bid Opening

Bids must be delivered to the Bureau on or before 9:30 A.M. (East African Time), 15 calendar days from the date of publication/announcement in Capital newspaper. Late bids will be rejected. Bids will be opened on the same day at 10:00 A.M. (EAT) at the place specified in the Bidding Documents.

6. Bidding Documents

A complete set of Bidding Documents in English may be purchased directly from the Bureau, Procurement and Logistics Department, Room No. 04, upon payment of a nonrefundable fee of ETB 500.00 (Five Hundred Birr) by interested bidders and submission of a written application.

7. Acceptance and Delivery Address: Somali Regional State Education Bureau, Procurement and Logistics Department, Room 04, Tell No, 0257752069, Fax No. +251257753524, P.O. Box 210, Jigjiga, Somali Region, Ethiopia.

The Bureau reserves the right to accept or reject any bid.



SOMALI REGIONAL STATE EDUCATION BUREAU

INVITATION FOR NATIONAL COMPETITIVE BID (NCB)

The Somali Regional Messob one stop center invites wax sealed bids to all interested and eligible bidders with renewed license, valid for 2019 EFY for supplying of goods and services of the listed 1one lots.

1. Lot;1 Procurement of Electronics (ICT. Equipment)

Suppliers must have a valid trading license renewed for 2019EFY, Tax registration, Tin, supply certificate.

1. Bid document may be purchased by interested bidders on the submission of a written application to the office of Somali Regional Messob One stop center Finance and Logistic Support Process up on submission of written application and non-refundable fee of 500 birr only.

2. All bids must be accompanied by a bid security 2% (Two present) of bid price in the form of CPO only and valid for a period of 90 days after bid opening.

3. Bids must be submitted to Somali Regional Messob One stop center Finance and Logistic Support Process after 7 days of announcement on the newspaper at 9:00AM.

4. Bid will be opened on the 07th day after the announcement on the newspaper at 10:00AM in the presence of bidders or legal representative, late bids shall be rejected, bidders shall submit to two envelopes (qualification information and Bid security) in one envelope and financial Bid) separately in another envelope and should be sealed in other envelope.

5. Evaluation is too carried out in two stages (Qualification information) First and (Financial bids) of qualified bidders next.

6. The Somali regional Messob One stop center has a right to accept or reject the bid.

7. We do not accept if the price of the product increases the price of the product

Somali Regional Messob One stop Center
Tel: 025775 3763 Fax 025 775 3755 P.O Box 213 jigjiga



INVITATION TO BID FOR AUDIT SERVICE

The Automotive Manufacturing Company of Ethiopia Share Company (A.M.C.E), engaged in the assembly, sales, and after-sales service of IVECO vehicles, hereby invites qualified and experienced audit firms to submit proposals for auditing the company's accounts for the fiscal year 2026 and subsequent years.

Eligibility Requirements

Interested applicants shall meet the following criteria:

1. Provide a valid business license, a minimum Grade A audit license, and provide TIN and VAT registration certificates.
2. Demonstrate at least 10 years of proven national experience in auditing large-scale manufacturing and/or merchandising companies.
3. Submit a list of certified accountants, supported by valid documentation, who will be assigned to the audit engagement.
4. Provide a minimum of three recommendation letters from manufacturing and/or merchandising companies attesting to prior audit performance.
5. Submit proposals in two separate wax-sealed envelopes:
 - o Technical Proposal
 - o Financial Proposal (including payment terms).The financial proposal will be opened only after the technical evaluation is completed.
6. Furnish a bid bond of Birr 50,000.00 in the form of a CPO, addressed to "A.M.C.E."

Submission Details

Qualified and competent audit firms should submit their sealed documents to:

Purchasing & Logistics Department
Automotive Manufacturing Company of Ethiopia (A.M.C.E)
P.O. Box 5736
Addis Ababa, Ethiopia

- Deadline for submission: October 26, 2026, at 10:00AM
- Bid opening: October 26, 2026, at 10:30 AM in the presence of bidders' representatives.

Additional Information

For further inquiries, bidders may contact the Purchasing & Logistics Department at the above address.

Note: A.M.C.E reserves the right to accept or reject any or all bids, wholly or in part, at its sole discretion.

The Automotive Manufacturing Co. of Ethiopia Share Company
P.O. Box 5736
Tel. No. +251911203541



BERHAN BANK S.C.

በርሃን ባንክ አ.ማ

INVITATION FOR BIDS (IFB)

BID EXTENSION

NATIONAL COMPETITIVE BIDDING (NCB)

PROCUREMENT OF CONSTRUCTION WORKS

BERHAN BANK TRANSITIONAL HEAD OFFICE BUILDING

Procurement Reference No.: BrB/OCB/Building/2026/27/19

Berhan Bank S.C. would like to inform eligible and qualified Contractors for the bid for the execution of the Construction Works for the Transitional Head Office Building Project (3B + SB + G + 16) located in Lideta Sub-City, Addis Ababa under tender reference no. BrB/OCB/ Building/2026/27/19 floated in Amharic Reporter, English Fortune & Capital Newspapers, dated Meskerem 10, 2019 E.C (September 20/2026 G.C.) is extended as follows:-

1. Deadline for Bid submission date is extended to November 03/2026 at 14:00 hours, (2:00 PM) and opening date to November 03/2026 at 14:00 hours, (2:30 PM).
2. Other terms and condition stated in former invitation is remains the same.

