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Long-awaited chamber proclamation expected to clear by end of 2026

By Eyasu Zekarias

After nearly a decade of discussions, inter-ministerial disagreements and repeated revisions, Ethiopia's long-awaited draft proclamation to modernise the country's chamber of commerce framework has entered its final legislative phase.

The draft bill is currently with the Office of the Prime Minister, according to sources confirmed by Capital. It seeks to replace Proclamation No. 341/2003, which has governed the representation of Ethiopia's private sector for more than two decades.

Stakeholders and business leaders expect the new law to be approved by the end of 2026.

The proposed reform comes as Ethiopia implements a broader macroeconomic reform agenda and prepares businesses to compete under the African Continental Free Trade Area (AfCFTA). Supporters argue that a stronger, unified chamber system is needed to represent the private sector,

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Keep the fight against Polio alive

World Polio Day is a moment to celebrate one of the greatest achievements in public health: the dramatic reduction of a disease that once paralysed hundreds of thousands of children every year. It is also a reminder that the fight against polio is not over.

For Ethiopia, the day carries particular significance. The country was certified free of wild poliovirus in 2017, following the interruption of indigenous wild poliovirus transmission and the last reported imported case in 2014. These achievements reflect decades of commitment by the government, health workers, communities and international partners.

But certification is not the end of the story. It is the beginning of a long-term responsibility to keep Ethiopia polio-free. Polio is dangerous precisely because it can spread without being noticed. Most people infected with poliovirus do not develop paralysis. Many show no symptoms at all, yet they can still shed the virus and infect others.

This means that the absence of reported cases does not necessarily mean the virus has disappeared. Poliovirus can circulate silently in communities, especially where immunisation coverage is low, surveillance is weak or populations are difficult to reach.

Vaccination remains the most important tool for protecting children. But vaccination alone is not enough. Strong surveillance is needed to detect the virus before it spreads, identify gaps in immunity and guide rapid responses.

The global polio eradication effort relies on three key systems: acute flaccid paralysis (AFP) surveillance, environmental surveillance and laboratory testing.

AFP surveillance helps health workers identify and investigate sudden paralysis in children under 15. Prompt investigation and the collection of adequate stool specimens allow laboratories to determine whether poliovirus is responsible.

Environmental surveillance adds another layer of protection. By testing wastewater, health authorities can detect poliovirus shed by infected people, including those without symptoms. This can reveal transmission even when no paralytic cases have been reported.

Laboratory testing and genetic sequencing then help identify the virus, trace its origin and understand how it is spreading. This information allows health authorities to target vaccination campaigns and respond quickly.

For Ethiopia, surveillance must reach every community: children in remote rural areas, mobile and pastoralist populations, underserved urban communities and border regions. No child or community should be beyond the reach of the system designed to detect and stop poliovirus.

Ethiopia’s polio-free status is a major public health achievement, but it must not create complacency.

As cases become rarer, there is a risk that funding, staffing and attention to surveillance may decline. That would be a serious mistake. The final stages of eradication are often the most difficult, because the remaining chains of transmission can be hard to detect.

The world also remains interconnected. As long as poliovirus circulates anywhere, every country must be prepared to detect imported viruses and emerging variant polioviruses before they establish transmission.

Ethiopia’s progress must therefore be protected through sustained political commitment, adequate financing, trained health workers, functioning laboratories and effective coordination between national institutions and global partners.

The value of polio surveillance extends beyond one disease. The laboratories, trained personnel, specimen transport networks, reporting systems and data platforms built through the polio programme can also strengthen Ethiopia’s ability to detect and respond to other health threats, including measles, cholera, Ebola and COVID-19.

Preserving these systems is an investment in the country’s broader health security. As new and re-emerging diseases continue to threaten communities, strong surveillance helps countries identify risks early, respond quickly and limit the impact of outbreaks.

The goal should therefore be twofold: eradicate polio and preserve the public health infrastructure developed in pursuit of that goal.

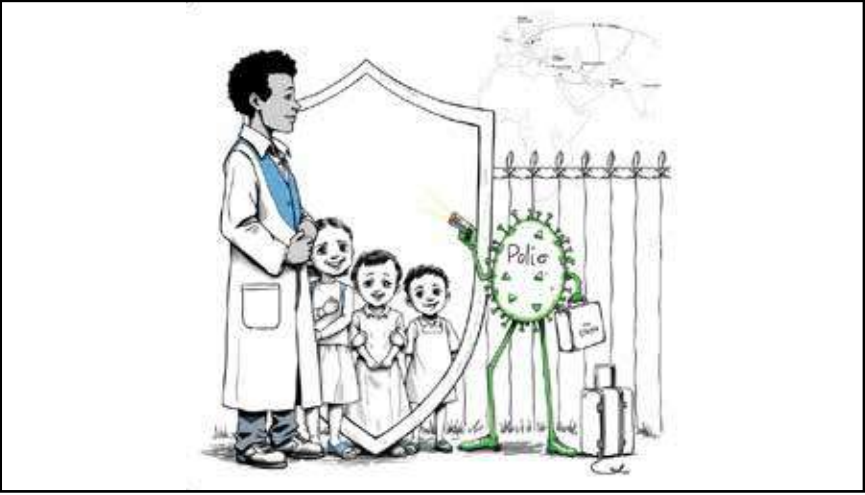
Polio eradication is not the responsibility of the Ministry of Health alone. It requires cooperation among government institutions, the World Health Organization, UNICEF, Rotary International, the Global Polio Eradication Initiative, health workers, parents and communities.

Health workers must be able to identify and report suspected cases. Parents must ensure their children receive all recommended vaccine doses. Communities must understand the importance of reporting sudden paralysis and cooperating with public health teams.

On this World Polio Day, Ethiopia should renew its commitment to vaccination, surveillance and partnership. The country’s polio-free status is a hard-won achievement, but it will remain secure only through continued vigilance.

The final case of polio will not, by itself, prove that the world is polio-free. That achievement will depend on strong surveillance, rapid response and the determination to ensure the virus never returns.

Ethiopia has come a long way. Now is not the time to look away.



■ By Marie-May Jeremie

COMMENT

Conserving a connected ocean

Every year, sea turtles return to the beaches of northern KwaZulu-Natal, in South Africa, where they began life. Once they leave the shore, some travel north through the Mozambique Channel, using waters and coastal habitats off Mozambique and Madagascar, while others journey into the wider Indian Ocean. South Africa can protect their nesting beaches, but no country alone can protect their entire journey.

The turtle embodies the central challenge of ocean conservation. Strong national action is indispensable, but protecting migratory species, interconnected habitats, and shared ecosystems requires countries to work together. And to do that, the finance supporting such cooperation must be capable of making the same journey as the turtle.

For the approximately 60 million people living within 100 kilometers (62 miles) of the Western Indian Ocean coastline, the stakes of conservation are immediate. Healthy marine ecosystems support food security, livelihoods, trade, and tourism, as well as providing bulwarks against storms. They are the natural foundation of the sustainable blue economies our countries are working to build.

But their value also reaches far beyond the region. Our mangroves and seagrasses store carbon. Our reefs sustain biodiversity. And our waters support migratory species whose journeys connect coastlines and the wider ocean. Protecting them may be a regional responsibility, but it is also in the rest of the world’s interest.

Regional leaders do not lack ambition, nor are we waiting for others to define what ocean conservation should look like. In my country, Seychelles, we have seen what can happen when ambitious goals are backed by strong political commitments and innovative finance. Our marine spatial planning and conservation-finance experience demonstrates that protecting the ocean can be integrated into national development. Now, other countries across the Western Indian Ocean are pursuing similar strategies shaped by their own priorities and circumstances.

Through the Nairobi Convention, governments have committed to stronger cooperation in developing sustainable blue economies and more effective, inclusive forms of ocean governance. The Regional Ocean Governance Strategy has established the mandate, and we are all now tasked with creating the financing mechanisms capable of delivering it.

It is a tall order. Achieving the common objective of protecting 30% of marine and coastal areas by 2030 requires more than drawing boundaries on a map. Protected areas must be supported by science, effective management, enforcement, community participation, and investments in sustainable livelihoods.

With the landmark Agreement on the Conservation and Sustainable Use of Marine Biological Diversity of Areas beyond National Jurisdiction now in force, new possibilities are opening for conservation beyond national waters. The Western Indian Ocean region must be ready to influence how the agreement is implemented. Our responsibilities will extend far beyond any single project or grant. Reefs do not recover according to project deadlines, just as fisheries won’t be replenished in sync with funding cycles. Conservation requires continuity.

That is why women from three coastal villages in Anjouan, Comoros, formed an association after learning from fishing communities in Madagascar and Zanzibar. They temporarily closed part of their reef to octopus fishing, helped enforce the closure, and then waited. When the fishing ground reopened, the average octopus caught was twice its previous weight. The idea crossed borders because likeminded communities were open to learning from one another.

In these and other ways, Western Indian Ocean communities are already taking the lead on conservation. But sustaining and extending their progress requires finance that supports local leadership, knowledge-sharing, and long-term ecosystem management. National institutions and project investments remain essential, but some responsibilities are regional by nature. Fisheries can move and species can migrate between interconnected habitats.

No single fund can finance every item on the conservation agenda. Pollution controls, greener ports, and other maritime priorities require different instruments. Nonetheless, governments are working toward a Western Indian Ocean Regional Conservation Trust Fund (RCTF) that can fill critical gaps, mobilizing and deploying sustained finance for priorities that cross borders and are best addressed regionally. Designed to complement and not compete with national funds, development banks, and project finance, the RCTF will focus only where cross-border cooperation adds clear value.

The region is not starting from scratch on this issue. Consultations with governments, conservation organizations, and financial partners are already ongoing, informed by lessons from near and far. But the next phase must be government-led to determine the RCTF’s priorities, safeguards, governance structure, and relationship with existing institutions.

International partners can help accelerate that work. They are not being asked to create a new agenda or finance another isolated project. They can help build one component of a regionally owned financing architecture, directed toward conservation needs that conventional funding struggles to sustain. This is not simply about funding conservation in the Western Indian Ocean. The real opportunity is to invest in the region’s own capacity to lead the effort.

When governments meet for the Twelfth Conference of the Parties to the Nairobi Convention (COP12) next week, they will mark 40 years of cooperation through that agreement. They must also look ahead. A sustainable blue economy for the region must be built on healthy ecosystems backed by reliable, long-term finance. The goal for the conference should be to authorize a government-led next phase for the RCTF, defining where it can add value and how it should cooperate with other regional bodies.

The Western Indian Ocean is one connected system. Its future demands finance equal to the distance its species travel, the connections its ecosystems sustain, and the ambition its countries are bringing to the table.

Marie-May Jeremie is Minister of Environment, Climate, Energy and Natural Resources of the Republic of Seychelles.

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El Niño threatens food security despite wheat production gains

By Samuel Abate

Ethiopia’s efforts to expand wheat production and strengthen food security are facing a new challenge as El Niño-related weather risks threaten harvests and livelihoods, with humanitarian agencies warning that vulnerable communities need early support.

More than 163 woredas have been identified as vulnerable to El Niño, with 114 woredas, home to an estimated 9.3 million people, designated for anticipatory action by the Ethiopia Disaster Risk Management Commission.

Of these, 84 woredas in Afar, Amhara, Somali and Tigray regions have been classified as Priority Levels 1 and 2, based on the severity of risks and the need for assistance.

Speaking at the 2026 World Food Day celebration in Addis Ababa, held under the theme “Innovate Today, Nourish Tomorrow,” Zlatan Milišić, the World Food Programme’s (WFP) Representative and Country Director for Ethiopia, said the country had experienced dry conditions for several months, raising concerns about agricultural production.

“Generally, a poor harvest is expected, certainly a worse harvest than over the last several years,” Milišić said.

He said the WFP was working with the Ethiopian government and other partners to prepare for and respond to the potential effects of El Niño. These efforts include early-warning messages, financial assistance to help communities prepare, and support for areas facing humanitarian needs.

According to Milišić, the impact is particularly visible in Amhara, Tigray and Afar, where the government and its partners are focusing their response.

The WFP is supporting up to two million people in Ethiopia, depending on seasonal needs, while also investing in resilience measures designed to help communities withstand future shocks.

The warnings come as Ethiopia seeks to build on gains in agricultural production and reduce its vulnerability to food shortages.

Figures indicate that the area under wheat cultivation increased from 20,000 hectares in 2020 to 3.78 million hectares in 2025/26, while reported annual production reached 318.4 million quintals.

These figures reflect the scale of the country’s agricultural ambitions. However, increased production alone may not protect farmers and pastoralists from weather-related disruptions.

The effects of drought or irregular rainfall can extend beyond crop yields to household incomes, livestock, food availability and access to markets.



Dr. Workicho Jateno, Assistant FAO Representative for Programmes in Ethiopia, said climate change, land degradation, water scarcity, biodiversity loss, economic volatility, conflict and displacement were placing interconnected pressures on the country’s agri-food system.

He called for stronger use of scientific evidence, digital technology, traditional knowledge and locally developed solutions to improve agricultural resilience.

“Better risk information must lead to timely action that protects lives and livelihoods,” Jateno said, stressing the importance of linking early-warning systems with financing and preparedness measures.

He also highlighted opportunities

to strengthen climate services, irrigation, improved seeds, sustainable soil management and agricultural planning.

However, he said technology alone would not transform food systems without accessible services, capable institutions, skilled workers and adequate financing.

The Ministry of Agriculture is also relying on social-protection and livelihood programmes to help vulnerable households withstand food-security shocks.

Sentayehu Demissie, Head of the Ministry’s Food Security Coordination Office, told Capital that the Rural Productive Safety Net Programme was supporting eight million people vulnerable to poverty and various hazards across 10 regions and one city

administration.

She said the programme was designed not only to address the effects of El Niño but also to tackle broader food-security challenges by helping households improve productivity and move towards self-reliance.

Activities include support for land development, vocational training, income-generating activities, savings and agricultural production.

According to figures provided by the ministry, more than 862,000 beneficiaries received comprehensive training through the Family Livelihood Improvement Programme, with women accounting for 48 per cent of participants.

More than 857,000 beneficiaries accumulated savings totalling

1.2 billion birr, while 862,252 received one-time cash assistance.

The programme also supplied water-harvesting technologies to beneficiaries, including water pumps, and distributed urea fertiliser to support agricultural production.

The ministry reported that these interventions enabled the production of 720,000 quintals of crops, vegetables and fruits.

Sentayehu said the programme’s broader objective was to link immediate assistance with longer-term livelihood development, helping households move beyond subsistence activities towards more productive and sustainable sources of income.

Dr. Mandefro Nigussie, Chief Executive Officer of the Agricultural Transformation Institute, said Ethiopia was investing in irrigation, mechanisation, improved agricultural markets and more resilient rural economies.

He stressed that agricultural transformation requires better coordination across production, processing, distribution and consumption, alongside investment in climate-smart practices and digital agriculture.

As the country responds to disasters such as El Niño, the effectiveness of these measures will depend on how quickly support reaches vulnerable communities and whether longer-term investments can protect farmers and pastoralists against future shocks.

Police recover nearly \$1 million in crypto in billion-birr fraud case

By our staff reporter

The Ethiopian Federal Police says it has recovered US\$965,508 in cryptocurrency as part of an investigation into alleged corruption involving Berhanu Aleka Asgedom, former manager of the Ethiopian Labour Market Information System (ELMIS) project, and other suspects.

ELMIS, launched in 2022 by the Ministry of Labor and Skills, is a digital platform designed to connect job seekers, employers and policymakers across Ethiopia.

According to the police, the investigation uncovered alleged fraud involving the illegal issuance of Certificates of Competency (CoCs), the collection of more than one billion birr through fraudulent bank accounts, and bribery linked to employment and recruitment agencies.

The case was filed in July against Berhanu, other employees, owners

of labour and employer-matching agencies, and additional individuals suspected of involvement in the alleged offences.

Police said investigators found that the ELMIS project had been launched without adequate verification of the system’s quality, while officials allegedly failed to carry out their government responsibilities.

The investigation also found that 81,236 people allegedly received Certificates of Competency without the required education or adequate training.

In addition, three individuals who were not employees of the Ministry of Labor and Skills were reportedly granted special system administrator privileges, allowing them to issue professional qualifications to people who had not completed the necessary training.

Police said two fraudulent bank accounts were opened, through which 1.013 billion birr was

illegally collected.

Investigators said 249 million birr held in a bank account was frozen during the investigation. They also traced funds allegedly converted into cryptocurrency and recovered or secured US\$965,508 through a technology-assisted investigation conducted in coordination with the National Bank of Ethiopia.

The investigation further revealed that recruitment agencies whose operations had been suspended for failing to remit foreign currency were allegedly allowed to resume operations in exchange for bribes totalling 10.1 million birr.

Authorities also alleged that 64,500 Ethiopian citizens were subjected to abuse after being sent to Jordan and other Middle Eastern countries using fraudulent visas.

Working with the Ministry of Justice, the National Intelligence and Security Service, the Information Network Security Administration, the Financial Intelligence Center and the

National Bank of Ethiopia, the Federal Police said it had seized six houses allegedly purchased in the suspect’s name across three sub-cities of Addis Ababa.

The properties were valued at between 55 million and 68 million birr, according to the police. A modern V6 vehicle reportedly purchased for 68 million birr was also seized.

Police said investigations were continuing into recruitment agencies allegedly involved in the scheme and individuals suspected of failing to remit foreign currency owed to the government.

The Federal Police has urged families whose relatives travelled abroad and later lost contact or encountered difficulties, as well as members of the public with relevant information, to contact the authorities.

The allegations remain subject to judicial proceedings.



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Cooperatives prepare to enter investment sector under new proclamation

By Samuel Abate

Savings and credit cooperatives in Ethiopia are preparing to expand into investment activities following the approval of the Cooperatives Proclamation No. 1416/2026 in May, although financial constraints, lending risks and regulatory requirements remain major challenges.

The new proclamation allows savings and credit cooperatives to engage in investment alongside their traditional savings and credit services. Nearly six months after its approval, cooperatives are assessing opportunities and developing plans to operate under the new legal framework.

Tesfa Tibebe, Marketing and Business Development Manager at the newly established Bright Savings and Credit Basic Cooperative, said the institution was fulfilling the requirements needed to enter the investment sector.

He said the cooperative's growth over the past two years, together with its performance in mobilising savings and distributing loans, had encouraged it to explore investment opportunities.

"The main stage we are currently in is the feasibility study," Tesfa said, explaining that an advisory committee under the executive committee was identifying viable sectors. Under the proclamation, cooperatives are expected to limit their investment participation to 60 per cent, with the remaining 40 per cent provided by private investors. Bright plans to follow this arrangement if its proposed investments receive approval. The advisory committee will submit its feasibility study to the executive committee before presenting it to the general assembly for final approval. The general assembly, as the cooperative's highest decision-making body, must approve any proposal before implementation.

However, Tesfa identified several challenges that could limit cooperatives' ability to invest. These include inadequate savings mobilisation among members, delayed loan repayments and the difficulty of securing private investors willing to provide the required 40 per cent share.

He also warned that reliance on external investors could create trust-related concerns as cooperatives seek partners for their investment plans.

Tigist Garomsa, Chief Executive Officer of Awach Savings and Credit Cooperative, said her institution had long advocated

for legal changes allowing cooperatives to invest their accumulated resources.

Awach has historically relied on income generated from members' savings and has explored investment opportunities that were previously restricted under the old legal framework.

"We do not have a liquidity problem now. The new proclamation will improve our relationship with other institutions. It will also help us obtain additional resources," Tigist said.

She said Awach was assessing potential investments in the hospitality, health and education sectors and preparing feasibility studies and business plans.

The cooperative is considering several financing options, including using its own

resources and selling shares to members. Tigist said the institution had previously received proposals to work with car importers but had not pursued them because the former legal framework did not allow such arrangements.

With the new proclamation permitting partnerships with investors, Awach is reviewing opportunities that could help it diversify its activities and generate additional income.

Purchasing shares from existing members is among the options under consideration.

Bedlu Melsew, Executive Director of the Financial Cooperative Development Department at the Ethiopian Cooperative Commission, said cooperatives had long requested permission to invest, citing their growing deposits and financial resources.

He said the new proclamation was designed to enable financially capable cooperatives to diversify their activities and generate additional wealth while protecting members' savings. Bedlu explained that the 60 per cent cooperative and 40 per cent investor arrangement was intended to prevent cooperatives from committing excessive resources to investment at the expense of their core savings and credit services.

He acknowledged concerns that the arrangement could make it difficult to find suitable investment partners but said outstanding implementation issues would be addressed through additional regulations and guidelines.

Under the proclamation, cooperatives cannot invest

more than 10 per cent of their total assets, and members' savings cannot be used directly for investment.

Bedlu said the implementing regulations had been reviewed by the Ministry of Agriculture and the Ministry of Justice and submitted to the Council of Ministers for approval.

The new framework could allow cooperatives to diversify their income sources and expand their services. However, its impact will depend on their ability to mobilise savings, maintain sound loan-repayment rates, identify viable projects and secure reliable investment partners.

According to the Federal Cooperative Commission, Ethiopia has more than 90,000 cooperatives with total assets exceeding 65 billion birr.

Long-awaited chamber . . .

Continued from page 1

support trade facilitation and strengthen public-private dialogue.

Ethiopia's organised business representation has undergone major changes over the past seven decades.

Following the 1974 revolution and the establishment of a command economy under the Derg regime, private enterprise faced severe restrictions. Proclamation No. 148/1978 dismantled the independent chamber model and placed the system under state direction.

Chamber membership became mandatory, while executive councils were integrated into national economic planning structures. Instead of serving as an independent voice for private business, chambers became part of state-controlled distribution, price-control and commodity-quota systems.

After the fall of the Derg and Ethiopia's transition towards a market-oriented economy in the 1990s, Parliament enacted Proclamation No. 341, establishing the Ethiopian Chamber of Commerce and Sectoral Associations (ECCSA).

However, the law separated general chambers of commerce from specialised sectoral associations. This created a divide between traders, importers, exporters and service providers on one side, and manufacturers, agricultural processors and industrial guilds on the other.

Stakeholders say the split produced jurisdictional disputes, fragmented advocacy and weak coordination between national and regional chambers. Efforts to amend Proclamation

No. 341 began in 2017. Over the following nine years, the drafting process faced repeated delays, largely due to disagreements over the structure of business representation.

The central issue was whether Ethiopia should maintain a single chamber system combining trade and industry, or establish separate institutions for different economic sectors.

The disagreement became particularly pronounced between the Ministry of Trade and Regional Integration and the Ministry of Industry.

The Ministry of Industry and allied sectoral associations argued that manufacturing required a dedicated institutional platform separate from retailers and wholesalers. The Ministry of Trade and existing chambers of commerce supported preserving a single, integrated structure.

The dispute intensified in July 2025, when Capital reported that the Ministry of Industry had submitted a draft proclamation to the Office of the Prime Minister to establish an industry chamber focused solely on manufacturing.

The prospect of splitting the chamber system raised concerns among business leaders and chamber representatives. They warned that division could weaken membership organisation, trigger disputes over chamber assets, disrupt coordination among regional and city chambers and reduce the effectiveness of public-private dialogue.

Kenenissa Lemie, PhD,

Secretary-General of ECCSA, said trade and manufacturing cannot be viewed separately in a modern value chain.

Industrial producers rely on traders, freight forwarders and logistics providers to address supply bottlenecks and market-linkage challenges, while importers and exporters depend on efficient distribution networks.

ECCSA subsequently formed a committee of board members to hold consultations with senior officials at the Office of the Prime Minister. It presented position papers arguing that further delays or structural fragmentation would harm national economic productivity. Kenenissa confirmed to Capital that an inter-ministerial consensus was eventually reached to maintain a single, unified chamber of commerce identity covering both trade and manufacturing.

While the agreement resolved a major institutional dispute, experts say the success of the reform will depend on the governance, membership and financial provisions included in the final law.

Ethiopian chambers have historically faced financial constraints, relying heavily on membership dues, exhibition-space rentals and occasional donor grants.

The draft proclamation seeks to address this by creating statutory mechanisms for financial independence. It would allow the chamber network to collect service fees for issuing Certificates of Origin, commercial validations and specialised business advisory services.

The draft also strengthens commercial dispute-resolution mechanisms. Commercial litigation through traditional courts has often been lengthy and costly for local businesses and foreign investors.

In addition, the proposed law introduces transparent leadership election procedures, standardised national governance guidelines and improved coordination between national, regional and sectoral chambers.

The push to enact the proclamation comes as Ethiopia transitions from a state-led infrastructure model towards a more market-driven economy.

Business leaders say a strong, unified chamber is essential to support private-sector growth, improve policy advocacy and help firms respond to new economic opportunities.

The reform is also significant as implementation of the African Continental Free Trade Area accelerates. Ethiopian businesses face increasing regional competition, but also new export opportunities.

Navigating rules of origin, non-tariff barriers and cross-border logistics will require a well-resourced national chamber capable of providing market intelligence, trade facilitation and business support services. If approved by the end of 2026, the new proclamation is expected to mark one of the most significant changes to Ethiopia's private-sector representation system in more than two decades.

Ethiopia ranks 133 out of 143 in WJP Rule of Law Index

By our staff reporter

Ethiopia’s overall rule of law score declined by 1.3 per cent in the 2026 World Justice Project (WJP) Rule of Law Index, placing the country 133rd out of 143 countries globally and 31st out of 34 in Sub-Saharan Africa. The Index, released on October 21 by the World Justice Project, found that authoritarian practices have become increasingly entrenched worldwide, with government interference, restrictions on civic freedoms and weakening judicial independence among the main drivers of decline. Ethiopia recorded an overall score of 0.36 in the 2026 Index. It also ranked 12th out of 15 among low-income countries. Globally, the Index found that 62 per cent of countries experienced a decline in rule of law, continuing what the WJP describes as a global rule of law recession. Although fewer countries declined this year than in the previous year, improvements still lag behind

deteriorations. In Sub-Saharan Africa, Ethiopia ranked 31st out of 34 countries. Rwanda was the region’s top performer, ranking 40th globally, followed by Namibia and Mauritius. Cameroon, the Democratic Republic of the Congo and Sudan recorded the lowest scores in the region, with Sudan ranked 138th globally. The Index found that 23 of the 34 countries in Sub-Saharan Africa declined over the past year. Of those, 20 had also declined in the previous year, pointing to a sustained regional deterioration. Ethiopia’s performance varied across the Index’s eight factors. It performed relatively better in criminal justice, ranking 109th globally and 22nd regionally, and in the absence of corruption, where it ranked 97th globally and 13th regionally. However, it ranked near the bottom in several areas. Ethiopia placed 138th globally and last regionally in open government, 137th globally and last

regionally in fundamental rights, and 134th globally and 33rd regionally in constraints on government powers. It also ranked 136th globally in regulatory enforcement, 130th in order and security, and 119th in civil justice. The WJP said authoritarianism is no longer an emerging trend but has become entrenched. More than 86 per cent of countries experienced a sustained five-year decline in at least one safeguard against authoritarian rule, including constraints on government power, open government or fundamental rights. Ethiopia was among the countries affected by these trends. Freedoms essential to civic space, public debate and government oversight continued to shrink in most countries. Freedom of opinion and expression declined in 64 per cent of countries, freedom of assembly and association declined in 67 per cent, and civic participation declined in 65 per cent. Ethiopia was included among the countries experiencing declines in all

three areas. The Index also found that undue executive pressure and interference have become leading drivers of institutional decay in both civil and criminal justice systems. Civil justice weakened in 64 per cent of countries and criminal justice in 58 per cent, with improper government influence identified as a central factor. Judiciaries are also losing ground to executive overreach. The WJP reported that government powers limited by the judiciary declined in 63 per cent of countries, including Ethiopia. Despite the broader decline, the Index found some progress in access to civil justice. Access to and affordability of civil justice improved in 54 per cent of countries, including Ethiopia, while freedom from discrimination in civil justice improved in 52 per cent of countries, also including Ethiopia. The WJP said its data shows a connection between strong rule of law and economic stability. Countries with GDP per capita above the global

average of US\$14,406 scored 0.68 or higher on the Index. Countries with inflation below the median rate of 3.23 per cent scored 0.60 or above, while those with investment-grade sovereign credit ratings maintained scores of 0.66 or higher. Denmark topped the 2026 WJP Rule of Law Index, followed by Norway, Finland, Sweden and Luxembourg. Venezuela recorded the lowest score, followed by Afghanistan, Haiti, Cambodia and Nicaragua. The WJP Rule of Law Index measures countries across eight factors: constraints on government powers, absence of corruption, open government, fundamental rights, order and security, regulatory enforcement, civil justice and criminal justice. It assesses 44 sub-factors based on surveys of households and legal professionals. Ethiopia’s full country profile and performance across all 44 sub-factors are available through the World Justice Project’s website.

Mastercard deploys AI, Tokenization to strengthen digital payment security

By our staff reporter

Global payments technology company Mastercard is deploying artificial intelligence (AI) and tokenization technologies to strengthen security across Ethiopia’s rapidly expanding digital financial ecosystem. As Ethiopia expands digital payments beyond cash-based transactions to include virtual cards, mobile wallets and contactless point-of-sale systems, rising transaction volumes are increasing the need for stronger cybersecurity safeguards. Addressing these vulnerabilities is seen as essential to ensuring that efforts to expand financial inclusion remain resilient against increasingly sophisticated cyber threats. Ethiopia’s digital payment transformation is taking place alongside broader policy and regulatory reforms. The government has pursued measures to reduce reliance on cash and improve interoperability among banks, fintech companies and mobile money operators. However, security concerns have intensified alongside the sector’s growth. The National Bank of Ethiopia (NBE) reported that fraud losses reached 1.3 billion birr in 2024, while attempted cyberattacks targeting government and private organisations increased by 115 per cent in the first half of that year compared with the same period in 2023. Speaking to Capital, Shabir Ahmed, Mastercard’s Senior Vice President and Customer Solutions Center Lead for Africa, said secure payment platforms are essential to sustaining digital adoption in emerging markets. “Every single payment requires absolute trust,” Ahmed said. “At Mastercard, we have made substantial investments in our cyber and fraud mitigation capabilities globally. Today, we harness real-time artificial intelligence to evaluate transactions instantaneously.” He said the company’s systems assess risk factors within milliseconds to determine whether a transaction is legitimate or fraudulent, protecting consumers while enabling seamless commerce. Mastercard’s AI capabilities have continued to evolve. In March 2026, the company unveiled a transaction-specific foundation model, a large tabular model trained on hundreds of millions of anonymised transactions. The model is designed to identify fraudulent activity more accurately than

traditional machine-learning systems by detecting complex relationships across large datasets that human analysts might overlook. It also aims to reduce false positives, which can result in legitimate transactions, including high-value purchases, being incorrectly flagged as suspicious. The technology marks a shift from conventional approaches that rely heavily on manually engineered features towards more advanced pattern recognition, helping payment providers respond to increasingly sophisticated fraud schemes. Beyond AI-powered risk assessment, Mastercard is advancing tokenization technology to protect sensitive payment information. Tokenization replaces a cardholder’s actual 16-digit Primary Account Number (PAN) with a digitally

generated token that can be used for transactions without exposing the underlying card details. These tokens allow payment credentials to be stored and used across mobile devices, merchant systems and e-commerce platforms while reducing exposure of sensitive account information. If a merchant’s database is compromised, tokenized payment data can provide an additional layer of protection because tokens are generally restricted to specific devices, merchants or transaction contexts. This can reduce the risk of card-not-present fraud and the misuse of stolen payment credentials, although the level of protection depends on how the tokenization system is implemented. The benefits of tokenization have been documented in international markets. Industry discussions citing Visa data

indicate that tokenized transactions can reduce e-commerce fraud rates compared with transactions using conventional card numbers. For Ethiopia, where digital payment adoption is expanding alongside concerns about fraud and consumer confidence, stronger payment security could play an important role in encouraging wider use of electronic transactions. The technology also supports Mastercard’s local partnerships, including its collaboration with Dashen Bank and Ethiopian Airlines. Recent co-branded offerings, including ShebaMiles Premium Cards, combine travel-related rewards with international payment capabilities across more than 200 countries and territories. As cross-border payments and digital services become more accessible,

ensuring that transactions remain secure will become increasingly important for banks, merchants and payment service providers. Tokenization also underpins several consumer-facing payment services. It enables secure tap-to-pay transactions, supports digital wallets such as Google Pay where the service is available, and helps protect credentials used for recurring payments and international subscriptions. “When I travel today, I no longer rely on a physical card; wherever a contactless point-of-sale terminal is available, I simply tap my mobile phone,” Ahmed told Capital. “Through tokenization, you do not expose the physical card number—you use a secure tokenized identifier. That is how we simplify the user experience while strengthening the entire payment environment against fraud.”

Ethiopia marks World Polio Day with renewed drive to close immunity gaps

By our staff reporter

Ethiopia is marking World Polio Day with renewed efforts to sustain its polio-free status, strengthen disease surveillance and reach children who remain unvaccinated or under-vaccinated. The commemoration, held on October 24 under the global theme “One Day, One Focus: Ending Polio for Good,” brought together the Ministry of Health, the Ethiopian Public Health Institute (EPHI), the World Health Organization (WHO), UNICEF, Rotary International and other Global Polio Eradication Initiative (GPEI) partners. The local slogan for the day was “Protect Every Child: Close Immunity Gaps, Sustain Polio-Free Status through Community Action.” Ethiopia has made major progress against polio. The country interrupted indigenous wild poliovirus transmission in 2001, reported its last imported wild poliovirus case in 2014, and was certified free of wild poliovirus in 2017. The WHO African Region, comprising 47 member states, was declared free of wild poliovirus on August 25, 2020. However, health authorities say the risk has not disappeared. Ethiopia continues to face outbreaks of circulating variant

poliovirus type 1 (cVDPV1). According to the joint statement issued by GPEI partners, 11 cases were reported in 2026. Five were recorded in Gambella Region, four in West Shoa Zone of Oromia Region, and two in Gofa and Gardule zones of South Ethiopia Region. In response to the outbreak in Gambella, the Ethiopian Public Health Institute and the Ministry of Health, working with WHO and UNICEF and with funding support from GPEI, conducted two rounds of subnational vaccination campaigns. The campaigns used nOPV2 vaccine in Gambella, neighbouring Benishangul-Gumuz and two zones of Oromia. More than 11.3 million children under five were reached, with administrative coverage reported at almost 100 per cent. The campaigns were integrated with other lifesaving services, including catch-up vaccinations for zero-dose and under-vaccinated children. The country is now preparing a further outbreak response targeting 11,348,548 children under five and under 10 years of age across 629 woredas and 68 zones in five regions: Addis Ababa, Central Ethiopia, Oromia, South Ethiopia and Southwest Ethiopia.

The first round is scheduled for November 20–23, 2026, while the second round will take place from December 18–21, 2026. Health partners stressed that vaccination alone is not enough to end polio. Because many people infected with poliovirus do not show symptoms, the virus can spread silently even when no paralytic cases are reported. Strong surveillance is therefore essential to detect transmission early and guide rapid responses. Ethiopia is being urged to strengthen acute flaccid paralysis (AFP) surveillance, environmental surveillance and laboratory networks, particularly in border and cross-border areas where the risk of virus movement remains high. The commemoration also highlighted the need to reach zero-dose and under-vaccinated children, especially in hard-to-reach, conflict-affected and pastoralist communities. Organisers said community engagement is central to sustaining immunisation gains. The campaign emphasised partnerships with religious leaders, women’s groups, youth forums and local influencers to build trust and counter misinformation. Women frontline health workers are

also being supported to lead house-to-house efforts and overcome cultural and mobility barriers that can prevent mothers from accessing vaccination services. As part of the commemoration, officials and partners visited the Polio Survivors Rehabilitation Centre in Menagesha, Sheger City. The programme included remarks from health authorities and partners, a testimony from a polio survivor and a panel discussion on the way forward. GPEI partners commended the government, regional health bureaus and community leaders for their response to recent outbreaks. They also recognised the contributions of WHO, UNICEF, Gavi, Rotary International, the Gates Foundation and other immunisation partners. Partners reaffirmed their commitment to supporting Ethiopia to maintain high immunity levels and strengthen community-based systems so that no child is left unprotected. As Ethiopia marks the ninth anniversary of its certification as wild polio-free, health authorities and partners say the priority is clear: sustain high vaccination coverage, strengthen surveillance and ensure every child is reached.