Berhan Bank S.C.
Supply Chain and Contract Management Department (SCCMD)
Tel. 011 663 2097/011 650 7422



ahadubank.com

ለአሐዱ ባንክ አ.ማ ባለአክሲዮኖች በሙሉ

የዳይሬክተሮች ቦርድ አባላት የጥቆማና ምርጫ መሥፈርቶችን ለማሳወቅ የወጣ ማስታወቂያ

አሐዱ ባንክ አ.ማ ጥቅምት 28 ቀን 2019 ዓ/ም በአዲስ ኮንቬንሽን የሰብሰባ ማዕከል በሚያካሂደው 5ኛው የባለአክሲዮኖች መደበኛ ጠቅላላ ጉባዔ፣ ለቀጣዩ ሦስት የሥራ ዓመታት ባንኩን የሚያገለግሉ የዳይሬክተሮች ቦርድ አባላትን ይመርጣል። በመሆኑም በኢትዮጵያ ብሔራዊ ባንክ መመሪያ ቁጥር SBB/91/2024 እና SBB/89/2024 እንዲሁም በባንኩ የዳይሬክተሮች ቦርድ አባላት ጥቆማና ምርጫ አፈጻጸም ደንብ ቁጥር 2/2018 አንቀጽ 12.1 መሠረት፣ ዕጩ የሚሆኑ አባላትን ለማዘጋጀት እንድትችሉ የቦርድ አባል ሆኖ ለመጠቆም መሟላት ያለባቸውን መሥፈርቶች እናሳውቃለን።

ዕጩ የዳይሬክተሮች ቦርድ አባልነት መሥፈርቶች

1. በባንኩንግ፣ በአካውንቲንግ፣ በኦዲት፣ በፋይናንስ፣ በቢዝነስ ማኔጅመንት፣ በኢኮኖሚክስ፣ በሕግ፣ በኢንፎርሜሽን ቴክኖሎጂ ፣ በዲጂታል ባንክንግ ወይም በተዛማጅ የትምህርት መስክ እውቅና ካለው ከፍተኛ ትምህርት ተቋም ቢያንስ የመጀመሪያ ደግሪ እና በሙያው ቢያንስ የ 7 ዓመት የሥራ ልምድ ያለው፣
2. ቢያንስ ለሁለት ዓመት የባንኩ ባለአክሲዮን የነበረ እና የሌላ ባንክ ሠራተኛ ያልሆነ፣
3. የቦርድ አባል ሆኖ ለመሥራት ፈቃደኛ የሆነና በዳይሬክተርነት ለማገልገል በቂ ጊዜ ያለው፣
4. በሌላ የፋይናንስ ተቋም ውስጥ ወይም ከ 4 በላይ በሆኑ በየትኛውም ሌላ ተቋም ውስጥ ዳይሬክተር ያልሆነ፣
5. ከዚህ በፊት ከመንግሥት መረጃን በመደበኛ የተሳሳተ መረጃ በመስጠት፣ ተቆጣጣሪ አካላት የሚያስቀምጡትን መሥፈርቶች ባለማሟላት እና መሰል ድርጊቶች ወንጀል ተከሶ ያልተቀጣ፣
6. ከዚህ በፊት በንግድ ማኅበር አደራጅነት፣ ዳይሬክተርነት፣ ሥራ አስኪያጅነት፣ ተቆጣጣሪነት፣ አዲተርነት ወይም በሌሎች ኃላፊነቶች ተመድቦ ሲሠራ በኢትዮጵያም ሆነ በውጭ ሀገር ከኃላፊነቱ በተያያዘ ወይም ማንኛውንም ሌላ ሁኔታ ውስጥ በእምነት ማጉደል፣ በስርቆት ወይም በውንብድና ወይም ለቦርድ አባልነት ብቁ በማያደርግ ተመሳሳይ ወንጀል ተከሶ ያልተቀጣ፣
7. ከባንኩ ጋር ምንም ዓይነት የጥቅም ግጭት የሌለው፣
8. ከየትኛውም ባንክ ብድር ወስዶ ባለፉት ሁለት ዓመታት ውስጥ የተበላሸ ብድር የሌለው፣
9. ዳይሬክተር ወይም ዋና ሥራ አስፈጻሚ ወይም ከፍተኛ ሥራ አስፈጻሚ ወይም ባለቤት በሆነበት ድርጅት፣ የመክሰር ሒደት ያለአጀመረ ወይም መክሰሩ ያልተወሰነበት፣ ንብረት ያልተወረሰበትና፣ ንብረቱ በመክሰር ውሳኔ መሠረት እንዲታደር ያልተደረገበት ወይም የባንክ ብድር ለመክፈል ባለመቻሉ ንብረቱ በዕዳ ማስመለሻነት ያልተሸጠበት፣
10. በቂ ስንቅ የሌለው ጅክ ለክፍያ ሰጥቶ የባንክ ሒሳቡ ያልተዘጋበት እና
11. ሌሎች አገባብነት ባላቸው ሕጎች እና በኢትዮጵያ ብሔራዊ ባንክ የወጡ መመሪያዎች ላይ የተዘረዘሩ መመዘኛዎችን የሚያሟላ
12. በወንድ ጾታ የተገለጠው መሥፈርት ለሌት አመልካቾችም ተፈጻሚነት አለው።

ማሳሰቢያ

1. በባንኩ መመሥረቻ ጽሑፍ መሠረት የሚመረጡት የዳይሬክተሮች ቦርድ አባላት ቁጥር 12 ነው።
2. ከአጠቃላይ የዳይሬክተሮች ቦርድ አባላት 1/3ኛ የቦርድ አባላት ሥራ ላይ ባለው ቦርድ ተጠቁመው በሁሉም ባለአክሲዮኖች የሚመረጡት ገለልተኛ ዳይሬክተሮች (INDEPENDENT DIRECTORS) ናቸው። ባንካችን ተፅዕኖ ፈጣሪ ባለአክሲዮኖች ስለሌሉት ቀሪዎቹ ዳይሬክተሮች በሁሉም ባለአክሲዮኖች ይመረጣሉ።
3. ከገለልተኛ ቦርድ አባላት ዕጩዎች ጥቆማ በስተቀር የቀሪዎቹ አባላት ጥቆማ የሚካሄደው እና የሁሉም የቦርድ አባላት ምርጫ የሚደረገው በመደበኛ ጠቅላላ ጉባዔው ዕለት ነው።
4. በዕጩነት ከተጠቆሙት ውስጥ ቢያንስ 2 ሴቶች የቦርድ አባል ሆነው መመረጥ አለባቸው።
5. በምርጫው ዕለት 5 አባላት ያሉት የአስመራጭ ኮሚቴ ይመረጣል። የኮሚቴው አባል የሆነ ሰው ለቦርድ አባልነት ሊመረጥ አይችልም።
6. ከላይ የተጠቀሱት የጥቆማና ምርጫ መሥፈርቶች ሕጋዊ ሰውነት ያለው ተቋም ለሚወክለው የተፈጥሮ ሰውም በተመሳሳይ ሁኔታ ተፈጻሚ ይሆናል።
7. እንደ ባለአክሲዮን ራሱን በዕጩነት መጠቆም ይችላል።
8. የቦርድ አባላት ጥቆማና ምርጫ የሙያ እና የጾታ ስብጥርን ማረጋገጥ አለበት ።
9. በጥቆማ ወቅት የጠቋሚዎች ስምና የአክሲዮን መጠን መገለጽ አለበት።
10. እንደ ባለአክሲዮን የሚጠቁመውን ዕጩ በተመለከተ አጭር የትምህርትና የሥራ ልምድ ማብራሪያ መስጠት አለበት።
11. የቦርድ አባላትና የባንኩ ሠራተኞች ባለአክሲዮኖችን ወክለው ድምፅ መስጠት አይችሉም።
12. የምርጫው ሒደት የዳይሬክተሮች ቦርድ አባላት ጥቆማና ምርጫ አፈጻጸም ደንብ ቁጥር 2/2018ን መሠረት በማድረግ ይፈጸማል። የአሠራር ደንቡን ከባንኩ ድረ-ገጽ ላይ ማግኘት ይቻላል።

የማኅበሩ ጸሐፊ
አሐዱ ባንክ አ.ማ



ከብዙዎች ለብዙዎች
Inclusive Intermediation





የሰብሰባ ጥሪ

ለአሐዱ ባንክ አ.ማ. ባለአክሲዮኖች በሙሉ

የባለአክሲዮኖች 5ኛ መደበኛ እና 3ኛ አስቸኳይ ጠቅላላ ጉባዔ ጥሪ

በኢ.ፌ.ዲ.ሪ ንግድ ሕግ አንቀጽ 366(1)፤ 367 (1) እና 370 እንዲሁም በባንኩ መመሥረቻ ጽሑፍ አንቀጽ 19.1 እና 19.2 መሠረት የአሐዱ ባንክ አ.ማ. የባለአክሲዮኖች 5ኛ ዓመታዊ መደበኛ እና 3ኛ አስቸኳይ ጠቅላላ ጉባዔው ጥቅምት 28 ቀን 2019 ዓ.ም ከጠዋቱ 2 ሰዓት ጀምሮ አዲስ አበባ ሲኤምሲ በሚገኘው በአዲስ አበባ ከተማ አስተዳደር ኮንቬንሽን ማዕከል ስለሚያካሂድ፣ የባንኩ ባለአክሲዮኖች ወይም ሕጋዊ ወኪሎቻቸው በተጠቀሰው ቀን፣ሰዓት እና ቦታ በጉባዔው ላይ እንዲገኙ የባንኩ የዳይሬክተሮች ቦርድ ጥሪውን ያቀርባል።