ከብረት ኢንሹራንስ
HIBRET INSURANCE

የ32ኛ መደበኛ እና 16ኛ አስቸኳይ ጠቅላላ ጉባዔዎች

የስብሰባ ጥሪ

ለተከበራችሁ የከብረት ኢንሹራንስ አ.ማ. ባለአክሲዮኖች፤

በኢትዮጵያ የንግድ ሕግ አዋጅ ቁጥር 1243/2013 አንቀጽ 366(1)፣ 367(1)፣ 370፣ 371 እና 372 እንዲሁም በአክሲዮን ማኅበሩ በተሻሻለው የመመሥረቻ ጽሑፍ አንቀጽ 18 መሠረት፣ የከብረት ኢንሹራንስ አ.ማ. ባለአክሲዮኖች 32ኛ ዓመታዊ መደበኛ እና 16ኛ አስቸኳይ ጠቅላላ ጉባዔ፤ ሐሙስ ጥቅምት 19 ቀን 2019 ዓ.ም ከጠዋቱ 2:00 ሰዓት ጀምሮ በሌ- አፍሪካ ጎዳና ላይ በሚገኘው የኢትዮጵያ ስካይላይት ሆቴል አዳራሽ ውስጥ ስለሚካሄድ የኩባንያው ባለአክሲዮኖች ወይም ሕጋዊ ወኪሎቻቸው በተጠቀሰው ቀን፣ ሰዓትና ቦታ በጉባዔው ላይ እንዲገኙ የዳይሬክተሮች ቦርድ በአክብሮት ጥሪውን ያስተላልፋል፡፡

1. አክሲዮን ማኅበሩን የሚመለከቱ ዋና ዋና መረጃዎች

1.1. የአክሲዮን ማኅበሩ ስም	ከብረት ኢንሹራንስ አክሲዮን ማኅበር
1.2. የአክሲዮን ማኅበሩ ዓይነት	በመድን ሥራ ላይ የተሠማራ ኩባንያ
1.3. የአክሲዮን ማኅበሩ የተፈረመ ዋና ገንዘብ /ካፒታል/	ብር 2,000,000,000
1.4. የአክሲዮን ማኅበሩ የተከፈለ ዋና ገንዘብ /ካፒታል/	ብር 1,877,003,163.82
1.5. የአክሲዮን ማኅበሩ የምዝገባ ቁጥር	MT/AA/3/0052572/2014
1.6. የአክሲዮን ማኅበሩ ዋና መ/ቤት አድራሻ	አዲስ አበባ፣ አራዳ ክ/ከተማ፣ ወረዳ 01፣ የቤት ቁጥር 220
1.7. የአክሲዮን ማኅበሩ ድረ-ገጽ	https://www.hibretinsurance.com

2. ባለአክሲዮኖች 32ኛ ዓመታዊ መደበኛ ጠቅላላ ጉባዔ አጀንዳዎች

- የመደበኛ ጠቅላላ ጉባዔ አጀንዳዎችን ማጽደቅ፤
- አዲሱ ባለአክሲዮኖችን መቀበልና የተደረጉ የአክሲዮን ዝውውሮችን ማሳወቅ፤
- እ.ኤ.አ. የ2025/2026 የሒሳብ ዓመት የዳይሬክተሮች ቦርድ ዓመታዊ ሪፖርትን ማድመጥ፤
- እ.ኤ.አ. የ2025/2026 የሒሳብ ዓመት የውጭ ኦዲተሮች ሪፖርት ማድመጥ፤
- በተራ ቁጥር 2.3 ላይ በቀረበው የዳይሬክተሮች ቦርድ ሪፖርት ላይ ተወያይቶ ማጽደቅ፤
- በተራ ቁጥር 2.4 ላይ በቀረበው የውጭ ኦዲተሮች ሪፖርት ላይ ተወያይቶ ማጽደቅ፤
- እ.ኤ.አ. የ2025/2026 የሒሳብ ዓመት የተጣራ ትርፍ አደላደልና አከፋፈል ላይ በሚቀርበው የውሳኔ ሐሳብ ላይ ተወያይቶ መወሰን፤
- እ.ኤ.አ. የ2025/2026 በጀት ዓመት የዳይሬክተሮች ቦርድ አባላትን ዓመታዊ የሥራ ዋጋ መወሰን እና እ.ኤ.አ. የ2026/2027 በጀት ዓመት የዳይሬክተሮች ቦርድ አባላትን ወርሃዊ የአበል ክፍያ መወሰን፤
- የዳይሬክተሮች ቦርድ አስመራጭ ኮሚቴ አባላትን ምርጫ ማካሄድ እና ወርሀዊ አበላቸውን ማስወሰን፡፡

3. ባለአክሲዮኖች 16ኛ አስቸኳይ ጠቅላላ ጉባዔ አጀንዳዎች

- የአስቸኳይ ጠቅላላ ጉባዔ አጀንዳዎችን ማጽደቅ፤
- የአክሲዮን ማኅበሩን የመመስረቻ ጽሑፍ ማሻሻል፤
- የጉርሻ አክሲዮኖችን (Bonus Shares) በተመለከተ ተወያይቶ መወሰን፡፡

4. ማሳሰቢያ:

- በጉባዔው ላይ መገኘት የማይችሉ ባለአክሲዮኖች ተወካዮቻቸው ሥልጣን ባለው የመንግሥት አካል ተረጋግጦ የተሰጠ የውክልና ሠነድ ዋናውን እና አንድ ቅጂ በመያዝ ወይም በንግድ ሕግ አንቀጽ 377 መሠረት ጉባዔው ከመካሄዱ ከሦስት የሥራ ቀናት በፊት ፒያሳ ቴዎድሮስ አደባባይ አካባቢ በሚገኘው የከብረት ኢንሹራንስ አክሲዮን ማኅበር ዋና መ/ቤት 9ኛ ፎቅ አክሲዮን አስተዳደር ክፍል ለዚሁ ዓላማ በማህበሩ የተዘጋጀውን የውክልና ቅጽ ሞልተው በመፈረም ተወካይ መሾምና ተወካዩም የውክልና ማስረጃውን በመያዝ የጉባዔው ተካፋይ ለመሆንና ድምጽ ለመስጠት የሚችል መሆኑን በአክብሮት እንገልጻለን፡፡ ሆኖም፤ አንድ ባለአክሲዮን በማህበሩ ጠቅላላ ጉባዔ በማናቸውም ችሎታ መወከል የሚችለው አንድ ሰው ብቻ መሆኑን፣ እንዲሁም የኩባንያው ሠራተኞች ለባለአክሲዮኖች ወኪል በመሆን በጉባዔዎቹ ላይ መሳተፍ የማይችሉ መሆኑን እናሳውቃለን፤
- የአክሲዮን ማኅበሩ ባለአክሲዮኖች ወይም ህጋዊ ወኪሎቻቸው በጉባዔው ላይ ለመሳተፍ ሲመጡ፤ ዜግነታቸው ኢትዮጵያዊ መሆኑን የሚያሳይ የፋይዳ ብሔራዊ መታወቂያ ወይም የታደሰ የቀበሌ መታወቂያ ወይም ፓስፖርት ወይም መንጃ ፍቃድ ዋናውንና ኮፒ በመያዝ በጉባዔው ላይ መሳተፍ ይችላሉ፡፡ እንዲሁም ትውልደ ኢትዮጵያውያን የሆኑ የውጭ ሀገር ዜግነት ያላቸው የማኅበሩ ባለአክሲዮኖች ትውልደ ኢትዮጵያውያን መሆናቸውን የሚያረጋግጥ ቀኑ ያላለፈበት መታወቂያ (ቢጫ ካርድ) ይዘው መቅረብ እንዳለባቸው በትህትና እያስታወቅን፤
- በተጨማሪም፤ የተሻሻሉትን የመመስረቻ ጽሑፍ አንቀጾችንና ሌሎች መረጃዎችን ከድርጅቱ ድረ-ገጽ፤ <https://www.hibretinsurance.com> ላይ መመልከት እንደሚቻል በአክብሮት እናሳውቃለን፡፡

ከብረት ኢንሹራንስ አክሲዮን ማኅበር

የዳይሬክተሮች ቦርድ



ECTA refutes EUDR exclusion concerns, says over 99% of coffee farms deforestation-free

By Eyasu Zekarias

The Ethiopian Coffee and Tea Authority (ECTA) says more than 99 per cent of the country's coffee farms are deforestation-free, disputing concerns raised in a recent study by ODI Global about Ethiopia's preparedness to comply with the European Union Deforestation Regulation (EUDR).

The Authority said a nationwide assessment of coffee-producing areas, combined with digital farm mapping, producer registration and supply-chain traceability initiatives, has strengthened Ethiopia's capacity to verify the geographical origin and environmental compliance of its coffee exports.

ECTA Director General Aduugna Debela told Capital that concerns about the potential exclusion of Ethiopian coffee from international markets did not adequately reflect recent progress in establishing a digital system to track coffee from individual farms through processing, storage and export.

In its report, *The Case of EUDR in Ethiopia: How to Secure Climate, Trade and Development Goals, and Overcome Risks of Market Exclusion*, ODI Global warned that gaps in farm geolocation and traceability could expose Ethiopian smallholder farmers to significant trade risks.

The Authority, however, maintains that recent mapping and traceability efforts have substantially improved the country's readiness to meet EU requirements.

National Mapping Effort

Aduugna said preparations have been guided by an integrated national roadmap developed following the announcement of the regulation. The initiative focuses on mapping coffee farms, registering producers and establishing systems to verify the origin of exported coffee.

Primary agricultural cooperatives and regional unions have worked with their members to map individual farm plots, while exporters sourcing directly from producers have collected geographical data from their supply areas.

For independent smallholder farmers outside cooperative structures and existing exporter initiatives, the Authority said it has worked with international development partners, including the Food and Agriculture Organization of the United Nations (FAO), the United Nations Development Programme (UNDP) and the United Nations Industrial Development Organization (UNIDO).

Ethiopian coffee is predominantly cultivated under traditional agroforestry systems, including forest and semi-forest environments where coffee plants grow beneath or alongside indigenous trees.

The Authority argues that the country's mapping initiatives have helped address data gaps and strengthened its ability to demonstrate compliance with environmental requirements in destination markets.

Digital Traceability Platform

A central component of the strategy is a digital traceability platform developed with support from German Development Cooperation (GIZ).

According to ECTA, the platform is operational and designed to enable buyers, regulators and auditors to trace coffee from its place of origin to export.

It records where coffee is grown, how and where it is processed, and



the companies or entities handling it along the supply chain.

The system is intended to help importers verify whether shipments meet EU requirements concerning geographical origin, deforestation and applicable production laws.

ECTA said European buyers in key markets, including Germany, Italy, France, Belgium and Switzerland, have been granted access to relevant data to verify their supply chains against EUDR requirements.

Under the regulation, businesses placing covered commodities on the EU market must demonstrate that their products were not sourced from land deforested after December 31, 2020, and comply with applicable local laws and due-diligence requirements.

Under the revised implementation timetable cited by the European Commission, the regulation is scheduled to apply to large and medium-sized operators from December 30, 2026, while most micro and small enterprises will have until June 30, 2027.

ODI's Concerns

In its research, ODI Global warned that Ethiopia's dependence on smallholder farmers, fragmented supply chains and incomplete farm geolocation data could leave producers vulnerable to the new EU standards.

The London-based think tank estimated that Ethiopia could lose up to US\$453 million in coffee export revenue under a worst-case scenario involving exclusion from the EU market.

It identified farm mapping, traceability and legal documentation as major compliance challenges for smallholder producers.

The report said that, as of July 2024, geographical data had been collected for approximately 200,000 hectares, representing about 23 per cent of the targeted 860,000 hectares of coffee-growing land.

It also estimated that traceability gaps could affect up to 57 per cent of the supply chain, potentially putting a substantial share of Ethiopia's approximately four million smallholder coffee farmers at risk of losing access to the European market. According to the study, diverting coffee excluded from the EU to alternative markets could still result in net losses of between US\$42 million and US\$118 million because of lower prices outside Europe.

The report further warned that up to 60 per cent of smallholder coffee

producers could face exclusion if compliance problems remain unresolved, potentially causing economic damage equivalent to as much as 0.5 per cent of Ethiopia's gross domestic product.

ODI acknowledged that Ethiopia's traditional coffee production systems generally maintain substantial tree cover and biodiversity. However, it cautioned that these environmental advantages do not automatically satisfy the regulation's technical requirements for digital traceability and documentation.

ECTA Disputes Findings

ECTA disputes the extent to which the study reflects current conditions, arguing that its findings do not fully capture recent investments in farm mapping and digital registration.

The Authority said the underlying data were collected one to two years ago and that the study's preparation and publication timelines prevented it from incorporating more recent implementation progress.

Ermias Engida, a macroeconomic modelling and value-chain analysis research consultant involved in the study, cautioned against interpreting the report as a definitive assessment of the country's current readiness, saying its primary data were collected more than a year ago.

Speaking to Capital, Ermias said Ethiopia has continued to make progress in strengthening its institutional, technical and digital capacity since the research was conducted.

He emphasised that the findings reflected conditions observed during the study period rather than the country's present level of preparedness.

According to Ermias, the Ethiopian government has demonstrated strong policy commitment through coordinated institutional efforts, the development of a three-year National Action Plan and the establishment of a National Steering Committee in early 2024.

Investments in digital traceability infrastructure, particularly the Ethiopian Coffee Traceability Management System (ECTMS), alongside farm-level geolocation mapping and land registration initiatives, have also contributed to the country's compliance efforts.

However, the research identified three major challenges: incomplete geolocation mapping, difficulties in tracing coffee through complex supply chains, and gaps in land-legality documentation and

compliance financing.

As of July 2024, approximately 200,000 hectares, representing 23 per cent of Ethiopia's estimated coffee-growing area, had been mapped.

Meanwhile, the sector's dependence on millions of smallholder farmers, product aggregation and multiple intermediaries has made it difficult to trace exported coffee back to individual production plots.

Ermias said the ECTMS had not been fully operationalised at the time of the research, while exporters and processors faced substantial costs associated with mapping, verification and traceability systems.

He noted that subsequent developments have demonstrated progress. In October 2025, the ECTMS underwent successful end-to-end functional testing in Shebedino Woreda, Sidama, while government institutions and development partners continued consultations to improve coordination and interoperability among traceability systems.

Compliance, Not Deforestation
Ermias stressed that Ethiopia's principal challenge is not necessarily deforestation in coffee production, but the technical and administrative capacity to demonstrate compliance with the regulation.

Ethiopian coffee is predominantly produced under shade trees in garden, forest and semi-forest systems. As a result, environmentally sustainable farmers could face exclusion from European markets if they cannot provide the documentation and traceability information required under the EUDR.

He cautioned that compliance requirements could impose disproportionate burdens on smallholders unless accompanied by adequate technical assistance, financial support and incentives.

The researcher also warned that EUDR-related risks could extend beyond coffee exports into the wider economy.

Reduced export earnings could weaken borrowers' repayment capacity, constrain bank lending, reduce foreign-exchange availability and intensify macroeconomic pressures.

He argued that managing these risks should therefore be treated not only as a trade and environmental policy priority, but also as part of Ethiopia's broader financial-sector risk management and macroeconomic stability agenda.

While supporting the EUDR's environmental objectives,

Ermias called for an inclusive and proportionate implementation approach that protects forest resources without unnecessarily excluding smallholder farmers from international markets.

"The report released recently was completed over a year ago and should not be viewed as a newly conducted study from this year," he said.

Practical Challenges Remain

Despite the Authority's confidence in recent progress, earlier reporting by Capital highlighted the practical difficulties Ethiopia faces in aligning its traditional coffee production systems with the regulation.

An industry expert and major coffee buyer, speaking to Capital on condition of anonymity in an earlier report, said Ethiopia's production model differs significantly from plantation-based systems used in some other coffee-producing countries.

The expert argued that Ethiopian coffee has traditionally been cultivated beneath shade trees in indigenous forest and semi-forest environments, meaning the principal challenge is not necessarily deforestation but the difficulty of documenting the origin of every shipment across complex supply chains.

Farmers who have preserved these landscapes for generations could face compliance difficulties if their production and land-use records do not meet the EU's digital documentation requirements.

The European Commission has also acknowledged the need to support Ethiopia's preparations. In response to a parliamentary question, the Commission said technical assistance had been mobilised for an EUDR preparedness assessment by the European Forest Institute.

It also said the EU-Coffee Action for Ethiopia project had been repurposed to support government-led compliance efforts.

Further assistance is planned to strengthen digital traceability systems and expand rural land certification in coffee-producing areas.

Export Ambitions

Ethiopia's efforts to protect access to the European market come as the country seeks to expand coffee exports and diversify its international buyers.

According to figures attributed to ECTA, coffee export earnings exceeded US\$3 billion in the 2025/26 fiscal year, which ended in July 2026, accounting for more than 30 per cent of the country's total export revenue. Production during the fiscal year was estimated at 11.56 million bags, equivalent to approximately 694,000 metric tonnes, while exports reached about 7.13 million bags.

For the 2026/27 production cycle, the country has set a target of 550,000 tonnes, or approximately 9.16 million bags, with an export-revenue goal of US\$4 billion.

Alongside efforts to maintain access to Europe, ECTA said it is pursuing a market-diversification strategy to reduce dependence on a limited number of destinations.

Following legal reforms that opened the coffee export sector to foreign investors, international companies, including Chinese firms, have obtained investment permits, business licences and certificates of competence to operate in Ethiopia.

ECTA confirmed to Capital that up to 10 foreign companies are operating directly in the country, purchasing coffee from local exporters and producers for overseas markets.

Africa Becoming an Increasingly Central Hub for Latin American Drug Cartels

Africa has for decades been a transit point for Latin American cocaine making its way to European markets. The explosion in demand for cocaine and synthetic stimulants (notably methamphetamine), coupled with growing interdiction efforts in the Western Hemisphere, has resulted in a significant scaling up of Latin American cartel operations in Africa in recent years. While the organizational arrangements between Latin American and African criminal networks often remain opaque, the growing influence of Latin American criminal organizations in Africa is having far-reaching implications for security, the enrichment of African criminal organizations, the viability of licit markets, and accountable governance on the continent.

Africa Center for Strategic Studies

Second Tanzanian Opposition Figure Faces Death Penalty After Treason Charges

A senior official with Tanzania's main opposition Chadema party was on Wednesday charged with treason, which carries a potential death penalty. The

prosecution of John Pambalu represents another example of the repression of government critics after the October 2025 elections which were marked by widespread and bloodily repressed protests. Pambalu, a member of Chadema's national council and former leader of the party's youth wing, is accused of intending to "persuade the public to cause obstruction of the General Election" in 2025, the charge sheet read. ... The party was eventually excluded from the October 2025 vote, which was eventually won by President Samia Suluhu Hassan with 98 percent of the vote, according to official results. Around 2,000 people were killed by the police and security forces during the post-election demonstrations, according to the opposition and rights groups.

AFP

Tigray Resumes Daily Life Amid Fears of Wider War

In Mekelle, shops are reopening, and banks are resuming services, but residents remain anxious about what comes next. Ethiopian federal forces and allied fighters retook the Tigray regional capital on October 4, as renewed fighting raised fears that the region's fragile recovery could be derailed once again. Tigray, in northern Ethiopia, is still recovering from the 2020–2022 war between federal forces and the Tigray People's Liberation Front (TPLF), the region's dominant political movement. For residents, the return of

fighting has brought new uncertainty over jobs, education, security and the future. ... Near the Eritrean border, military movements and conflicting accounts of troop deployments have heightened fears that the fighting could spread beyond Tigray.

Al Jazeera

Sudan: Khartoum Airport Under Drone Fire as Safety Concerns Mount

Repeated drone attacks near the Sudan capital's airport have disrupted flights and raised questions about passenger safety, while aviation experts call for a temporary suspension of commercial operations pending an independent risk assessment. Five successive waves of drone attacks attributed to the Rapid Support Forces (RSF) have struck Khartoum, including areas around the capital's international airport, killing a man and four children and raising fresh concerns over aviation safety. The attacks targeted seven locations across the city, according to Radio Dabanga. Air defences reportedly intercepted threats directed at the airport and its facilities, while a drone fell in an unoccupied area east of the runway, with no casualties reported at the site. Radio Dabanga Africa's Explosive Growth in Cities Today nearly three-quarters of Africans live in either an urban or semiurban setting, according to new UN methodology that applies a consistent global definition.

Some 42 per cent live in cities. There are 88 African cities with more than 1mn people, according to the UN, 17 in Nigeria alone. In 1950, there were 228mn people living in Africa, with about 33mn in cities. Today there are 1.6bn Africans, 19 per cent of the world's total, of whom 670mn live in cities. Almost unnoticed, Africa has become an urban story. Cities are the crucible of modernity. Their rise in Africa will affect everything from income and economic growth to social attitudes and politics. ... The unplanned nature squanders the efficiencies — and ultimately wealth creation — that occur in densely packed, well-planned, well-connected conurbations. “For the most part you’re seeing the growth of cities happen outward,” Paller says. “There’s very little state capacity, so you don’t see a lot of the benefits of what people tend to think of from cities.”

FT

Term

of the

Day

WIRE FRAUD

» Definition

Wire fraud is a serious offense involving schemes to defraud through communications via phone, email, or messaging. It carries hefty penalties, including fines and imprisonment, and often exploits potential and unsuspecting victims across borders.

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Spotlight

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PHOTO: Anteneh Aklilu

Gogo unveils Galileo roadmap to continue enhancing customer investments through the mid 2030s and beyond

Gogo today outlined its long-term roadmap for Gogo Galileo at NBAA-BACE 2026, with significant improvements to extend the value of customers’ investments through the mid-2030s and beyond. For aircraft owners and operators, the roadmap provides a basis for investing confidently today, with a clear path to meet rising connectivity expectations over the life of their aircraft.