1. ማሳሰቢያ የሚመለከቱ ዋና ዋና መረጃዎች

1.1 የአክሲዮን ማሳበሩ ስም	አሐዱ፡ባንክ አ.ማ
1.2 የአክሲዮን ማሳበሩ ዓይነት	የባንክ ሥራ ላይ የተሰማራ የአክሲዮን ማሳበሩ
1.3 የአክሲዮን ማሳበሩ የተፈረመ ዋና ገንዘብ	1,559,702,500
1.4 የአክሲዮን ማሳበሩ የተከፈለ ዋና ገንዘብ	1,239,574,681
1.5 የአክሲዮን ማሳበሩ የምዝገባ ቁጥር	MT/AA/3/0052593/2014
1.6 የአክሲዮን ማሳበሩ ዋና መሥሪያ ቤት አድራሻ	አዲስ አበባ ከተማ፣ቂርቆስ ክ/ከተማ፣ ወረዳ 08፤የቤት ቁጥር አዲስ HTTP://AHADUBANK.COM

2. የባለአክሲዮኖች 5ኛ ዓመታዊ መደበኛ ጠቅላላ ጉባዔ አጀንዳዎች

- እ.ኤ.አ ጥቅምት 20 ቀን 2019 ዓ/ም ድረስ የተፈጸሙ የአክሲዮን ዝውውሮችን ማጽደቅ
- በባንኩ ምሥረታ ወቅት በተለያዩ ምክንያቶች ሰነዶች አሟልተው በሰነዶች ማረጋገጫ ምዝገባ አገልግሎት ቀርበው ባለመፈረማቸው በአክሲዮን መዝገብ ሰላገብ ግለሰቦች በተመለከተ በኢትዮጵያ ብሔራዊ ባንክ አቅጣጫ መሠረት የተፈጸመን ሒደት ማጽደቅ
- እ.ኤ.አ 2025/26 ሒሳብ ዓመት የዳይሬክተሮች ቦርድ ዓመታዊ ሪፖርት ማዳመጥ እና ተወያይቶ ማጽደቅ
- እ.ኤ.አ የ2025/26 ሒሳብ ዓመት የውጭ አዲተር ሪፖርት ማዳመጥ እና ተወያይቶ ማጽደቅ
- እ.ኤ.አ የ2026/27 ሒሳብ ዓመት የውጭ አዲተር መሾም እና የሥራ ዋጋ ክፍያ ማጽደቅ
- እ.ኤ.አ የ2025/26 ሒሳብ ዓመት የተጣራ ትርፍ አደላደል እና አከፋፈል ላይ በቀረበው የውሳኔ ሒሳብ ላይ ተወያይቶ መወሰን
- የዳይሬክተሮች ቦርድ አባላትን እ.ኤ.አ የ2025/26 ከተጣራ ትርፍ ላይ የሚታሰብ ዓመታዊ የሥራ ዋጋ እና እ.ኤ.አ የ2026/27 ወርሃዊ አበልን መወሰን
- የዳይሬክተሮች ቦርድ አባላት ጥቆማና ምርጫ ኮሚቴን ማቋቋም
- የዳይሬክተሮች ቦርድ አባላት ምርጫን ማከናወን

3. የባለአክሲዮኖች 3ኛ አስቸኳይ ጠቅላላ ጉባዔ አጀንዳዎች

- እ.ኤ.አ እስከ ጥቅምት 20 ቀን 2019 ዓ/ም ተፈርመው ክፍያ ያልተፈጸመባቸውን አክሲዮኖች ስለመሰረዝ
- ጥቅምት 12 ቀን 2015 ዓ/ም በባንኩ 1ኛ አስቸኳይ ጠቅላላ ጉባዔ እና ኅዳር 13 ቀን 2018 ዓ/ም በባንኩ 3ኛው አስቸኳይ ጠቅላላ ጉባዔ የባንኩን የተከፈለ ካፒታል ወደ 5 ቢሊዮን ብር ለማሳደግ የተወሰነውን ውሳኔ ስለማሻሻል የቀረበ የውሳኔ ሒሳብ ላይ ተወያይቶ መወሰን

ማሳሰቢያ

- የባለአክሲዮኖች በጉባዔው ላይ በአካል መገኘት የማይችሉ ከሆነ ንግድ ሕግ አንቀጽ 377 መሠረት ጉባዔው ከመጀመሩ ከሦስት ቀናት በፊት ድረስ በሰነዶች ማረጋገጫና ምዝገባ አገልግሎት የተረጋገጠ የውክልና ሥልጣን ማስረጃ ማቅረብ ወይም ከመስቀል አደባባይ ወደ ቦሌ በሚወስደው መንገድ ፍላጊያ ራሲቶራንት ፊት ለፊት በሚገኘው ሰንሻይን ሕንጻ 4ኛ ፎቅ የባንኩ አክሲዮን ክፍል ወይም በባንኩ ቅርንጫፎች በአካል በመቅረብ የውክልና ቅፅ መሙላት የሚችሉ መሆኑን በአክብሮት እናሳውቃለን።
- የባንኩ ሠራተኛ ለባለአክሲዮኖች ተወካይ በመሆን በጉባዔው ላይ መሳተፍ አይችልም። አንድ ባለአክሲዮን በማሳበሩ ጠቅላላ ጉባዔ ላይ በማንኛውም ችሎታ መወከል የሚችለው አንድ ሰው ብቻ ነው።
- በአካል በጉባዔው የምትገኙ ባለአክሲዮኖች ማንነታችሁን የሚገልጽ የታደሰ መታወቂያ ወይም ፓስፖርት ዋናውን እና ፎቶ ኮፒ እንዲሁም ብሔራዊ መታወቂያ ማቅረብ ይጠበቅባችኋል። ባለአክሲዮኖችን በመወከል በስብሰባዊ ላይ የምትሳተፉ ተወካዮችም የወካዮችሁን እና የእናንተን ማንነት የሚገልጽ የታደሰ መታወቂያ ወይም ፓስፖርት እና የውክልና ሰነዱን ዋናውን እና ፎቶ ኮፒ ይዛችሁ እንድትቀርቡ በአክብሮት እናሳስባለን።



አሐዱ፡ባንክ አ.ማ.
የዳይሬክተሮች ቦርድ

ከብዙዎች ለብዙዎች
Inclusive Intermediation

United Nations



Nations Unies

United Nations Economic Commission For Africa

REQUEST FOR EXPRESSION OF INTEREST (EOI)

This notice is placed by UNECA. The accuracy, reliability and completeness of the contents of furnished information is the responsibility of United Nations Economic Commission For Africa. You are therefore requested to direct all queries regarding this EOI to United Nations Economic Commission For Africa using the fax number or e-mail address provided below.

Title of the EOI: Provision of Food and Beverage Services across UNECA Headquarters, including Cafeteria, Conference Catering, Café/Bistro and Delegate Hospitality Outlets		
Date of this EOI:	29 September 2026	Closing Date for Receipt of EOI: 12 October 2026
EOI Number:	EOIUNECA24747	
Beneficiary Country/Territory: Ethiopia		
Commodity/Service category: Catering services		
Submit EOI response through: Ms. Etsegenet Teka And Ms. Rachael Chironga		
Fax Number:		
E-mail Address: etsegenet.argaw@un.org; rachael.chironga@un.org		
UNSPSC Code: 25191540 - Catering Service Unit; 90000000 - Travel and Food and Lodging and Entertainment Services; 90100000 - Restaurants and catering; 90101600 - Banquet and catering services; 90101603 - Catering services; 90101604 - Construction or work site catering services		

DESCRIPTION OF REQUIREMENTS

This Request for Expression of Interest (REOI) is issued by the United Nations Economic Commission for Africa (UNECA) to identify qualified and experienced food and beverage service operators that may be interested in participating in a future competitive solicitation process.

The purpose of this REOI is to assess the availability, interest, qualifications, and capabilities of the market to provide a range of food and beverage services at UNECA Headquarters in Addis Ababa, Ethiopia.

Submission of an Expression of Interest does not automatically qualify a vendor for participation in any future solicitation. Technical requirements and evaluation criteria will be defined in any subsequent solicitation documents.

The United Nations Economic Commission for Africa (UNECA) Headquarters in Addis Ababa hosts a diverse international community comprising UN staff, delegates, diplomats, visitors, contractors, and conference participants. UNECA regularly supports major regional and international meetings, conferences, summits, and special events throughout the year.

UNECA is exploring future food and beverage service arrangements that may include cafeteria operations, conference and event catering, café services, bistro-style dining, and other related hospitality services across multiple locations within its premises.

SPECIFIC REQUIREMENTS / INFORMATION (IF ANY)

NOTE

Information on tendering for the UN Procurement System is available free of charge at the following address: <https://www.ungm.org/Public/Notice>

Only the United Nations Global Marketplace (UNGM) has been authorised to collect a nominal fee from vendors that wish to receive automatically Procurement Notices or Requests for Expression Of Interest. Vendors interested in this Tender Alert Service are invited to subscribe on <http://www.ungm.org>

Vendors interested in participating in the planned solicitation process should submit the Vendor Response Form of this EOI electronically (through the link available on the next page) before the closing date set forth above.

VENDOR RESPONSE

NOTICE

- Companies can only participate in solicitations of the UN Secretariat after completing their registration (free of charge) at the United Nations Global Marketplace (www.ungm.org).
- As you express interest in the planned solicitation by submitting this response form, please verify that your company is registered under its **full legal** name on the United Nations Global Marketplace (www.ungm.org) and that your application has been submitted to the **UN Secretariat**.
- While companies can participate in solicitations after completion of registration at Basic Level, we strongly recommend all companies to register at least at **Level 1** under the United Nations Secretariat prior to participating in any solicitations.
- Companies are reminded of the restrictions of employment of former UN personnel that were involved in the procurement process during their last three years of service as per **ST/SGB/2006/15**, including (a) employing those personnel for one year after separation of service and (b) allowing those personnel to communicate with, or appear before, active UN personnel for matters related to the procurement process for two years after separation of service. Violation of the provisions of ST/SGB/2006/15 may lead to suspension of the registration of the company as a UN vendor.