The roadmap positions Gogo Galileo as an enduring best-in-class connectivity platform purpose-built for business aviation and military/government aircraft, with a chassis architecture designed to support successive generations of technology. Customers installing Galileo today or in the near term, whether the HDX or FDX antenna, are assured of a defined, predictable path to higher performance as onboard technology and satellite networks advance. Customers are also expected to benefit from broader service availability over the next decade as additional countries authorize low Earth orbit (LEO) operations.

“Installing connectivity is a long-term investment in an aircraft’s capability, productivity and appeal,” says Chris Moore, CEO of Gogo. “Connectivity technology is evolving more rapidly now than ever before and our customers deserve to know their investment will serve them years from now. With Galileo, they are buying into a platform with a clear development plan, designed to deliver increasing value over the next decade, helping keep their multimillion-dollar aircraft productive and competitive as connectivity expectations evolve.”

Global youth demand action on biodiversity and nature as world leaders gather for COP17

Published ahead of COP17, new international research by children’s rights organization KidsRights, has found that more than six in ten 13–29-year-olds across the globe say they are more worried now about biodiversity loss than they were three years ago. Among those 18 years or older, one in two young people say biodiversity loss is already affecting their lives and influencing major life choices, including whether to have children.

The State of Youth Global Preferendum, coordinated by independent research agency Glocalities, is one of the largest international studies of young people and biodiversity. The research includes seven nationally representative panels, surveying 2,189 young people aged 13 to 29 in Brazil, China, Colombia, Ethiopia, Germany, Kenya and the United States. Alongside this, a separate open survey was completed by 10,527 self-selected young people across 77 countries, bringing total participation to 12,716.

COP17 in Armenia (19 – 30 October) aims to advance international biodiversity commitments, including the first Global Review of implementation of the Kunming-Montreal Global Biodiversity Framework. But as government ministers, heads of state and environmental experts gather in the capital Yerevan, young people from around the world have sent a stark warning to those attending the summit.

Afreximbank and partners advance Africa’s automotive investment agenda at Alamein Africa Forum

African Export-Import Bank (Afreximbank), in partnership with the African Association of Automotive Manufacturers (AAAM), the African Continental Free Trade Area (AfCFTA) Secretariat, the Ministry of Trade and Investment of Egypt, and the Department of Trade and Industry of South Africa, hosted the Africa Automotive Investment Forum on the sidelines of the Alamein Africa Forum held in El Alamein, Egypt recently.

The two-day Forum brought together high-level African automotive industry policymakers, private sector original equipment manufacturers (OEMs) and Africa-based component manufacturers.

The Forum sought to sensitise policymakers on the policy changes and reforms needed to develop the automotive sector, enable investors to engage directly with both policymakers and manufacturers, and facilitate potential joint ventures and supply agreements or engagements leading to future deals.

FOOTBALL FANS



NICE SHOES



PARKING SPOT



IATA and Somali CAA sign MoU on Safety

The International Air Transport Association (IATA) signed a Memorandum of Understanding (MoU) with the Ministry of Transport and Civil Aviation Authority of the Federal Government of Somalia to strengthen collaboration on aviation safety, a priority area under IATA’s Focus Africa initiative. This marks a significant step towards achieving a single set of internationally-recognized audit standards across Africa.

Under the terms of the agreement, the Somali CAA will recognize the IATA Operational Safety Audit (IOSA) and the IATA Safety Audit for Ground Operations (ISAGO) as acceptable means of compliance with national regulations, complementing its own safety oversight functions. “Global safety standards are the cornerstone of efficient and safe operations. Through this MoU, we will work with the Somali CAA towards the continuous improvement of safety standards, promote the adoption of industry best practices, and foster a culture of safety across the aviation sector. This partnership reflects our mutual dedication to advancing aviation safety for the benefit of passengers, operators and the wider aviation industry in Somalia and Africa,” said Kamil Alawadhi, IATA’s Regional Vice President for Africa and Middle East.

Circular economy key to accelerating Africa’s industrial transformation, says ECA

The UN Economic Commission for Africa (ECA) applauds the importance of the work of the Common Market for Eastern and Southern Africa (COMESA) in promoting the circular economy as a driver of industrial transformation, value addition, and sustainable economic growth in Eastern and Southern Africa. Circularity is a source of many opportunities including those for business development and employment.

ECA participated in the Second COMESA Green Industry Connect Meeting at the 19th COMESA Business Forum and Exhibition held under the theme "Inclusive Industrialisation and Investment: Advancing Circular Value Chains in COMESA" in Harare, Zimbabwe. The meeting brought together policymakers, private sector leaders, financiers, development partners, and innovators to explore opportunities to advance circular business models and strengthen value chains in key sectors, including leather, textiles, plastics, and electronic waste. Regional stakeholders discussed practical strategies for strengthening circular production systems, attracting investment, and enhancing regional value chains to drive industrialization across COMESA Member States.

Africa's statistics and geospatial leaders meet in Addis Ababa to make data count for development

The tenth session of the Statistical Commission for Africa (StatCom-Africa) officially opened today at the United Nations Conference Centre in Addis Ababa, bringing together heads of national statistical offices, geospatial agencies, policymakers and development partners from across the continent.

The tenth StatCoM-Africa session is being held under the theme "Unleashing the Value of Data in Africa: making official statistics a true mirror of the continent", is a timely opportunity to highlight the critical role of data and statistics in shaping policy, driving innovation and improving lives across the continent. The theme responds to a central challenge being experienced by member states: Africa is producing more data than ever, yet much of it is not integrated, trusted or used well enough to inform decisions and improve livelihoods.

StatCom-Africa is the highest decision-making body for statistics in Africa, responsible for setting statistical standards and developing the concepts and methods used at national, subregional and continental levels.

Starlink and new era of digital connectivity and inclusion



By Gzachew Wolde Belachew

For much of modern history, internet access depended on physical infrastructure: fibre-optic cables, mobile towers, fixed telephone lines, and geostationary satellites. These systems connected cities and densely populated areas well, but they often left rural, remote, and difficult-to-reach communities behind. Earlier connectivity depended mainly on geostationary satellites, terrestrial infrastructure. Today, Low-Earth-orbit (LEO) satellite networks most prominently Starlink are now changing that reality by delivering broadband where terrestrial networks are absent, costly, or unreliable. Starlink's is extending broadband to places where these traditional systems were never well established, thereby advancing digital inclusion. This shift is more than a technological upgrade. It represents a new stage of digital inclusion, in which geography need not determine whether a person can learn, work, trade, communicate, or access public services online. The International Telecommunication Union identifies such satellite connectivity as an important alternative where terrestrial deployment costs are prohibitive in isolated regions. Traditional geostationary satellites orbit about 36,000 km above Earth. Their great distance creates high latency often more than 600 milliseconds because data must travel to the satellite and back before reaching its destination. This delay can make video calls, online gaming, cloud applications, and interactive learning frustrating. Starlink primarily serves civilian and commercial broadband needs. Its companion platform, Starshield, applies related satellite infrastructure to government, defence, and national-security requirements. Together, they show how satellite networks are becoming a core layer of global digital infrastructure. LEO Satellites matters because digital connectivity is entering a breakthrough stage for rural, remote, and underserved areas where fibre and cellular networks do not reach. The key enabler is LEO satellite technology, such as Starlink, which operates at roughly 550 km above Earth—far closer than traditional geostationary satellites. This shorter distance reduces latency to about 25–60 milliseconds on land, compared with more than 600 milliseconds for conventional geostationary satellite systems. A millisecond is one-thousandth of a second; therefore, Starlink's latency is typically less than one-tenth of a second, while geostationary service often exceeds half a second. In practical terms, this makes browsing, video calls, online learning, cloud applications, and gaming feel nearly instantaneous. Geostationary links, by contrast, often produce a noticeable delay that can disrupt real-time communication. Home and small-business users connect through a flat-panel dish that automatically orients itself toward the satellite network. This simplicity has made satellite broadband more practical for households, enterprises, schools, health facilities, and public institutions in areas without reliable terrestrial networks. The same technology now supports in-flight Wi-Fi for airlines, maritime connectivity for ships and offshore platforms, and service for recreational vehicles (RVs), including motorhomes, campervans, caravans, and travel trailers. These users often travel through areas with patchy cellular coverage, such as national parks, campsites, and remote highways. A portable dish can be roof-mounted or set up on the ground, providing connectivity for remote

work, streaming, navigation, and communication while travelling. Such mobility-oriented applications were difficult or impractical with earlier satellite systems. Starlink is designed for consumer and commercial use, while Starshield is a separate government-oriented platform built on Starlink technology. Starshield focuses on secure communications, Earth observation, and hosted payloads, with additional high-assurance encryption for sensitive government operations. It is therefore important not to treat Starshield as a civilian broadband substitute. Starlink extends public internet access; Starshield serves national-security and defence missions through more secure, government-controlled capabilities. Relevance for Ethiopia and Africa is that Starlink's LEO service can materially improve connectivity for remote users and broaden digital inclusion by bringing broadband to places the internet previously could not reach affordably or reliably. In the African context, however, its value depends not only on technology but also on licensing, affordability, local partnerships, consumer protection, and regulatory safeguards. Across Africa, adoption has been shaped as much by regulation and cost as by technical capability. Starlink was reported to operate in roughly 26–27 African countries by mid-2026, while Ethiopia remained unlicensed as of October 2026. In practical terms, this is fast communications s real-time video conferencing, online classes, telemedicine, digital payments, and cloud-based work. For Ethiopia, satellite broadband could support remote work, education, telemedicine, agricultural services, disaster response, and connectivity in underserved regions. But responsible adoption would require clear licensing rules, competitive pricing, data-protection safeguards, and cooperation with local telecom and internet-service providers. The difference is decisive. A connection that once felt delayed and unstable can now feel close to terrestrial broadband, making satellite internet a practical service rather than merely a last-resort option. Besides it makes broadband available beyond cities. The technology also serves moving users. Airlines use it for in-flight Wi-Fi; ships and offshore platforms use it for maritime connectivity. These satellite systems can extend access to local communities without imposing the same distance-related connection costs associated with terrestrial networks. Conclusion Starlink demonstrates that LEO satellite technology can transform connectivity from a fixed, infrastructure-dependent service into a flexible network capable of reaching homes, vehicles, ships, aircraft, and remote communities. Its low latency makes real-time digital services practical, while Starshield extends the same technological foundation to secure government needs. The broader lesson is that satellite networks are no longer merely a fallback option; they are becoming an essential part of the world's digital infrastructure. For countries such as Ethiopia the challenge is to convert technological possibility into inclusive access. Yet the new era of digital connectivity is defined by the movement of the internet beyond fixed cables and conventional satellites into flexible LEO networks. All the same, connectivity alone does not guarantee digital inclusion. A satellite signal becomes meaningful only when people can afford the service, possess suitable devices, have digital skills, and can access relevant local content and online services. Licensing fees, equipment costs, and monthly subscriptions can otherwise turn a promising technology into a service available mainly to institutions and wealthier users.

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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.



RESUME

Name: Mikyas Solomon

Education: 10+2

Company name: Sol Leather

Title: Owner

Founded in: 2021

What it does: Manufacturing a charcoal briquettes from west materials

Hq: Addis Ababa

Number of Employees: 4



STARTUP CAPITAL

150,000 BIRR

CURRENT CAPITAL

Growing

BIG PICTURE

PERSONAL

Reason for starting the Business:

My deep passion for the sector

Most admired person: My Father

Biggest perk of ownership: The freedom to transform my creativity into products

Stress reducer: Drinking coffee

Biggest strength: Never compromising on quality

Favorite pastime: Sketching new leather designs

Biggest challenge: Soaring prices of raw materials

Favorite book: None

Plan: Exporting products abroad

Favorite destination: Italy

First career: Leather Assistant

Favorite automobile: Toyota

Most interested in meeting: Renowned entrepreneurs in this sector

Prado

DAILY EXCHANGE RATE

Oct. 23, 2026



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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

Ethical leadership: Why postmodern skepticism threatens modern leadership



■ By Gezahegn Anbelu

Among the many structural scaffoldings that sustain human society, leadership remains paramount. Success across every realm—from the family unit to corporate boardrooms and political governance—hinges directly on the quality of guidance provided at the top. As leadership thinkers frequently note, everything rises and falls on leadership. An effective leader who possesses technical skills, operational wisdom, and a steadfast moral compass can navigate institutions through complex economic, social, and political storms, leaving a multigenerational legacy that stands the test of time. The classic proverb attributed to Alexander the Great sums this up powerfully: "An army of sheep led by a lion can defeat an army of lions led by a sheep."

However, when leadership becomes suffocated by the violation of personal and communal ethics, collapsing under the weight of responsibility vested in the leader, the damage inflicted upon followers and society is incalculable. In an era defined by institutional erosion and a crisis of trust, contemporary organizational discourse has increasingly turned toward human-centered, morally grounded models such as Servant Leadership and Authentic Leadership. Organizations regularly extol the virtues of leaders who put followers first, practice humility, and remain fiercely true to an internal moral compass.

Yet running quietly beneath the surface of modern organizational practice is a powerful philosophical undercurrent: Postmodernism. While postmodern criticism has helped dismantle rigid administrative hierarchies and coercive, authoritarian dogmas, it simultaneously introduces a radical philosophical challenge. By rejecting universal moral principles, deconstructing objective truth, and treating ethical norms as mere social constructs, postmodern thought logically leaves individual self-interest, subjective whim, or social relativism as the default driver of human action. This creates a severe theoretical collision. Can Servant Leadership and Authentic Leadership survive in a postmodern intellectual landscape, or does postmodern skepticism fundamentally undermine the very moral bedrock upon which these models are built?

Understanding where we stand today requires looking at how human history has wrestled with the intersection of power and morality. In prehistoric hunter-gatherer and early tribal communities, leadership was fundamentally about physical survival, resource allocation, and defense, where strength dictated authority and practices modern society considers deeply immoral were viewed as practical necessities to preserve the group. As human civilizations built expansive empires in ancient Egypt and Mesopotamia, monarchs claimed divine authorization, wielding unquestionable power over the ruled while tying leadership virtues to military conquest and territorial dominance rather than benevolence or shared governance.

A monumental transformation occurred during the Axial Age, a pivotal historical epoch spanning roughly from 800 to 200 BCE, when independent philosophical and religious traditions emerged almost simultaneously across Eurasia to question the arbitrary abuse of political power. In China, Confucius emphasized moral cultivation, ritual propriety, and benevolence as prerequisites for legitimate governance, while in Classical Greece, thinkers like Socrates, Plato, and Aristotle argued that political power must be tethered to virtue, with Aristotle famously positing that true leadership must serve the common good rather than

the ruler's self-interest. In the sixteenth century, Niccolò Machiavelli executed a deliberate break from classical moral ideals, arguing in *The Prince* that a leader must learn how not to be good and use strategic deception if it keeps the state secure and stable, thereby detaching leadership from traditional moral underpinnings and laying the groundwork for modern realpolitik. During the Enlightenment, philosophers like Thomas Hobbes, John Locke, and Jean-Jacques Rousseau sought a rational, secular basis for moral authority, establishing Social Contract Theory—the principle that a leader's power is only legitimate if citizens willingly agree to be led.

With the Industrial Revolution came the Great Man Theory, championed by Thomas Carlyle, which claimed that history is driven by heroic individuals endowed with divine providence and natural genius, leading society to assume that wealth and power signaled inherent moral superiority. By the early twentieth century, leadership became bureaucratic and metric-driven, reducing morality to productivity and compliance under the assumption that maximizing output fulfilled an executive's moral duty. Today, political, corporate, and social institutions are suffering from a widespread crisis of authority. In politics,

polarization and short-term opportunism routinely triumph over long-term strategic stewardship and civic responsibility. In corporate life, rigid bureaucratic structures fail to keep pace with rapid, non-linear disruptions like artificial intelligence and market volatility. Across public life, pervasive failures in transparency have bred deep societal cynicism, exposing a glaring disconnect between executive messaging and moral accountability. For decades, organizations treated leadership as a clinical science focused on transactional control and behavioral metrics, relegating deep moral responsibility to the margins. To survive modern turbulence, organizations have tried to shift away from the myth of the heroic, all-knowing leader toward normative models like Servant Leadership and Authentic Leadership. This is precisely where the clash between postmodern thought and modern leadership theory reaches its climax. Servant Leadership is anchored in timeless ethical duties like altruism, stewardship, and prioritizing the well-being of followers, while Authentic Leadership relies on an internalized moral perspective where leaders act in alignment with deeply held ethical standards. Postmodernism, however, rejects grand narratives and universal rules, viewing claims of universal moral truth as

socio-historical constructs deployed by dominant groups to maintain authority. If there is no objective moral foundation, Servant Leadership loses its ground to declare altruism superior to selfishness, and Authentic Leadership's internalized moral perspective becomes completely arbitrary—a self-justifying loop where whatever a leader subjectively feels is authentic becomes ethically valid. Furthermore, Authentic Leadership commands leaders to be true to oneself, presumes a stable, coherent inner character. Postmodern thinkers argue instead that identity is not a fixed core, but a fluid, continually shifting mosaic constructed by language, power dynamics, and social contexts. If the self is perpetually fragmented, being authentic ceases to be an anchor of genuine character, turning instead into a performative art—a shifting persona adapted to mirror whatever an audience demands. When postmodern skepticism strips away transcendent moral accountability and objective duty, human motivation frequently collapses back into ethical egoism or utilitarian self-preservation. Under an extreme postmodern posture, Servant Leadership risks being reduced to a calculated tactic—a soft-power manipulation designed to gain compliance under the guise of benevolence—while

Authentic Leadership risks degenerating into radical subjectivism, where leaders excuse self-serving actions under the banner of expressing their personal truth. Does postmodern thought render ethical leadership impossible? Not necessarily. A moderate postmodern critique serves a vital diagnostic purpose: it exposes paternalism disguised as service, challenges self-righteousness, and forces leaders to confront how power dynamics shape their actions. Ethical responsibility can still emerge directly in our immediate, relational encounters with those we lead. However, for Servant and Authentic Leadership to operate as meaningful realities rather than empty public relations gestures, organizations must recognize the dangers of radical relativism. True leadership is about integrity—walking the talk and adhering to a meaningful value system. Ethical leadership means narrowing the gap between the ideal leader we profess to be in public and the private pressures that tempt us to compromise our principles. Despite the temptation to adopt short-term populism, engage in PR spin, or prioritize damage control over truth, leaders must return to a timeless standard: leading by example, demonstrating moral restraint, and guiding others with uncompromising personal integrity.

This enduring conflict between relativistic power and objective moral duty is nowhere more clearly illustrated—or more effectively answered—than within the African context, where Ethiopian intellectual and historical traditions offer a vital blueprint for moral authority. Beyond the Western canon, this philosophical tension finds profound resonance—and a compelling alternative—within the rich intellectual and governance traditions of Ethiopia. Long before modern organizational scholars conceptualized shared or decentralized governance, indigenous African frameworks such as the Oromo Gadaa system had institutionalized term-limited executive power, peaceful rotational leadership, and systemic checks and balances. Authority was understood not as an autocratic right or an exercise in individual ego, but as a temporary, community-sanctioned stewardship designed to serve the collective good. Similarly, during the seventeenth century, the Ethiopian philosopher Zera Yacob articulated in his *Haṭāta* a rigorous ethical rationalism that rejected arbitrary authority and moral relativism. Yacob argued that human reason inherently equips individuals to discern objective moral truths and human dignity, offering an early, indigenous foundation for authentic, reason-based ethical leadership that precedes European Enlightenment discourse.