PLEASE NOTE: You should express your interest to this EOI electronically at: <https://www.ungm.org/Public/Notice/316189>
In case you have difficulties submitting your interest electronically, please contact etsegenet.argaw@un.org; rachael.chironga@un.org directly for instructions.

EOI INSTRUCTIONS

1) Registering as a Vendor with the United Nations

Vendors interested in fulfilling the requirement described above must be registered at the

UN Global Marketplace (www.ungm.org) with the UN Secretariat in order to be eligible to participate in any solicitation. Information on the registration process can be found at <https://www.un.org/Depts/ptd/vendors>.

Prerequisites for Eligibility

In order to be eligible for UN registration, you must declare that:

A. Your company (as well as any parent, subsidiary or affiliate companies) is not listed in, or associated with a company or individual listed in:

- the Compendium of United Nations Security Council Sanctions Lists (<https://www.un.org/securitycouncil/content/un-sc-consolidated-list>), or
- the IIC Oil for Food List website or, if listed on either, this has been disclosed to the United Nations Procurement Division in writing.

B. Your company (as well as any parent, subsidiary or affiliate companies) is not currently removed or suspended by the

United Nations or any other UN organisation (including the World Bank);

C. Your company (as well as any parent, subsidiary or affiliate companies) is not under formal investigation, nor have been sanctioned within the preceding three (3) years, by any national authority of a United Nations Member State for engaging or having engaged in proscribed practices, including but not limited to: corruption, fraud, coercion, collusion, obstruction, or any other unethical practice;

D. Your company has not declared bankruptcy, are not involved in bankruptcy or receivership proceedings, and there is no judgment or pending legal action against your company that could impair your company's operations in the foreseeable future;

E. Your company does not employ, or anticipate employing, any person(s) who is, or has been a UN staff member within the last year, if said UN staff member has or had prior professional dealings with the Vendor in his/her capacity as UN staff member within the last three years of service with the UN (in accordance with UN post-employment restrictions published in ST/SGB/2006/15).

F. Your company undertakes not to engage in proscribed practices (including but not limited to: corruption, fraud, coercion, collusion, obstruction, or any other unethical practice), with the UN or any other party, and to conduct business in a manner that averts any financial, operational, reputational or other undue risk to the UN.

For Registered Vendors: Vendors already registered at the UN Global Marketplace with the UN Secretariat must ensure that the information and documentation (e.g. financial statements, address, contact name, etc.) provided in connection with their registration are up to date in UNGM. Please verify and ensure that your company is registered under its full legal name.

For Vendors Interested in Registration: Vendors not yet registered should apply for registration on the United Nations Global Marketplace (<http://www.ungm.org>); information on the registration process can be found at <https://www.un.org/Depts/ptd/vendors>. Vendors must complete the registration process prior to the closing date of the REOI. Vendors who have not completed the UNGM registration process with the UN Secretariat before the closing date of the REOI are not considered eligible to participate in solicitations of the UN Secretariat. We strongly recommend all companies to register at least at Level 1 under the UN Secretariat prior to participating in any solicitations.

IMPORTANT NOTICE: Any false, incomplete or defective vendor registration may result in the rejection of the application or cancellation of an already existing registration.

2) EOI Process

Vendors interested in participating in the planned solicitation process should forward their expression of interest (EOI) to United Nations Economic Commission For Africa (UNECA) by the closing date set forth in this EOI. **Due to the high volume of communications UNECA is not in a position to issue confirmation of receipt of EOIs.**

Please note that no further details of the planned solicitation can be made available to the vendors prior to issuance of the solicitation documents.

This EOI is issued subject to the conditions contained in the EOI introductory page available at <https://www.un.org/Depts/ptd/eoi>.

When vulnerability becomes currency: Anomie and Ethiopia's crisis of accountability

Recent scandals reveal a society in the grip of anomie, where shared moral norms no longer restrain the powerful or protect the vulnerable.

■ By Tesfatsion Dominiko, PhD

In July, a 29-year-old woman named Kidusan Yirgalem Weldesilasie was kidnapped in Addis Abeba. Her abductors called her family and demanded a ransom. By late July she was dead. Her younger sister, Ruth, was at that moment preparing to represent Ethiopia at the Miss World pageant in Vietnam. Speaking to AFP in September, Ruth described what it meant to receive that call: "Imagine the person that you care for most has a price one day" (Agence France-Presse, 2026). Ten suspects have reportedly been arrested, among them, by her account, people the family knew and trusted.

Around the same time, a very different story was spreading across Tigray. A video began circulating on social media showing a woman with a senior cleric of the Tigray Orthodox Tewahedo Church. According to accounts circulating with the video, the woman released it herself, after repeated attempts to end what she describes as a relationship of sexual exploitation that began during the war, when she was working in a restaurant and he offered help at a moment when she had nowhere else to turn. These claims have not, to my knowledge, been independently investigated or adjudicated, and they must be treated as allegations. But the public reaction has been revealing. Much of the debate, among church members and outsiders alike, has focused on the woman's shame rather than on the question of power.