For contemporary Ethiopia and the broader global South, this historical legacy provides a vital antidote to the moral vacuum left by radical postmodern skepticism. In an era marked by rapid globalization, institutional fragmentation, and political hyper-polarization, abandoning objective moral standards risks reducing leadership to opportunistic realpolitik, tribalism, or performative self-interest. Re-anchoring modern institutions in the dual pillars of Servant and Authentic Leadership allows Ethiopian society to achieve a meaningful epistemic integration—synthesizing the ethical rigor of traditional communal stewardship with modern, transparent governance practices. By rejecting both autocratic centralism and postmodern moral cynicism, leadership reclaims its true purpose: an enduring commitment to integrity, human dignity, and the selfless service of the common good.

Gezahegn Anbelu is a communication expert specializing in multiculturalism, the synthesis of diverse perspectives, and the promotion of peace, and human flourishing. You can reach him via gezuanbelu@gmail.com

Partnership and interaction: The foundation of life, civilization, and sustainable development

■ By Enideg Damtie Yewerew

Partnership and interaction are the fundamental principles upon which life, nature, society, and civilization are built. Nothing in the universe exists or develops entirely in isolation. From the formation of matter to the functioning of ecosystems, from the growth of individuals to the advancement of nations, existence is sustained through relationships, interaction, and mutual dependence. Partnership is therefore not merely a social arrangement or an economic strategy; it is a universal principle governing life itself. Every living organism, every institution, and every civilization depends upon continuous interaction with others for survival, growth, and prosperity. Life without partnership cannot exist. Every form of existence is the result of interaction. Matter combines to form new substances; living organisms interact within ecosystems; families, communities, institutions, and nations cooperate to sustain human civilization. The goods we produce, the services we receive, the knowledge we create, and the technologies we develop are all products of collective effort. No individual, organization, or nation possesses every resource necessary for complete self-sufficiency. Development therefore emerges from the combination of diverse resources, knowledge, skills, and experiences through partnership. Interaction transforms potential into reality. Knowledge grows through dialogue. Innovation emerges through collaboration. Economic prosperity is created through cooperation among producers, consumers, investors, workers, researchers, and governments. Every successful development process is therefore an interaction process. Where interaction is weak, development slows; where cooperation is strong, societies become more productive, peaceful, and resilient. Development should not be viewed simply as economic growth but as the continuous improvement of relationships that enable people and institutions to create shared value. Despite remarkable scientific and technological progress in the twenty-first century, many societies experience declining trust and weakening partnerships. Excessive individualism, greed, corruption, intolerance, and

the pursuit of wealth without ethical responsibility often replace cooperation with competition that benefits only a few. These conditions contribute to inequality, social fragmentation, institutional failure, environmental degradation, and violent conflict. Many wars arise not because humanity lacks resources, but because it fails to manage relationships fairly and cooperatively. The greatest challenge of modern civilization is therefore not merely technological advancement but rebuilding trust, partnership, and shared responsibility among people, institutions, and nations. Development assistance should not be understood merely as charity. Genuine aid is a partnership built upon mutual respect, shared responsibility, accountability, and common objectives. Both providers and recipients contribute valuable resources. Donors may contribute finance, technology, or expertise, while recipient communities contribute local knowledge, labor, culture, commitment, and ownership. Sustainable development occurs when both parties become partners rather than benefactors and beneficiaries. The philosophy of partnership may be summarized through the following principles: without partnership, there is no sustainable life; without interaction, there is no meaningful development; unity strengthens individuals, institutions, and nations; peace is sustained through cooperation rather than domination; and development flourishes where mutual trust and shared responsibility exist. Diversity enriches partnership by bringing together different knowledge, experiences, and capacities. Every person possesses something valuable to contribute to others. Partnership transforms individual strengths into collective achievements. Sustainable progress requires fairness, reciprocity, and mutual benefit. Lasting partnerships are built upon honesty, kindness, respect, tolerance, responsibility, and commitment. Human life itself is an expression of partnership. Families are built through partnership. Communities grow through cooperation. People learn together, work together, celebrate together, mourn together, solve problems together, and build institutions together. Partnership therefore encompasses

every dimension of human existence. It is expressed in education, agriculture, business, science, governance, healthcare, environmental management, and international relations. Living together is not simply sharing physical space; it is sharing responsibility for one another's well-being and for the future of society. Civilization is measured not only by technological advancement or economic wealth but also by the quality of relationships among its people. A truly civilized society encourages cooperation, mutual respect, justice, compassion, and peaceful coexistence. Strong partnerships create strong institutions. Strong institutions create stable societies. Stable societies generate innovation, prosperity, peace, and sustainable development. Effective partnership requires moral as well as technical foundations. Knowledge alone is insufficient without integrity. Resources alone are insufficient without generosity. Power alone is insufficient without justice. Successful partnerships require honesty and transparency, mutual trust, respect for diversity, compassion and kindness, shared responsibility, accountability, commitment to common goals, and continuous dialogue and learning. Partnership is not merely one strategy among many; it is the organizing principle of life, development, and civilization. Every achievement of humanity has been made possible through interaction among people, institutions, knowledge, and resources. The future of sustainable development depends less on the accumulation of individual power than on the ability of societies to cultivate effective partnerships founded on trust, mutual benefit, justice, and shared responsibility. The central proposition is therefore clear: life exists through interaction, development advances through partnership, and civilization flourishes through cooperation.

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INTERVIEW

GLOBAL SOUTH E-COMMERCE EXPANSION



As Ethiopia works to expand its digital economy and strengthen its position in regional and international trade, a new e-commerce platform is proposing an alternative model for how businesses and consumers connect across the Global South.

Tradplat, founded by Del Harvey, describes itself as the world's first non-US-dollar, non-SWIFT e-commerce platform. It aims to operate through independently owned national franchises across 77 Global South countries, including 53 of Africa's 54 countries, allowing consumers to shop in local currencies while giving businesses access to buyers across the network.

In Ethiopia, Tradplat is seeking a local owner-operator partner to establish and run the national platform. The company says the initiative has the support of the Federal Democratic Republic of Ethiopia's Ministry of Trade and Regional Integration and plans to launch internationally in March or April 2027.

In this interview with Capital's Groum Abate, Del Harvey explains how Tradplat's franchise model would work, why the platform is designed to reduce reliance on US-dollar and SWIFT-based payment systems, and what the proposed Ethiopian launch could mean for consumers, manufacturers, exporters and small businesses.

He also discusses the platform's plans for pricing, delivery, seller verification, product quality and payment in Ethiopian Birr, as well as why Ethiopia has been chosen as the network's first partner. Excerpts;

Capital: What is Tradplat's business model?

Del Harvey: Tradplat is an international e-commerce network designed exclusively for the Global South, operating through a franchise model that develops and alternative to the traditional US-dollar and SWIFT-based trade and payment arrangements. The Global South represents approximately 85% of the world's population, making it a major market for consumer commerce and international trade. World Bank data for 2025 puts the population of low- and middle-income economies at approximately 6.79 billion, with combined GDP of around US\$41.48 trillion. The World Bank also reported that developing economies accounted for 60% of global economic growth.

Tradplat is building an international network of exclusive country franchises, with one independent business partner in each country. Tradplat operates as a Software as a Service (SaaS) provider, supplying each partner with the technology, international branding and payment system needed to operate its own national e-commerce platform.

The network supports both consumer purchases within each country, and business exports to international markets. By connecting locally operated platforms through a shared international network, Tradplat aims to give Ethiopian consumers access to products and local businesses access to buyers across the Global South.

Capital: What problems does

Tradplat solve in Ethiopia?

Del Harvey: Tradplat aims to address two important challenges in Ethiopia: high consumer prices and the difficulty local businesses face in finding new export markets. Ethiopian consumers often face high prices, limited product availability and little choice, particularly outside major cities, when compared to western nations. Tradplat aims to improve access to a wider range of goods through online shopping, including for people living in remote towns and villages. We are committed to offering products between 15% and 25% cheaper than comparable local shop prices. This includes cellphones, beauty products, shoes and clothing, home electronics and electric vehicles.

For Ethiopian businesses, manufacturers, farm cooperatives and traders, finding international buyers and entering new export markets can be difficult. Tradplat provides access to a network of global buyers, creating opportunities to showcase their products and reach customers across participating Global South countries. Any product listed by an Ethiopian business will be seen by buyers across the global network of Tradplat country partners, helping local businesses find potential customers beyond Ethiopia. Our aim is to give Ethiopian consumers more choice at lower prices, while helping Ethiopian businesses find new customers and expand their reach internationally.

Capital: Why is Tradplat

non-US-dollar and restricted to Global South countries?

Del Harvey: Tradplat was created to help Global South countries build stronger trading relationships with one another, and reduce their dependence on an international financial system that can easily be affected by geopolitical decisions. Economic sanctions are a powerful instrument of western foreign policy, and their effects often extend far beyond the governments they intend to punish, leaving catastrophic results for ordinary people and businesses. Around 18 countries are commonly referenced as being under economic sanctions, with all affected countries being from the Global South. This raises an important question, 'what happens if a government on the other side of the world decides to restrict Ethiopia or another Global South country's access to US-dollar payments and international banking?'

Such restrictions could have

INTERVIEW

tradplat

devastating consequences for local businesses, jobs and the ability to import essential goods, including food and healthcare products. Businesses and governments must therefore prepare for potential geopolitical and economic shocks rather than assume existing trading arrangements will always remain available.

Tradplat's response is to build an international trading network connecting businesses across Global South countries, with payment arrangements designed to reduce reliance on the US dollar and traditional SWIFT-based systems.

By connecting Ethiopian businesses with buyers throughout this network, Tradplat aims to help them establish a dependable international customer base that is less vulnerable to disruption in any single trading or payment system. In the event of unilateral sanctions against any Global South country, Tradplat could also provide an important alternative channel for continued legal international trade.

Our objective is to give Global South businesses greater control over their commercial future, strengthen trade between participating countries and provide additional resilience against unexpected geopolitical shocks. We are not seeking to isolate these countries from the world, but to ensure that they have alternative methods to trade, when established channels are removed.

Capital: Why have you chosen Ethiopia as your first partner?

Del Harvey: Tradplat represents a new approach to international trade, created specifically for the benefit of Global South consumers and businesses. We believe this is the first e-commerce franchise network designed exclusively to connect Global South markets through locally operated national platforms. When deciding where to begin this ambitious project, Ethiopia was a natural choice. It has a unique place in African history, a significant regional role and a strong symbolic connection to independence and self-determination. Ethiopia is widely recognised for never having been subjected to sustained colonial rule, making it a particularly meaningful starting point for a platform designed to give Global South businesses greater control over their own commercial future. Tradplat is a Global South-only, non-US-dollar trading

network that seeks to reduce dependence on traditional international trading and payment arrangements. Our decision to start in Ethiopia reflects the country's historical significance and our ambition to build a new model of international commerce from within the Global South, rather than simply extend an existing Western-centred model into new markets.

We also see Ethiopia as an important base from which to develop the wider African network. We want Ethiopian businesses to benefit from the platform while helping establish connections with customers and commercial partners across other participating countries.

Many years from now, we hope that Ethiopia will be remembered as the country where this international network began, alongside the name of the first Ethiopian Tradplat franchise partner who helped turn the vision into a reality.

Capital: When will you launch, which products and locations will you cover initially?

Del Harvey: Our first priority is to first secure the Tradplat Ethiopia franchise partner. Within a few weeks, we plan to begin onboarding Ethiopia and additional country partners simultaneously for the international launch in March/April 2027.

The launch will include partners from other African and Asian countries. I am already speaking with potential partners from countries who have expressed an interest in joining Tradplat. We intend to invite them to become part of the network after securing our Ethiopian partner.

We plan to launch the Ethiopian marketplace with an initial list of approximately 1,500 products, covering a range similar to what consumers might find on Amazon, alongside products relevant to the needs of Ethiopian consumers and businesses. The initial catalogue will include electric generators, clothing and shoes, smartphones, laptops, televisions, electric cars and a broad selection of everyday

consumer and business goods. Our initial focus for Ethiopia will be Addis Ababa consumer sales and business exports, with the objective of expanding access across all Ethiopia.

Capital: How does the partnership work and how does the partner generate revenue?

Del Harvey: Tradplat does not operate an e-commerce business in Ethiopia and will not have its own office here. Instead, an independent Ethiopian Partner will own and operate the Tradplat franchise business throughout the country. Tradplat does not take shares in the partner's company; the partner operates its own independent business under the Tradplat branded franchise model.

The partner pays a one-time franchise fee in return for a 10-year renewable licence. This licence fee covers the on-boarding process for the partners team, including technology setup, training and support over an initial period of three to six months. Once on-boarding is complete, the partner launches and operates its own national e-commerce and trade platform.

The partner generates revenue from transactions across Ethiopia, earning from consumer purchases made through the platform, and business export transactions facilitated through it. Additional revenue streams include platform advertising banners and property listings. Tradplat supplies the software technology, international branding and payment system, while the Ethiopian partner builds and manages the local business. This allows an Ethiopian company to operate a national e-commerce and export-trade platform, without the trouble and expense of having to develop the underlying technology independently.

Capital: Will products be stocked in Ethiopia, or shipped after the customer places an order?

Del Harvey: Tradplat's model does not require the Ethiopian franchise partner to stock products in a warehouse. Instead, products will be ordered from suppliers after

a customer completes a purchase online, helping the partner avoid the cost and risk of holding large amounts of inventory.

This approach gives consumers access to a wider range of products, while allowing us to focus on competitive prices. International e-commerce research by the International Post Corporation shows that consumers are price-conscious, and if available, will increasingly seek competitively priced online goods over retail store prices. The Ethiopian partner will be responsible for ensuring that imported products are cleared through customs and comply with Ethiopian regulations. Training and support for Ethiopia-specific customs procedures and compliance will be included in the partner's 3 to 6 month on-boarding process.

Our objective is to give Ethiopian consumers access to competitively priced products without requiring the local franchise partner to invest heavily in inventory before demand is established.

Capital: Will Ethiopian customers see the real price and make payments in Birr?

Del Harvey: Yes. Ethiopian customers will see product prices in Ethiopian Birr, with shipping, taxes and import duties included in the total price before they place an order.

Payments will be made through Tradplat's own EWallet. We plan to work with local e-wallet providers and banks to make topping up the wallet convenient for customers.

To comply with Ethiopian regulations, the local franchise partner will independently establish a partnership with an Ethiopian bank to manage the e-wallet arrangements. I have already held meetings with several Ethiopian banks that have expressed interest in cooperating with the future Tradplat Ethiopia partner.

Currency conversion and international remittances will be the responsibility of the Tradplat partner and its cooperating bank. Unlike years ago, there are now currently many alternatives to US-dollar and SWIFT-

based transfers. This includes correspondent banks, CIPS, PAPSS, UPI, SPFS, MIR and China UnionPay, with new methods such as BRICS Pay coming on-stream soon. These methods are subject to availability, banking agreements and applicable regulations.

Tradplat gives Ethiopian businesses an international opportunity. Products listed by an Ethiopian business can be seen by buyers across the global network of Tradplat country partners, helping local manufacturers, farmers, cooperatives and traders reach potential customers in markets they wouldn't normally have access to.

Our aim is to combine convenient local-currency shopping for Ethiopian consumers with wider international trading opportunities for Ethiopian businesses.

Capital: How will you verify sellers, product authenticity and quality, particularly for electronics?

Del Harvey: Each Tradplat country partner will be responsible for ensuring that sellers are properly assessed, and that products listed on their national platform meet the required standards for authenticity and quality. Training in seller verification, product selection, branding and quality control will form part of the partner on-boarding process.

In Ethiopia, customers will collect their purchases from designated collection points rather than having products delivered to their homes. At collection, the customer and Tradplat partner staff will open and inspect the goods together, checking for damage, functionality and suitability. Electronics can be tested, while clothing and shoes can be tried on to confirm fit.

If a product is damaged, does not function correctly or is unsuitable, the customer can reject it at the collection point for a full refund. This allows problems to be identified before the customer accepts the purchase, reducing the risk of returns and disputes for the franchise partner.

We believe this collection model offers Ethiopian consumers greater confidence when shopping online, particularly when purchasing electronics. Unlike with some international online purchases, where return procedures can be complicated, expensive or unavailable, Tradplat customers benefit from the ability to inspect and approve their goods before accepting them.



JUBILATION AFRICA SEEKS TO EXPAND WORK OPPORTUNITIES FOR LOCAL CREATIVES

Cultural events are creating work opportunities for musicians, designers, technicians and small businesses in Ethiopia, although questions remain over whether the project-based nature of the entertainment industry can provide reliable and sustainable incomes.

Jubilation Africa, a monthly cultural festival organised by Chimp Event & Promotion, brings together performers, DJs, dancers, fashion designers and visual artists, alongside workers involved in event production and related services.

The initiative illustrates how live entertainment can generate economic activity beyond performances. It involves technical crews, vendors, hospitality workers, transport providers and other service businesses.

However, the scale and sustainability of these opportunities depend on the frequency of events, available funding and continued demand.

The festival features contemporary African music genres, including Afro House, Afrotech, Amapiano and Gqom, alongside Ethiopian artistic expressions.

Its activities also include fashion and visual arts, giving participating creatives opportunities to present

their work to audiences.

Organisers say individual editions attract more than 2,000 attendees. Such gatherings can generate spending on transport, food, beverages and other services, although independently verified figures on employment, revenue and earnings were not available.

The event also provides practical exposure to areas such as stage management, audiovisual production, marketing and hospitality operations.

These skills can be applied across the entertainment and wider service industries, particularly as demand grows for professional event management.

Mikyas Zena, founder and managing director of Chimp Event & Promotion, said the agency was established to improve professional standards in Ethiopia's live entertainment and cultural sector.

Through its activities, the company seeks to connect local artists with regional cultural trends and commercial opportunities. Its operations include festivals, corporate events, brand activations and other live productions.

The agency's portfolio also includes the Dallol Music Festival, the Big



Blanket Addis seasonal picnic series and a corporate events division.

These activities reflect the range of services involved in the event industry, from technical production

and logistics to communications and hospitality.

For workers in the sector, however, participation in festivals does not necessarily translate into stable employment.

Many rely on individual assignments, irregular contracts and seasonal demand, making it difficult to predict earnings or build long-term careers.

The challenge is particularly relevant for young people seeking to turn artistic interests and technical skills into viable livelihoods.

Access to professional training, financing, appropriate venues and reliable payment arrangements could help workers establish more sustainable businesses.

The industry also depends on commercial partnerships, including sponsorships and corporate contracts. While these arrangements can provide revenue for event organisers and participating businesses, their contribution to wider employment depends on how consistently work is generated and how income is distributed among participants.

Chimp Event & Promotion has outlined plans to expand Jubilation Africa's activities through artist residencies, cross-border cultural exchanges and digital services

intended to facilitate event planning and talent booking across East Africa. The proposed Chimp Connect platform forms part of that vision.

If implemented successfully, regional collaboration could create additional opportunities for Ethiopian performers and technical professionals to work across borders. It could also expose local artists to new audiences and business networks.

However, expanding into regional markets would require sustained investment, effective coordination and the ability to compete with established entertainment businesses. Digital booking services would also need to demonstrate that they can generate practical benefits for artists and service providers.

The wider economic significance of initiatives such as Jubilation Africa lies in their potential to connect cultural production with entrepreneurship and employment.