Meanwhile, in parts of Ethiopia's fast-growing prophetic and prosperity movements, which emerged largely from the Pentecostal and charismatic stream of Protestant Christianity, a different message circulates. In a sermon delivered in August 2026 and widely shared on Facebook, Prophet Henock, who leads the church known as GPS, tells his audience that no one becomes rich through hard labour; the wealthy, he says, either ride the hyena, a local image of evil forces, or speak in tongues, harnessing the Holy Spirit to their advantage (Henock, 2026).

Many Ethiopians describe these episodes as evidence of moral decline. I agree that something profound has broken, and I want to name it more precisely. Borrowing from the sociologist Émile Durkheim, I argue that Ethiopia is experiencing anomie: a condition in which the shared norms that regulate behaviour have lost their binding force. What these cases share is a pattern in which people with authority, whether spiritual, social or armed, convert other people's vulnerability into money, sex or power, and in which the institutions that should hold them to account either cannot or will not. That is what anomie looks like in practice.

Anomie: when norms lose their grip Durkheim (1897/1951) used the term anomie to describe what happens when a society loses its capacity to regulate the conduct and desires of its members. Norms continue to exist; they are recited in sermons, written into law and repeated by elders. What disappears is their force. Durkheim observed that anomie tends to arise in periods of sudden disruption, whether economic crisis

or rapid social change, when the order that tells people what they may legitimately want, and how they may legitimately pursue it, is shaken. Desires lose their limits, and restraint begins to look naive.

Ethiopia fits this description with painful precision. War, mass displacement, economic hardship and the collapse of trust between citizens and the state have unsettled the structures that once carried moral regulation. Religious leaders, elders and families, traditionally the guardians of norms, are weakened, discredited or themselves implicated in wrongdoing. When the guardians of norms violate them, the norms themselves lose credibility. This is the difference between ordinary wrongdoing, which every society has, and anomie. In an anomic society, wrongdoing no longer provokes the collective reaction that would restore the norm. The debate around the Tigray video, in which condemnation fell on the woman rather than on the abuse of power, is a clear example.

Robert Merton (1938) extended Durkheim's insight. For Merton, anomie is produced by strain between the goals a culture celebrates and the legitimate means available for reaching them. When wealth and success are celebrated but lawful routes to them are closed, some people turn to what he called innovation: pursuing the approved goal through illegitimate means. The kidnapper who puts a price on a human life and the preacher who tells followers that labour cannot make them rich are, in this sense, two faces of the same strain.

Naming the condition precisely matters for a practical reason. The language of moral decline invites preaching and blame. The concept of anomie directs attention to the institutions that are supposed to regulate behaviour, and that is where the remedy lies.

The conditions: war, displacement and precarity

The Tigray war of 2020 to 2022 was not only a military catastrophe. It systematically destroyed the social protections on which ordinary people rely. Sexual violence against women was widespread during the conflict, and Human Rights Watch (2026) reported that Eritrean troops continued to commit rape and sexual violence against women in occupied areas of Tigray even after the 2022 cessation of hostilities agreement. Displacement severed women from the kin networks that traditionally offered protection. Livelihoods disappeared. In such conditions, a woman working in a restaurant who is offered help by a powerful man is not negotiating as an equal, whatever the formal appearance of the relationship.

The same logic extends well beyond Tigray. The armed conflicts in Amhara and Oromia have produced what Human Rights Watch (2025) described as a sharp rise in kidnappings for ransom, with authorities failing to address the crisis. The Ethiopian Human Rights Commission's annual report covering mid-2023 to mid-2024 identified the kidnapping of civilians, including for ransom, as a grave concern in both regions (Ethiopian Human Rights Commission, n.d.). In July 2024, gunmen near Garba Guracha

in Oromia abducted busloads of students travelling home from Debark University; families later reported ransom demands of 500,000 to 700,000 birr per captive (Addis Standard, 2024; U.S. Department of State, 2025). Many of those families earn nothing close to that in a year. Precarity is the common thread. Where the state cannot guarantee safety, where work does not guarantee a living, and where war has stripped away ordinary support, vulnerability becomes a resource that others can extract value from.

Three forms of the same pattern

The first form is the exploitation of the body by spiritual authority. The Tigray allegation, whatever the eventual findings, illustrates a structure that is well documented in religious institutions around the world. A cleric's authority is not only administrative; it is sacred. Challenging him can feel like challenging God, and the community's instinct is often to protect the institution's reputation rather than the person harmed. That the woman in this case reportedly felt her only remaining option was public exposure, at enormous cost to herself, tells us how little confidence she had in any internal remedy.

This case also sits inside a bitter institutional dispute. The Tigray Orthodox Tewahedo Church broke from the Ethiopian Orthodox Tewahedo Church's Holy Synod during the war, arguing that the Synod's support for the war had cost it its moral authority; the Synod in turn excommunicated the Tigrayan archbishops (Addis Standard, 2023). Partisans on both sides will be tempted to use the allegation as ammunition. They should resist. The question it raises, how a church protects the vulnerable from its own leaders, applies with equal force to the Holy Synod in Addis Abeba, to Protestant denominations and to Islamic institutions. No Ethiopian religious body, as far as I am aware, has a transparent, independent mechanism for handling sexual misconduct complaints against senior clergy.

The second form is the commodification of the sacred. Max Weber (1922/1978) distinguished charismatic authority, grounded in a leader's perceived extraordinary gifts, from authority grounded in tradition or law. Charismatic authority is powerful precisely because it answers to no rulebook. Some of Ethiopia's new prophetic movements have turned this into a business model. When a preacher tells a congregation of young, underemployed people that labour cannot make them rich and that wealth comes through spiritual power, the message does two things at once. It speaks honestly to a real experience, since many young Ethiopians do work hard and remain poor. And it redirects that frustration away from structural causes and toward the preacher, who positions himself as the gatekeeper of supernatural prosperity. Offerings, "seed" payments and fees for personal prophecy follow. The poor finance the wealth that they are promised.

It would be unfair to caricature all of Ethiopia's Pentecostal and charismatic churches this way; many are sites of genuine community,

mutual aid and moral seriousness. Nor is the commercialisation of religion confined to them. Fundraising pressures, the sale of blessings and the entanglement of clergy with political patrons can be found across traditions. The issue is not a particular theology but the absence of financial transparency and of any mechanism by which ordinary believers can hold religious leaders to account.

The third form is the pricing of human life. Kidnapping for ransom is the most literal expression of the pattern: a human being is converted into a sum of money. Kidusan's killing is especially disturbing because, according to her sister's account, those arrested include people close to the family. When the logic of extraction penetrates relationships of trust, friendship itself becomes a source of risk. Kidnapping in Ethiopia is often discussed as a security problem in conflict zones. The Addis Abeba case suggests it has also become a template, a known method of making money that criminals in the capital can borrow.

Why accountability keeps failing

Across all three forms, the same failures recur.

First, deference to authority. Ethiopian social life has long honoured elders, clergy and officials. That respect has real value, but it becomes dangerous when it shields the powerful from scrutiny. The instinct to say "do not speak ill of a father of the church" protects abusers far more often than it protects faith.

Second, shame is placed on the victim. The public response to the Tigray video has too often treated the woman as the scandal. This is the logic of honour at work: damage to reputation is feared more than the harm itself, and the person who exposes wrongdoing is blamed for the exposure. As long as that logic holds, most victims will stay silent.

Third, institutions protect themselves. Religious bodies in Ethiopia are powerful social actors, often closely tied to political authorities at federal and regional levels. When misconduct becomes public, their first instinct is often to manage the damage rather than investigate it. The schism between the Tigray and national Orthodox churches makes this worse, because every allegation becomes a factional weapon rather than a question of justice.

Fourth, the state is absent or partial. Where security forces cannot protect travellers on major roads, and where families of kidnapped students say they have received calls from officials but seen no action (Addis Standard, 2024), people learn that the law will not help them. Families then raise ransoms themselves, which only makes kidnapping more profitable.

Signs of resistance

A purely pessimistic account would be inaccurate. The same period that produced these scandals has also produced resistance. A woman in Tigray, whatever one makes of her methods, has refused silence about a powerful man. Ruth Yirgalem Weldesilasie chose to carry her grief onto an international stage to draw attention to violence against women. According to AFP, a petition urging the government to declare violence

against women a national crisis has gathered nearly 170,000 signatures (Agence France-Presse, 2026). Journalists, human rights defenders and the Ethiopian Human Rights Commission continue to document abuses under difficult conditions. They show that anomie is not the whole story: moral conviction survives among individuals even where institutions have stopped enforcing it. The task is to rebuild the regulating structures that can give that conviction force.

What should change

Religious institutions of every tradition should establish independent, confidential channels for reporting sexual misconduct by clergy, with investigations that do not answer to the accused or their allies. They should publish their finances. And they should say clearly, from the pulpit and the minbar, that a victim who speaks is not the source of scandal.

The state must treat kidnapping for ransom as a national emergency rather than a regional inconvenience, prosecute cases transparently, and support families rather than leaving them to negotiate with abductors alone. Gender-based violence, including exploitation by people in positions of trust, must be investigated whether or not the accused is powerful.

Civil society and the media carry responsibilities too. Reporting should centre on the conduct of the powerful, not the exposure of the vulnerable. And ordinary Ethiopians can make one immediate choice: stop sharing the Tigray video. Every forward of it repeats the harm to the woman it depicts, while doing nothing to establish the truth of her allegations or to hold anyone to account.

Conclusion

Ethiopians are right to feel that something is badly wrong. What they are witnessing is anomie: norms that everyone still recites but that no longer restrain the powerful or protect the weak. A society under prolonged stress has left many people exposed, and those with authority, spiritual, social or armed, have too often exploited that exposure without consequence. Sermons and nostalgia will not fix this, because the problem is not that Ethiopians have forgotten right from wrong. It is that the institutions meant to uphold it have lost their grip.

Anomie is not permanent. It ends when institutions, religious and secular, are once again willing to be held to the standards they preach, and when wrongdoing again provokes a collective response that restores the norm. Kidusan's family was asked to put a price on her life. The least the rest of us owe her, and the woman in Tigray, and the students taken on the road from Debark, is to insist that the people who put prices on human beings are named, judged and stopped.

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