Yet measuring their contribution requires more than attendance figures. The number of paid jobs created, the duration of contracts, workers' earnings and opportunities for repeat employment are equally important indicators.

EUROPEAN UNION FILM FESTIVAL OPENS IN ADDIS ABABA

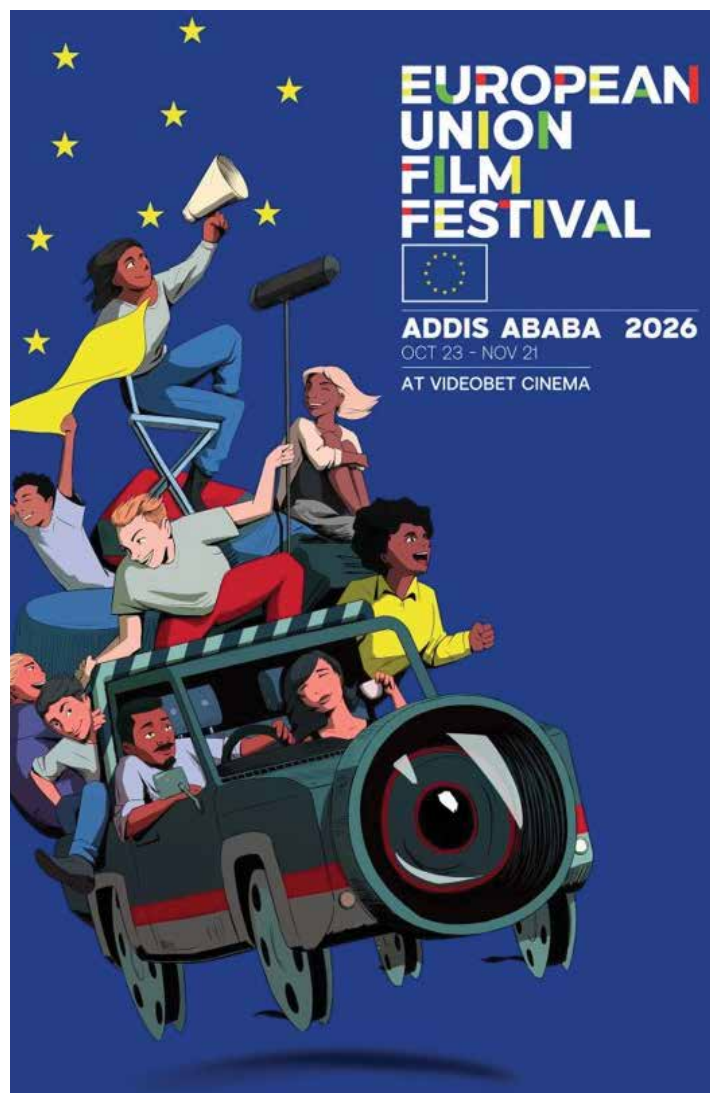
The 2026 European Union Film Festival (EUFF) has opened in Addis Ababa, bringing more than 27 films from 23 European countries to audiences in the capital.

The festival is being held at Videobet Cinema from October 24 to November 20, 2026, with free entrance for the public. Its opening ceremony took place on October 23 at the National Theatre, while the closing ceremony is scheduled for November 21, also at the National Theatre.

Organised and funded by the EU Delegation to Ethiopia, the EU Delegation to the African Union, the European Parliament, 23 EU member states and guest countries, the festival aims to celebrate European cinema, culture, languages and diversity.

This year's programme invites audiences to discover inspiring stories, reflect on shared values and challenges, and connect through cinema. The selection includes films from across Europe, offering viewers a range of genres, languages and perspectives.

The festival is expected to provide a platform for cultural exchange between



European filmmakers and Ethiopian audiences, while also highlighting the diversity of European cinema.

Unlike the opening and closing ceremonies, the main screenings at Videobet Cinema are open to the public free of charge. The full schedule of films is

available through the EU Delegation's official channels.

The EUFF has become one of Addis Ababa's major cultural events, bringing European films to local audiences and creating space for dialogue around culture, creativity and shared global issues.

ETHIOPIAN-BORN BRITISH AUTHOR PUBLISHES MEMOIR ON DIASPORA LIFE AND AGEING

Ethiopian-born British author Mengistu Temtemie has published *Walking With My Shadow: Growing Old in the Diaspora*, a memoir exploring resilience, ageing and the experiences of the Ethiopian diaspora.

Mengistu, who was born in Ambo, Ethiopia, and now lives in Britain, draws on his personal journey to reflect on migration, identity, belonging and the challenges of growing older away from one's country of birth.

The memoir examines how members of the diaspora navigate life between two cultures,

carrying memories of home while building new lives abroad. It also explores the emotional and practical realities of ageing in a foreign country, including loneliness, family ties, cultural change and the search for meaning in later life.

Walking With My Shadow is available on Amazon.

The book adds to a growing body of diaspora literature examining how migration reshapes identity across generations, and how older migrants confront the realities of ageing far from the places they once called home.



Classroom management in our schools: The greatest challenge of teachers



By Samson Worku Teshome

“The greatest sign of success for a teacher... is to be able to quietly say, ‘The children are now working as if I did not exist.’”—Maria Montessori

Introduction

Imagine walking past a school building. You look through the window of one classroom and see a scene of chaos. Students are shouting, running in the aisles, and throwing paper. The teacher is standing at the front, looking tired, frustrated, and helpless, shouting over the noise just to be heard.

Now, imagine walking past another classroom in the same school. Here, the scene is completely different. Students are working together in small groups. Some are discussing a problem quietly, others are writing in their notebooks, and a few are looking at a chart on the wall. The teacher is not shouting. In fact, the teacher is quietly walking around the room, smiling, checking on students, and offering gentle guidance. What is the difference between these two classrooms? The curriculum might be the same. The students might be equally smart. The difference is classroom management.

In recent years, as our education system grows and evolves, parents, teachers, and school leaders are realizing a hard truth: having good textbooks and a strong syllabus is only half the battle. The other half is managing the classroom so that learning can actually take place.

Today, we will explore the hidden art of classroom management in our school system. I will explain what it is, how it is done, the challenges teachers face, and the bright prospects for the future. This article is for every parent, student, teacher, and citizen who cares about the quality of education in our schools.

What is Classroom Management and What it is not?

When most people hear the words “classroom management,” they immediately think of “discipline.” They picture a strict teacher punishing a naughty student, sending them out of the room, or making them stand in the corner. But this is a very old and narrow way of thinking.

So what is classroom management? Classroom management is everything a teacher does to organize students, space, time, and materials so that learning can happen smoothly, safely, and happily. Classroom management is not just about stopping bad behavior. It is about creating a positive environment where good behavior and hard work are the natural results. In a well-managed classroom, students know exactly what is expected of them. They know how to enter the room, how to ask for help, how to work in groups, and how to clean up. Because the routines are clear, the teacher does not have to waste time shouting or giving orders. The teacher becomes almost “invisible” because the students are managing themselves and focusing on the learning.

The Procedures of Classroom Management

How do teachers actually manage a

classroom of 40, 50, or even 60 active students? It does not happen by magic. It happens through clear, consistent procedures. Procedures are the step-by-step routines that make the classroom run like a well-oiled machine. Here are the main procedures used in successful classrooms everywhere.

1. Setting Up the Physical Environment

Classroom Management starts before the students even enter the room. How are the desks arranged? In a modern, well-managed classroom, desks are rarely in straight, rigid rows facing the front, which only encourages passive listening. Instead, they might be arranged in clusters or groups to encourage teamwork and discussion. The teacher must ensure there are clear pathways to walk around so they can check on every student easily. The walls should be covered with student work, helpful charts, and positive messages, not just a long list of strict rules. A well-organized room tells the students, “This is a place for active, respectful work.”

2. Establishing Rules and Routines Together

On the first day of school, a good teacher does not just hand out a list of strict rules and demand obedience. Instead, they sit down with the students and create the rules together. The teacher might ask, “What rules do we need so that everyone can learn and feel safe in this room?” When students help make the rules, they feel a sense of ownership and are much more likely to follow them. Along with rules, the teacher establishes daily routines. How do we start the class? (Maybe with a quick, quiz on the board). What do we do if we need to sharpen a pencil or go to the restroom? (We use a hand signal, so we do not interrupt the lesson). These routines are practiced again and again in the first few weeks until they become automatic habits.

3. Building Strong Relationships

This is the secret ingredient of classroom management. Students do not work hard for a teacher they think does not care about them. Great teachers make it a priority to know their students. They learn their names quickly. They ask about their hobbies, their favorite sports teams, or their families. They greet students at the door every morning with a smile and a warm welcome. When a student feels respected, valued, and liked, they will not want to disappoint the teacher. Good relationships prevent the majority of behavior problems before they even start.

4. Pacing and Engaging the Lesson

A bored student is a disruptive student. If a teacher lectures or talks at the board for 45 minutes without a break, students will naturally start talking to each other, passing notes, or daydreaming. Good classroom management means keeping the lesson moving at a good, energetic pace. The teacher changes activities frequently. They might explain a concept for 10 minutes, then have the students discuss it in pairs for 5 minutes, and then do a quick practical activity or quiz for 15 minutes. When students are busy and engaged in interesting tasks, they simply do not have the time or desire to misbehave.

5. Correcting Behavior Calmly and Positively

Even with perfect routines, students will sometimes break the rules. How the teacher handles this is crucial. In a well-managed classroom, public shouting and humiliation are never acceptable. If a student is off-task, the teacher

uses non-verbal cues first. They might make direct eye contact, pause their speaking, or simply walk and stand near the student’s desk. This is called “proximity control,” and it often stops the bad behavior without saying a word. If the behavior continues, the teacher speaks to the student privately and calmly. They focus on the behavior, not the child’s character. Instead of saying, “You are a bad and lazy student,” they say, “Talking while I am explaining this makes it hard for others to learn. Please focus on your work.” Furthermore, teachers use positive reinforcement. They loudly praise students who are following the rules: “Thank you, Group 3, for transitioning so quickly and quietly.” Praising the good behavior encourages others to copy it.

The Challenges: Why is it So Hard in Our Schools?

Even with good procedures, classroom management in our general school system comes with unique and heavy challenges. Teachers today are facing difficulties that require immense patience and skill.

1. Overcrowded Classrooms

This is perhaps the biggest challenge in many of our public and private schools. A single classroom might have 60, 70, or even 80 students. It is incredibly difficult for a teacher to do group work, walk around to check on everyone, or give individual attention when there are so many students. When classes are this full, it is much easier for a teacher to just stand at the front and lecture so everyone can hear, which kills active learning. Managing the noise and movement of 70 students requires superhuman effort.

2. Diverse Learning Needs and Backgrounds

Every classroom is a mix of different personalities, backgrounds, and abilities. Some students learn very quickly, while others struggle and need extra time. Some students come from supportive, quiet homes, while others come from chaotic or difficult home environments, bringing that stress into the classroom. Furthermore, language barriers can exist. A student might act out or stay completely silent not because they are being naughty, but because they do not fully understand the language of instruction and feel frustrated or left behind. Managing this diverse mix requires high emotional intelligence from the teacher.

3. High Academic Pressure and Student Stress

Students today face heavy workloads, difficult exams, and high expectations from their parents to succeed. This pressure creates a lot of stress and anxiety. Sometimes, this stress shows up as bad behavior. A student might snap at a teacher, refuse to do homework, or break down in tears. Other students might just “shut down” and refuse to participate. The teacher has to act not just as a manager, but almost as a counselor, helping students manage their stress and anxiety while still pushing them to meet academic standards.

4. Parental Interference and Lack of Support

In some cases, parents do not support the teacher’s efforts to manage the classroom. If a teacher corrects their child’s behavior or gives a low grade, some parents become angry. They might call the school administration, demand a meeting, or tell their child that the teacher is wrong or unfair. This

completely undermines the teacher’s authority. If a student knows their parents will fight the teacher’s rules, the student will not follow the classroom management procedures. Teachers find it very challenging to manage students when they feel the parents are working against them.

5. Teacher Burnout and High Turnover

Teaching is a demanding profession. Managing a large, active classroom day after day is exhausting. Many teachers are overworked and underpaid. When teachers experience “burnout,” they lose the energy and patience required for good classroom management. Furthermore, in some schools, there is high teacher turnover. When teachers leave frequently, the students have to start from scratch every year with a new teacher’s rules and styles. This lack of consistency makes long-term classroom management very difficult.

The Bright Prospects: The Future of Classroom Management

Despite these heavy challenges, the future of classroom management in our schools is very promising. As we move further into 2026 and beyond, new tools, ideas, and training methods are changing the game for the better. Here are the prospects that give us hope.

1. The Rise of Socio-Emotional Learning (SEL)

Schools are realizing that you cannot manage a classroom if the students do not know how to handle their emotions. The big prospect for the future is the integration of Socio-Emotional Learning (SEL) into the daily routine. Teachers are no longer just teaching business, economics, math, reading, and science; they are explicitly teaching students how to manage their anger, how to resolve conflicts with peers peacefully, and how to cope with stress. By giving students the emotional tools to regulate themselves, the teacher has to spend less time acting as a military police officer and more time acting as a guide. When students can calm themselves down and resolve their own minor arguments, the classroom manages itself much more smoothly.

2. Smart Technology and Digital Management Tools

Technology is no longer just for teaching; it is for managing the room. Even in schools with limited resources, simple technology is making a big difference. There are simple random name-picker apps that ensure every student gets a chance to speak, keeping everyone engaged and alert. Furthermore, schools are starting to use digital communication platforms. Instead of keeping a private notebook of who is misbehaving, teachers can log positive behaviors and areas for improvement on a school app. This allows parents to see real-time updates on their child’s behavior and effort, bridging the gap between school and home and reducing misunderstandings.

3. Shifting to Student-Led Management

The future of classroom management is giving the power and responsibility back to the students. Instead of the teacher managing everything like a dictator, students are taking on leadership roles. We are seeing more classrooms where students rotate the role of “classroom manager” or “group leader” for the week. The student manager keeps track of time, makes sure materials are handed out, and gently reminds peers to stay on task. When students are given the responsibility to manage the room, they develop deep respect for the process and for the teacher. It transforms

the classroom from a strict hierarchy into a cooperative community.

4. Better, Specialized Teacher Training

In the past, teacher training focused almost entirely on the subject matter (how to teach business, how to teach physics, how to teach history etc.). Now, policy makers and practitioners are recognizing that classroom management is a specific, learnable skill that must be taught.

New teachers are undergoing intensive, practical training in classroom management before they even step into a real classroom. They do role-play, they watch videos of master teachers, and they are mentored by senior staff. Continuous Professional Development (CPD) in schools now regularly features workshops on handling difficult behaviors, managing large classes, and reducing teacher stress. As teachers become more skilled and confident in management, the whole school environment improves.

5. Adapting Flexible Learning Spaces

Even without expensive new buildings, teachers are learning to design flexible learning spaces within their existing classrooms. Instead of forcing 50 students to do the exact same thing in the exact same way at the exact same time, teachers create “zones.” There might be a quiet reading corner, a group discussion area, and an individual work zone. By allowing students to move to the space that best fits their current task, teachers naturally reduce friction, restlessness, and behavior issues.

Conclusion

Classroom management is a delicate, beautiful, and complex art. It is far more than just keeping students quiet. It is about creating a vibrant, safe, and structured environment where learning can truly flourish. It requires teachers to be part organizer, part psychologist, part diplomat, and part mentor. The challenges of large class sizes, diverse student needs, academic stress, and lack of parental support are very real. We the stakeholders must not pretend these problems do not exist. However, with the prospects of emotional learning, smart technology, student leadership, and better training, the future of our classrooms is bright. When classroom management is done perfectly, it becomes invisible. You walk into the room, and you do not see a teacher struggling to control the class. You see students deeply engaged in their work, collaborating, questioning, and learning. The teacher is quietly moving among them, guiding, smiling, and facilitating.

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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.

Is Europe failing its young people?

■ Alazar Kebede

Europe has long presented itself as a model of democracy, prosperity and social justice. Yet, beneath this image, growing discontent among young people has become increasingly difficult to ignore. From urban unrest and violent demonstrations to protests over climate change, inequality and political representation, youth anger has emerged as a warning sign of deeper social problems. While not every protest constitutes a riot, and not every young person shares the same grievances, recurring episodes of youth unrest raise a fundamental question: what is going wrong in Europe? The answer lies not simply in individual misconduct or a decline in respect for authority, but in a widening gap between the opportunities European societies promise and the realities many young people experience.

When young people participate in riots, public debate often focuses on vandalism, looting and clashes with police. Such actions deserve condemnation where they involve violence or the destruction of property. However, treating youth unrest exclusively as a law-and-order problem risks overlooking the conditions in which it develops. Riots are complex phenomena, and their causes vary across countries, communities and political circumstances.

Economic insecurity is one important part of the explanation. Although Europe remains relatively prosperous, many young people face difficulties entering the labour market, securing affordable housing and achieving financial independence. Temporary contracts, stagnant wages and rising living costs can undermine confidence in the future. In 2024, the European Commission has recognised the importance of addressing youth employment, skills and social inclusion as part of Europe's broader economic and social agenda. When education no longer guarantees a reasonable prospect of stable employment, the promise of social mobility begins to lose credibility.

Economic hardship alone cannot explain youth unrest. Equally important is the question of belonging which is whether young people feel recognised, respected and included in the societies in which they live. In disadvantaged urban neighbourhoods, young people may experience limited access to quality education, employment opportunities and public services. Some also report discrimination based on ethnicity, religion or socioeconomic background. Where institutions are perceived as unresponsive or unfair, frustration can develop into distrust.

This challenge is particularly visible when confrontations between young people and the police become flashpoints for wider grievances. In France, for example, the killing of seventeen-year-old Nahel Merzouk by a police officer in June 2023 triggered riots across the country. The incident became a focal point for debates about policing, discrimination and the relationship between the state and marginalised communities. Yet the violence also revealed the limitations of reducing a complex social crisis to a single explanation.

It would be misleading to suggest that every participant in such unrest acts out of political conviction or that every allegation of discrimination explains criminal behaviour. Nevertheless, a democratic society must be willing to examine why certain communities repeatedly experience deep mistrust of public institutions. Respect for the law and accountability for misconduct should be complementary principles, not competing demands.

The pressures facing young Europeans are also social and psychological. The transition to adulthood has become more complicated by housing insecurity, educational competition, employment uncertainty and the constant comparison encouraged by digital platforms. Social media can help young people organise, communicate and expose injustice, but it can also accelerate misinformation, intensify group hostility and spread images that encourage imitation or escalation.

The World Health Organization in 2024 has highlighted the importance of mental health among adolescents and young people. However, youth violence should not be simplistically attributed to mental illness. Most young people experiencing psychological distress are not violent. The more relevant issue is whether schools, families, communities and public institutions provide adequate support before frustration becomes a serious behavioural or social problem. Europe must also confront a broader crisis

of political confidence. Many young people feel that decisions about housing, climate policy, migration, education and employment are made without meaningful participation by their generation. When conventional political channels appear ineffective, protest may seem like the only way to be heard. Most protests remain peaceful, and peaceful dissent is essential to democracy. The danger arises when frustration is exploited by extremist movements or expressed through violence that harms communities rather than improving them.

Europe is not uniformly failing its youth. Countries differ considerably in educational outcomes, welfare provision, employment prospects and social mobility. Furthermore, millions of young Europeans

are studying, working, volunteering and contributing constructively to their communities. It would therefore be inaccurate to portray an entire generation as alienated or an entire continent as socially broken.

Nevertheless, European governments face a serious contradiction. They depend on young people to sustain ageing populations, support economic growth, develop new technologies and defend democratic institutions. Yet policies often leave younger generations struggling with expensive housing, insecure employment and uncertainty about their long-term prospects.

The European Union's Youth Strategy 2019-2027 identifies participation, connection and empowerment as

important priorities for young people. The challenge is to translate such principles into tangible improvements in everyday life. Consultation without influence is not meaningful participation, and political promises without measurable outcomes can deepen rather than restore public confidence.

Youth riots are neither justified by social inequality nor explained entirely by it. Individuals remain responsible for violent actions, but governments are responsible for creating societies in which young people have credible opportunities to succeed and meaningful ways to express grievances.

The deeper question is not simply why some young people take to the streets, but why established institutions sometimes

fail to command their confidence. Europe does not need to choose between public order and social justice. Sustainable public order depends partly on the legitimacy of institutions, the fairness of opportunities and the belief that peaceful participation can produce change.

If European leaders respond to youth unrest only with condemnation, they risk confusing the visible symptoms with the underlying problem. If they respond with practical reforms, institutional accountability and genuine participation, they may turn a moment of crisis into an opportunity for renewal. The future of Europe depends not on silencing its young people, but on building a society in which they have fewer reasons to believe that nobody is listening.

Why do we worry so much? Lessons from the lost tombs of history's greatest leaders



■ By Samson Worku Teshome

Every day, millions of people wake up carrying a heavy weight of anxiety. We worry about our jobs, our bank accounts, our social status and what other people think of us. We replay awkward conversations, stress over small mistakes at work and feel overwhelmed by problems that often disappear within days.

Yet when we step back and look at the larger picture of human history, a surprising truth emerges: even the most powerful people who ever lived could not control everything, preserve everything they built, or guarantee that they would be remembered.

Consider the kings, queens and emperors of the ancient world. They commanded vast armies, controlled enormous wealth and ruled millions of people. They built monuments, carved their names into stone and expected their legacies to last forever. But many of history's greatest rulers have no known graves. Their empires collapsed, their treasures vanished and even their final resting places were lost.

If Alexander the Great, Genghis Khan and Cleopatra could not hold on to their power, wealth or tombs, why do we spend so much of our short lives consumed by everyday stress?

History offers a powerful lesson: most of our worries are temporary, small and ultimately harmless.

Alexander the Great: Conqueror Without a Grave

Alexander the Great was born in 356 BC in ancient Macedonia. Trained from childhood as a warrior and leader, he launched one of the most extraordinary military campaigns in history while still in his twenties.

He marched his armies across thousands of miles, defeating powerful kingdoms and extending his control from Greece to Egypt and into northwestern India. In little more than a decade, he conquered much of the world known to his contemporaries.

Alexander was driven by ambition, glory and the desire for eternal fame. He founded cities across his empire, the most famous being Alexandria in Egypt. Kings surrendered to him, great cities opened their gates and many of his soldiers regarded him as almost divine.

But his success did not protect him from mortality. In 323 BC, at only 32 years old, Alexander fell ill in Babylon and died. Almost immediately, the empire he had built began to fall apart. His generals fought for control, dividing his vast territories among themselves. Within a few years, the unified empire had shattered.

Even more striking is what happened to his body. Historical accounts say Alexander was initially placed in a gold coffin and taken to Egypt, where a magnificent tomb was built in Alexandria. Roman leaders, including Julius Caesar and Augustus,

reportedly visited it to pay their respects.

But wars, earthquakes, fires and political upheaval eventually swept across Egypt. The tomb was destroyed or hidden beneath the modern city of Alexandria. Today, despite centuries of searching, archaeologists and historians still do not know where Alexander the Great is buried. He conquered half the known world, yet no one can find his grave. His empire fell apart, reminding us that no earthly power lasts forever.

Genghis Khan: The Ruler Who Chose to Disappear

Centuries after Alexander, another extraordinary leader emerged from the grasslands of Central Asia. Born around 1162 as Temüjin, Genghis Khan endured poverty, hardship and violence in his early life. Through determination, strategy and military skill, he united the nomadic tribes of Mongolia and took the title Genghis Khan, meaning "Universal Ruler."

Under his leadership, the Mongol Empire became the largest contiguous land empire in human history. It stretched across thousands of miles, covering territories that today include parts of China, Russia, Iran, Central Asia and Eastern Europe. Millions of people lived under Mongol rule.

Genghis Khan's armies were fast, disciplined and feared across Asia and Eastern Europe. His power seemed almost limitless. Yet, despite ruling an empire larger than any before it, he chose a remarkably simple ending.

Before his death in 1227, he ordered that his burial place remain secret. There would be no grand monument, no statue and no tombstone to mark his grave.

According to legend, his soldiers carried his body deep into the Mongolian wilderness near the sacred mountain of Burkhan Khaldun. To protect the secret, they reportedly killed anyone they met along the way. After burying their leader, they rode horses over the site until the ground was flat. Some stories even claim that a river was diverted over the area.

Despite modern satellite imagery, ground radar and advanced archaeological methods, Genghis Khan's grave has never been found. The man who conquered much of the known world returned to the earth without leaving a trace.

His story is a reminder that even those who possess extraordinary power cannot control what happens after death.

Cleopatra: Egypt's Last Queen and a Lost Tomb

Cleopatra VII, born in 69 BC, was the last active ruler of Egypt's Ptolemaic Kingdom. She was known not only for her beauty, as later stories often suggest, but also for her intelligence, political skill and ability to speak multiple languages.

At a time when Rome was becoming the dominant power in the Mediterranean, Cleopatra worked to preserve Egypt's independence. She formed alliances with two of Rome's most powerful leaders, Julius Caesar and Mark Antony. Through these relationships, she kept Egypt wealthy, influential and politically significant.

She controlled Egypt's vast grain supplies, commanded armies and navies, and ruled from one of the ancient world's richest kingdoms. Yet her fortunes changed after she and Mark Antony were defeated by Octavian, who later became Emperor Augustus, at the Battle of Actium.

Facing capture and humiliation, Cleopatra died in 30 BC. Historical accounts suggest she was buried alongside Mark Antony in a royal tomb near Alexandria.

But like Alexander's tomb, Cleopatra's final resting place disappeared. Over more than two thousand years, earthquakes, rising sea levels and the expansion of modern Alexandria altered the coastline and submerged parts of the ancient city.

Despite decades of archaeological exploration, Cleopatra's tomb has never been found. The queen who ruled one of history's great civilisations lies somewhere undiscovered.

They commanded armies, accumulated gold and ruled nations. Yet history could not even preserve the location of their graves. Why, then, should we carry so much stress over minor things?

Why We Stress Over Small Things

When we examine the lives of Alexander, Genghis Khan and Cleopatra, an important question arises: if these powerful figures could not hold on to their empires, wealth or even their tombs, why do we allow everyday problems to consume so much of our energy?

Think about the things that cause anxiety in a typical day.

We worry about social embarrassment. We spend days thinking about an awkward message, a mistake in a presentation or an uncomfortable conversation. We imagine that everyone noticed, judged us or will remember what happened.

We worry about other people's opinions. We stress about our appearance, clothing, car, job title or lifestyle, often comparing ourselves with people we barely know.

We become frustrated by minor daily problems: traffic jams, slow internet, delayed transport, long queues or small disagreements at home. These moments can ruin an entire day if we allow them to. We also fear failure. Many people avoid taking risks because they are afraid of looking foolish, being rejected or not succeeding immediately.

But when viewed against the vastness of history, these concerns shrink. In 50, 100 or 200 years, nobody will remember the awkward text message you sent, the traffic jam you sat in or the small mistake you made at work.

Human life is short. Trying to control every outcome or achieve perfection is impossible. The pressure we place on ourselves often creates more suffering than the problems themselves.

You Do Not Have to Be Great

Modern society constantly tells us that we must be extraordinary. Social media shows us endless images of success, wealth, beauty and achievement. We are made to feel that if we are not constantly growing, earning more or becoming famous, we are falling behind.

But history offers a different perspective. You do not need to conquer the world to live a meaningful life. You do not need to build monuments or have your name carved into stone.

The most powerful rulers in history tried to secure permanent greatness, and time eventually erased much of what they built. Their kingdoms disappeared. Their treasures were scattered. Their tombs were lost.

True happiness is not found in endless ambition or the approval of others.

It is found in presence, gratitude and connection.

You do not have to be remembered by history books to enjoy the gift of living. You simply have to be here, fully present, and allow yourself to experience life as it happens.

You do not have to be great. You just have to be here—and actually enjoy it. Laugh louder, eat good food, call the person you miss and take the risk.

Practical Ways to Let Go

These lessons from history can be applied to daily life through simple habits.

Laugh more. Take yourself less seriously. When something goes wrong, try to find the humour in it. Laughter reduces stress and reminds us that most setbacks are not disasters.

Enjoy simple pleasures. Eat good food, enjoy a cup of coffee, feel the sun on your face or take a quiet walk. Many of life's best experiences do not require wealth or status.

Reconnect with people. Call the friend or family member you have been meaning to contact. Express appreciation to the people who matter. Relationships give life meaning far more than possessions or titles.

Take reasonable risks. Do not let fear of judgement stop you from trying something new. Apply for the opportunity, start the project, learn the skill or speak honestly. In the end, people rarely regret the small risks they took; they regret the chances they avoided.

Letting Go of Worry Today

The lost tombs of Alexander the Great, Genghis Khan and Cleopatra offer a powerful lesson. Human power, wealth and worry are temporary. Even the greatest conquerors could not control what remained after them.

If they could not preserve their empires or tombs, we can give ourselves permission to stop trying to control everything in our own lives.

Today, take a deep breath. Release the tension in your shoulders. Let go of yesterday's embarrassment, tomorrow's fears and the pressure to please everyone. Focus instead on being present, being kind and enjoying the simple journey of life. The greatest rulers of history could not keep their kingdoms. But you can still choose peace today.

The writer of this article is instructor of Business, Accounting, Management, Curriculum, Instruction, and Economics at different capacities since 1998 G. C in public and private higher education institutions. He also served as a department head, registrar, research officer in those institutions. He also has a teaching experience at international school. He prepared a lot of journal articles on higher education exit exam, human resource management, management skills, higher education quality assurance, expected leadership qualities etc. in reputable journals around the world. He can be reached via bedlusamson@yahoo.com/bsamsonworku@gmail.com



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Date of this EOI: 15 October 2026	Closing Date for Receipt of EOI:26 October 2026	
EOI Number: EOIUNECA24817		
Beneficiary Country/Territory: Ethiopia		
Commodity/Service category: Medical & Dental Equipment & Supplies		
Address EOI response by fax or e-mail to the Attention of: Ms.Tigist Adbaru/ Ms. Rachael Chironga/ Ms. Aster Zewde		
Fax Number:		
E-mail Address: tigist.adbaru@un.org;rachael.chironga@un.org;zewdea@un.org		
UNSPSC Code: 51000000		

DESCRIPTION OF REQUIREMENTS

BDESCRIPTION OF REQUIREMENTS

The United Nations Economic Commission for Africa (UNECA), is seeking for exprerssions of Interest (EOIs) from qualified companies who can provide the below listed For the Provision of Dental Clinic Consumables at UNECA, Addis Ababa, Ethiopia.

S.No	Description	Description	UNIT	QUANTITY
1	Lidocain2% with Adrenaline 1:80000 of 50 cartridges		EA	
2	Lidocaine 2% without Adrenaline 50 per cartridge		EA	
3	Longe needle - 27 gauge 100 per pack		EA	
4	Short needles - 30 gauge 100 per pack		EA	
5	Topical anesthetic gel 5 pieces		EA	
6	Topical anesthetic spray 5 pieces		EA	
7	Gauze 5 x 5 100 per pack		EA	
8	Scissors - Iris Suture suture removal		EA	
9	Scissors spencer suture		EA	
10	Needle holder for dental suture		EA	
11	small straight dental elevator - dental extractor		EA	
12	Upper Left molar forceps		EA	
13	Bonding - multi - purpose adhesive refill -8ml		EA	
14	Ultradent acid Etchant for dental 30ml		EA	
15	Temporary filling material cavit		EA	
16	Polishing brush		EA	
17	Panoramic x-ray bit block sleeve cover 300 per pack		EA	
18	Micro applicator brush per pack		EA	
19	Disinfection of suction systems (orotol PLUS) 2.5 liter		EA	
20	Cotisen Prophy Polishing brushes 2 packs of 100 pieces		EA	
21	High Hand Piece - expert torque - E680L and B		EA	
22	non-aspirating metal syringe without hooks		EA	
23	Aspirating - metal syringe with hooks		EA	

SPECIFIC REQUIREMENTS / INFORMATION (IF ANY)

Interested companies are invited to submit their EOIs online ONLY through the following link: <https://ungm.org/Public/Notice>
Preferably, Companies from Ethiopia are highly encouraged to express their interest.
In case of technical challenges in submitting your interest, you are advised to contact tigist.adbaru@un.org with a copy to rachael.chironga@un.org; zewdea@un.org.
In addition to the information contained in this REOI, interested vendors should ensure the following minimum requirements are met:
1)Companies should be registered in UN Global Marketplace (UNGM) or should start their registration process immediately if not registered using the link <https://www.ungm.org>.
2)Vendors must be registered in UNGM under the UNSPSC code 51000000, in order to participate in the solicitation for this requirement.
3) Women-owned businesses and businesses owned by persons with disabilities are encouraged to participate.
IMPORTANT NOTICE:
4) 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.
5) 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.

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.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.**

Beyond Bilateralism: How UAE–Ethiopia Investment Can Drive East African Growth

Ethiopia’s economic relationship with the United Arab Emirates has evolved significantly since the \$3 billion financial support package in 2018. The two nations have since expanded cooperation, signing 17 agreements in 2023 across agriculture, industry, and finance. This partnership rests on a firm foundation: Emirati firms invested roughly \$2.9 billion in Ethiopia by late 2022, and bilateral trade reached \$5.6 billion between 2021 and 2025. However, the next phase will depend less on signing new agreements and more on whether subsequent investments create jobs, strengthen local businesses, and open opportunities across East Africa. Achieving this requires shifting from isolated deals to connected investments. An industrial park needs reliable power and transport; farmers increasing

production gain little without processing, cold storage, and secure buyers; and a logistics hub matters only if goods can reach it efficiently. The challenge is not merely attracting capital but connecting that capital to the infrastructure and local businesses required for long-term commercial viability. Ethiopia and the UAE possess complementary strengths to meet this challenge. Ethiopia offers rich agricultural resources, a growing industrial base, and access to Horn of Africa markets. The UAE brings expertise in finance, logistics, international trade, and global supply chain integration. Combined, these capabilities can build end-to-end supply chains rather than stand-alone projects, offering Emirati investors durable returns while ensuring a larger share of the economic value remains in Ethiopia. For this approach to succeed,

commercial ideas need the right investment conditions. Ethiopia’s economic reforms, including changes to its foreign exchange regime, are a crucial step, but investors also require predictable regulation, clear revenue models, and local partners. Joint ventures should do more than share risk: they must integrate Ethiopian suppliers, transfer technical skills, and help local enterprises grow alongside international partners. Agriculture demonstrates what this means in practice. Ethiopia already exports coffee, livestock, and oilseeds, but far greater value could be captured by processing, packaging, and certifying these products locally. Emirati investment in processing and storage, paired with Gulf distribution networks, can unlock this potential, especially if farmers, cooperatives, and local businesses are

integrated into the supply chain rather than simply selling raw commodities. Yet production alone is not enough if goods struggle to reach their markets. Improving roads, border procedures, warehousing, and shipping routes would make Ethiopian exports more competitive while opening opportunities for neighbouring economies. Here, the UAE’s expertise in trade and logistics, building on 2023 agreements with AD Ports and DP World, can connect Ethiopian farms and factories to regional corridors, allowing investments in Ethiopia to drive broader East African trade. Linking these sectors raises the standard for project delivery. High-level announcements must be backed by transparent agreements, strong local community engagement, and careful attention to environmental and social

impacts. These elements are not secondary; they are what turn initial interest into lasting operations. The next step should be practical and focused. Ethiopia and the UAE should identify a small set of flagship Agro-processing and logistics projects, bring together the necessary investors and local businesses, and address key trade barriers. Over time, a formal framework, such as a Comprehensive Economic Partnership Agreement, could be explored if it offers clear benefits to both sides. The UAE–Ethiopia partnership has established the political will to deepen economic ties. The goal now is to turn that commitment into connected investments with measurable results: Ethiopian businesses entering new markets, local jobs created, and trade routes made more efficient for the entire region.

By: Abel Takele

United Nations



Nations Unies

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 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: Procurement of RFID Staff Station, RFID Library Tags and Protective Labels	
Date of this EOI: 22 October 2026	Closing Date for Receipt of EOI: 30 October 2026
EOI Number: EOI/UNECA24839	
Beneficiary Country/Territory: Addis Ababa, Ethiopia	
Commodity/Service category: Office Equipment & Supplies	
Address EOI response by fax or e-mail to the Attention of: Ms. Tigist Adbaru/ Ms. Rachael Chironga/ Ms. Aster Zewde	
Fax Number:	
E-mail Address: tigist.adbaru@un.org; rachael.chironga@un.org; zewdea@un.org	
UNSPSC Code: 43210000, 55121500, 55121600	

DESCRIPTION OF REQUIREMENTS

BDESCRIPTION OF REQUIREMENTS

The United Nations Economic Commission for Africa (UNECA), is seeking for expressions of Interest (EOIs) from qualified companies who can provide the below listed items for the Provision of RFID Staff Station, RFID Library Tags and Protective Labels at UNECA, Addis Ababa, Ethiopia.

S.No	Description
1.	RFID Staff Stations
2.	RFID Library Tags
3.	Multi-layered optically watermarked protective labels with UNECA library logo for application over the RFID tags.

SPECIFIC REQUIREMENTS / INFORMATION (IF ANY)

Interested companies are invited to submit their EOIs online ONLY through the following link: <https://ungm.org/Public/Notice>

In case of technical challenges in submitting your interest, you are advised to contact tigist.adbaru@un.org with a copy to rachael.chironga@un.org; zewdea@un.org.

In addition to the information contained in this REOI, interested vendors should ensure the following minimum requirements are met:

- 1) Companies should be registered in UN Global Marketplace (UNGM) or should start their registration process immediately if not registered using the link <https://www.ungm.org>.
- 2) Vendors must be registered in UNGM under the UNSPSC code 43210000, 55121500, 55121600, in order to participate in the solicitation for this requirement.
- 3) Women-owned businesses and businesses owned by persons with disabilities are encouraged to participate.

IMPORTANT NOTICE:

- 4) 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.
- 5) 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.

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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

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- 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.
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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/eoi24839.pdf>

In case you have difficulties submitting your interest electronically, please contact tigist.adbaru@un.org; rachael.chironga@un.org; zewdea@un.org directly for instructions.

Ethiopia's collective investment schemes

Pooling Birr, Sharing Growth: What the New Collective Investment Schemes Directive Means for Ethiopia

Ethiopia now has the legal framework for mutual funds, money market funds, real estate funds and ETFs. The tools are new to us, but not to the world. Whether they work here depends on how quickly savers, companies, financial institutions and regulators prepare, argues Tamrat, a capital market development consultant.

■ By Tamrat Mengesha

In September 2026, the Ethiopian Capital Market Authority (ECMA) issued Directive No. 1150/2026 on the Operation of Collective Investment Schemes. It runs to 176 articles, and most business people will never read it. They should still pay attention. Of all the instruments issued since the Capital Market Proclamation No. 1248/2021, this one is likely to touch the most households.

The Proclamation created the regulator. The licensing and public offering directives created the intermediaries and the rules for selling securities. The Ethiopian Securities Exchange (ESX), launched in January 2025, created the trading floor. What was missing was the product most ordinary investors in the world actually use: the fund.

A civil servant in Hawassa, a coffee exporter in Jimma or a pension fund in Addis Abeba cannot easily build a diversified portfolio of Treasury bills, bank shares, bonds and buildings on their own. A collective investment scheme lets them buy a slice of one, managed by a licensed professional and guarded by an independent custodian. The new Directive makes that legally possible for the first time.

New to Ethiopia, Old to the World

The idea is simple. Many people pool their money into one portfolio. A licensed manager invests it according to a published policy. Each investor owns units in proportion to what they put in, and shares in the income, gains and losses. The value of each unit, the net asset value (NAV), is the market value of everything the fund owns, minus what it owes, divided by the number of units.

This is not a financial novelty. Historians usually trace the first such fund to Amsterdam in 1774, when a merchant pooled investors' money to spread their risk across many bonds. London's Foreign & Colonial Investment Trust followed in 1868 and still trades today. The first modern open-ended mutual fund, which lets investors buy and redeem at any time, appeared in Boston in 1924. Real estate investment trusts (REITs) began in the United States in 1960, and the first US exchange-traded fund (ETF) listed in 1993.

Today these vehicles are the backbone of household investing. According to the Investment Company Institute, regulated open-ended funds worldwide held about US\$84.9 trillion at the end of September 2025. Some US\$12.7 trillion of that sat in money market funds, and ETFs held about US\$18.1 trillion.

Three features explain this success, and the Ethiopian Directive keeps all three:

- Separation of roles. The manager (called the Operator) decides; an independent Custodian holds the assets and the cash; a Board with an independent majority oversees both on behalf of investors. No single party can both decide and moves the money.
- Transparency. Funds publish their NAV, holdings, fees and audited accounts, and must follow a written investment policy.
- Liquidity. Investors can usually redeem their units at NAV, or sell them on an exchange, rather than waiting for a buyer as with a private shareholding.

For Ethiopia, where savings are concentrated in bank deposits and real assets such as land, buildings and vehicles, this combination is genuinely new.

What Our Neighbors Have Learned

We do not need to look to Wall Street for evidence. The most instructive examples are on our own continent.

Kenya is the clearest case. Collective investment scheme assets grew from KSh56.6 billion in March 2018

to KSh679.6 billion at the end of September 2025, roughly a twelvefold increase in seven years. The market now counts 55 approved schemes running 234 funds. Money market funds hold about 59% of assets, down from over 90% in 2021, as investors have moved on to fixed-income and specialized funds. Government securities make up almost half of all holdings.

Uganda's unit trust industry has grown at double-digit rates, passing Shs6 trillion (about US\$1.7 billion), with funded investor accounts nearly doubling to more than 211,000. High government bond yields, investor education by the regulator and new fund manager licenses drove the growth.

South Africa shows what a mature market looks like. Its collective investment schemes held R4.16 trillion across 1,899 portfolios at the end of June 2025, with R146 billions of net inflows in the preceding year.

Nigeria's mutual fund industry, meanwhile, has grown rapidly on the back of high money market yields and dollar-denominated funds.

Market	Industry size	What drove growth
Kenya	KSh679.6 billion (Sept 2025), up from KSh56.6 billion (Mar 2018)	Money market funds sold through mobile platforms; Treasury yields; umbrella schemes
Uganda	Over Shs6 trillion; 211,000+ funded accounts	Bond yields; regulator-led investor education; new managers
South Africa	R4.16 trillion; 1,899 portfolios (June 2025)	Pension and retirement savings; deep equity market

Four lessons stand out for Ethiopia:

- 1.Money market funds come first. Simple funds holding Treasury bills, sold with low minimums, built the investor habit in Kenya and Uganda before riskier products followed.
- 2.Distribution is everything. Growth followed when funds became available on mobile phones and through agents, not just in bank branches.
- 3.Education and trust take years. Regulators that invested in public awareness and visible enforcement saw faster, safer growth.
- 4.Institutions anchor the market. Pension funds and insurers provide the stable, long-term money that lets funds reach an efficient size.

What the Directive Allows

The Directive recognizes six types of scheme. Each has its own investment rules.

Scheme type	What it invests in
Key rules	
Money Market Fund	Treasury bills and other shortterm instruments A t least 80% of NAV in money market instruments; weighted average tenor of no more than 365 days; no more than 20% in one entity, except Federal Government instruments
Mutual Fund	Listed shares, bonds and other approved securities Must spread risk; no more than 20% in one entity
Real Estate Investment Fund (REIF)	Income-generating buildings A t least 80% of NAV in income-generating real estate; at least 90% of distributable profit paid out every year; borrowing up to 40% of NAV
Exchange-Traded Fund (ETF)	T h e securities in an index or basket Must be listed; at least 80% of NAV tracks the index; units created and redeemed through authorized participants and market makers
Alternative Investment Fund (AIF)	Private equity, infrastructure, private debt and more O f f e r e d privately, not to the general public; complex strategies only for qualified investors

Special Designation Fund

Structures that fit no other category

Approved by ECMA case by case

Three design choices deserve attention.

First, a new kind of company. Open-ended funds need capital that rises and falls every day as investors come and go. Ethiopia's Commercial Code (Proclamation No. 1243/2021) knows only fixed-capital companies, whose capital changes through shareholder resolutions and registry filings. The Directive therefore introduces the Unit Investment Company, whose capital equals its NAV and changes with each unit issued or redeemed. Similar vehicles exist worldwide: the SICAV in Luxembourg and France, the OEIC in the United Kingdom and the VCC in Singapore. A Unit Investment Company must have at least five unitholders and a Rulebook approved by ECMA. The Rulebook makes the Operator and Custodian owe fiduciary duties to unitholders "as trustees." It may also run several ring-fenced sub-funds under one umbrella.

Second, strong safeguards. Every scheme needs an ECMA-licensed Operator and an independent Custodian. Commercial banks can act as custodians, but only with a no-objection from the National Bank of Ethiopia (NBE) and an ECMA license. Boards must have at least five voting members, with an independent majority including the chair. The Operator may own no more than 10% of a scheme it runs, and must hold that stake for two years. Redemption proceeds must be paid within five business days. Suspending redemptions requires board and ECMA approval and may last no more than 28 business days without re-authorization.

Third, real penalties. Fines run from Birr 50,000 for minor breaches to Birr 3 million for serious ones, such as unlawful suspension of redemptions. Unauthorized advertising carries fines of 10% to 25% of the money raised. Repeat offenders can be blacklisted, licenses revoked and directors dismissed.

The Opportunities

The opportunities are spread across the whole economy, not confined to the financial sector.

For savers, funds offer what deposits cannot: diversification with small amounts, professional management, and access to Treasury bills, listed shares and income-producing property that individuals rarely reach on their own. A money market fund can give a salaried worker market-based returns on short-term savings, with redemption within days.

For companies, there are two sides. Corporate treasurers can place idle cash in money market funds instead of non-interest current accounts. Firms seeking capital gain a new class of buyer: funds will need shares and bonds to hold, which supports listings on ESX and corporate bond issues. Developers and owners of completed buildings can sell them into REIFs, recycling capital into new projects.

For banks, there are several new business lines: custody, distribution through branches and mobile platforms, and fund management through investment-bank subsidiaries. Since July 2024, NBE Directive SBB/92/2024 has allowed banks to invest in capital market subsidiaries with NBE approval. Funds will compete with deposits, but a bank that offers them keeps the customer relationship.

For insurers and reinsurers, funds solve a long-standing problem: matching long-term liabilities with long-term, diversified, income-producing assets. They can invest in schemes, anchor new funds with seed capital, or sponsor a licensed asset manager through a subsidiary or holding-company

structure, subject to NBE approval.

For microfinance institutions, funds offer a low-cost product to distribute to clients and a place to manage surplus liquidity.

For professionals, lawyers, auditors, valuers, consultants and IT firms will be needed to structure schemes, draft Rulebooks and prospectuses, value assets, audit funds and run unit registries.

For the economy, the biggest prize is a domestic institutional investor base. Funds create steady demand for government securities, which deepens the bond market. They provide ready buyers for privatization offers and new listings. Through AIFs, they can channel patient capital into infrastructure, manufacturing, agribusiness and SMEs.

The Hard Questions

A good directive is necessary, but it is not sufficient. Several issues will decide whether funds take root here or remain on paper.

The legal fit with the Commercial Code. The Unit Investment Company rests on the Capital Market Proclamation's power to provide for investment companies. The Directive says the Commercial Code applies "mutatis mutandis" where the Directive is silent. That leaves practical questions. How will the commercial registry record a company with no fixed capital? How will sub-funds, which have no separate legal personality, be treated in an insolvency? Lawyers will want clear answers before advising clients to launch.

Tax. In most markets, funds are "tax-transparent": investors pay tax on their returns, but the fund itself does not pay a separate layer of tax. If income is taxed at fund level and again when distributed, funds will lose out against direct investment. Clear guidance from the Ministry of Finance on fund taxation, REIF distributions and VAT on management fees is urgent.

A thin market. ESX has only a handful of listed companies. Daily-dealing equity funds and ETFs need liquid shares and a reliable index. In the near term, most funds will hold government securities and deposits, as in Kenya's early years.

Conflicts in group structures. When a bank owns the fund manager, distributes the fund and acts as custodian, conflicts are obvious. The Directive's answer is strict: independent directors who are not affiliates of any professional party, arm's-length related-party transactions and full disclosure. Groups must honor the spirit, not just the letter.

Skills and trust. Ethiopia has few experienced portfolio managers, fund accountants, valuers and compliance officers. Many citizens also remember informal savings schemes that failed. Funds must never be sold as "guaranteed" or as deposits; the Directive requires every advertisement to warn that values can fall as well as rise.

Sector rules. Banks, insurers, MFIs and pension funds are regulated by the NBE. Their investment limits and approval processes for holding fund units, or owning a fund manager, need to be clarified and aligned with the new Directive.

How to Prepare

The first funds will not appear overnight. Registration alone involves a 30-business-day ECMA review, restarting with each round of comments. Setting up and licensing a fund manager, appointing a custodian, building systems and constituting an independent board will realistically take 12 to 18 months. Those who start preparing now will be ready when the market opens.

Individual investors should learn the basics now: what NAV means, how

fees reduce returns, and the difference between a fund and a deposit. When funds launch, read the Key Investor Information Document, check that the scheme and its Operator are registered with ECMA, and start with simple products such as money market funds.

Company boards and treasurers should review how idle cash is held and consider an investment policy that allows money market funds. Firms planning to raise capital should prepare for investor-grade governance: audited IFRS accounts, independent directors and regular disclosure. Funds will only buy what they can value and trust.

Banks should decide which role to play: custodian, distributor, fund manager through a subsidiary, or a combination. They should then engage the NBE and ECMA early. Custody requires a separate license and demonstrable independence from any group fund manager.

Insurers and reinsurers should assess how funds fit their asset-liability needs. Those wishing to sponsor a fund manager should consider their structure. Options include investing in a licensed manager, a joint venture with peers, or a holding company that owns both the insurer and a capital-markets subsidiary. Each needs NBE and ECMA approval.

Lawyers, auditors and consultants should build expertise now, from Rulebooks and custody agreements to valuation under IFRS and international valuation standards. Demand for these skills will exceed supply.

Policymakers can do several things to help the market start well:

- 1.Clarity how the commercial registry will register Unit Investment Companies.
- 2.Issue clear tax rules that keep funds tax-neutral relative to direct investment.
- 3.Align NBE rules for banks, insurers, MFIs and pension funds investing in, or sponsoring, collective investment schemes.
- 4.Develop the market infrastructure ETFs need: a reliable index, market makers and settlement links.
- 5.Run a national investor-education campaign, in Amharic and other local languages, alongside visible enforcement.

A Market Built on Trust

Kenya's fund industry took off only after years of patient groundwork in regulation, distribution and education. Ethiopia has the advantage of starting with a modern rulebook informed by others' experience. It also has the disadvantage of starting late, with a thin market and untested legal plumbing.

The Directive is a door, not a destination. Whether ordinary Ethiopians walk through it will depend on the first few funds. If they are simple, honestly sold, well governed and promptly redeem when investors ask, trust will follow, and with it the long-term savings this economy needs. If the early funds over-promise or cut corners, the setback could last a decade.

The business and investing community should treat the next 12 to 18 months as preparation time. The opportunity is real. So is the responsibility.

Tamrat Mengesha Chartered MCSI, FCCA, CMA, is a financial analyst and capital market development consultant based in Addis Abeba. He can be reached at Tamrat.mengesha@aau.edu.et.

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.



EXPRESSION OF INTEREST (EOI)
FOR THE PROVISION OF VEHICLE RENTAL SERVICES

EOI Reference:	
Issuing Date:	Tuesday, October 13, 2026
Closing Date:	Monday, October 26, 2026
Issued by:	Safaricom Ethiopia
Submission Email:	bids@safaricom.et

1. AIMS AND OBJECTIVES

Safaricom Ethiopia would like to have credible partners for the provision of vehicle rental services on a need basis across the country. Safaricom Ethiopia has issued this Expression of Interest (EOI) to identify potential vehicle rental service providers.

Interested and capable suppliers will be expected to offer all shift vehicle rental services to Safaricom Ethiopia staff across the country, as demanded and per the agreed SLA.

This EOI is intended to lead to the identification of suppliers that can demonstrate sufficient capacity to provide these services in the best possible way and in a manner that enables Safaricom Ethiopia to meet its expectations.

2.EOI REQUIREMENTS

- Safaricom Ethiopia is therefore soliciting interested and capable vehicle rental service providers that may submit their Expression of Interest by providing the information and documents listed below:
- A. The supplier should have proven capability and experience to ensure nationwide readiness across all cities and operational location.
 - B. The supplier should have a valid business license.
 - C. Company Profile, Business License, Business Registration, TIN Certificate, and Memorandum of Association.
 - D. Years of experience as a vehicle rental service provider. The minimum requirement is two (2) years.
 - E. Confirmation of financial capacity of the company — Audited Statement of Accounts and/or bank statement.
 - F. Evidence of tracking and status updates — provide 24/7 access to information on the location of hired vehicles.
 - G. Who can comply to our safety standards of road worthy vehicles with installed GPS and Defensive Driving Trained drivers

3.STATEMENT OF COMPLIANCE BY INTERESTED CANDIDATES

Interested candidates must complete and sign the following compliance statement:

#	Item Description	Comply (Yes/No)	Remarks
A	Commitment to providing consistently high-quality service 24/7 from the very first contact, as per request by complying to the agreed SLA, throughout Ethiopia.		
B	Licensed by relevant authorities to provide the intended vehicle rental services as per the agreed terms and conditions.		
C	Facilitate efficient vehicle rental service delivery in consultation with the Fleet & Transport Management team.		
D	Demonstrable capacity to offer roadworthy vehicles, trained drivers, and services with no exceptions.		
E	Adherence to the Safaricom Absolute Safety Rules.		

F	Able to track all hired vehicles and provide the data whenever requested.		
G	Able to provide all vehicle type (Sedan/ SUV/ Pick Up, VAN and or other type of vehicles which the company may require for its operation) in the agreed delivery time for both short and long term service durations.		

Name of Authorized Representative: _____
Signature: _____
Date: _____
Company Stamp: _____

4. SUBMISSION OF RESPONSES

Interested suppliers should submit their response, comprising the documents listed above and the signed Statement of Compliance, to the following email address:

Email: bids@safaricom.et

Deadline: No later than Monday, October 26, 2026

Submission Notes:

- 5. All submissions sent by email should be less than 20MB in size.
- 6. If larger, please share via a Google Drive link.
- 7. Please indicate the email title as: "PROVISION OF VEHICLE RENTAL SERVICES".
- 8. No prices should be provided with this EOI.
- 9. Issuing date will be the date which this post will be released in all medias.
- 10. Closing date will be after 14 calendar days from the date of posting.

5. NEXT STEPS

Once the responses are received, the further process will follow the steps below:

- 1. Review of submitted Expressions of Interest and qualification of shortlisted suppliers.
- 2. Supplier onboarding and qualification.
- 3. Issuing tender to prequalified suppliers.

6. IMPORTANT NOTES

- Only suppliers who meet our minimum requirements will be considered for further discussions.
- No prices should be provided with this EOI.
- The receipt of a response shall not bind Safaricom Ethiopia to any contractual agreement. Such arrangements shall only come into place once an award has been issued to a successful bidder after a tender process.
- Any costs associated with the preparation and submission of the response to the EOI shall be borne by the EOI respondent.
- Safaricom Ethiopia reserves, at its sole discretion, the right to select or reject, either in totality or partially, any or all proposals made in the context of this EOI. Any such decisions made will be final, and no correspondence will be engaged in, other than to inform the bidders of the outcome of the process.
- Safaricom Ethiopia and its authorized representatives are hereby authorized to conduct any inquiries or investigations to verify the documents and information submitted in connection with this application.



PROVISIONING OF DAYCARE SERVICE, IN-HOUSE GYM & FITNESS SERVICE
EXPRESSION OF INTEREST (EOI) REQUIREMENTS

EOI Reference:	
Issuing Date:	October 21, 2026
Closing Date:	November 2, 2026
Issued by:	Safaricom Ethiopia
Submission Email:	bids@safaricom.et

1. BACKGROUND

Safaricom Ethiopia is looking forward to having a qualified Inhouse day care and Gym and fitness service providers to its employees with designated premises for the gym and daycare facilities to be provided by Safaricom Ethiopia. The service provider shall be responsible for supplying the necessary equipment, providing qualified staff, managing daily operations, and delivering the agreed fitness and childcare services in compliance with applicable safety, hygiene, and operational standards. Safaricom Ethiopia shall coordinate facility-related matters through the relevant internal departments. This is therefore an expression of Interest to invites qualified and experienced service providers to demonstrate their interest and capability to establish, equip, operate and manage an in-house gym and fitness service including the day care to Safaricom Ethiopia's Staff.

A. Gym Service Provider EOI Requirement

The Gym service provider shall supply, manage, and maintain the necessary fitness equipment and provide qualified fitness personnel to ensure safe, effective, and reliable service delivery in coordination with Safaricom Ethiopia's Facilities Department. Interested gym and fitness service providers shall express their interest and submit as per the minimum requirements outlined below.

B. Daycare Service Provider

The daycare service provider will operate the service with designated employees and equipment required at daycare centers within Safaricom's provided facility. Interested firms should have qualified childcare professionals, relevant experience, robust health and safety standards, and the capacity to deliver high-quality childcare services in a safe and engaging environment. Interested daycare service providers shall express their interest and submit as per the minimum requirements outlined below.

1. EOI REQUIREMENTS

1. Legal and Regulatory Compliance

- Valid Business Registration Certificate.
- Valid Business License authorizes the provision of gym, fitness or related services.
- Valid Tax Compliance/Tax Clearance Certificate.
- Evidence of a minimum of two (2) years' experience in providing daycare or early childhood care services.

2. Organizational Information and Experience

- Company profile, including services offered and years of operation.
- Evidence of providing gym and fitness services including client references where applicable.
- Details of the proposed management and operational structure.
- Information on current daycare operations, including enrollment capacity, age groups served, operating hours, and facility location(s).

3. Personnel Qualifications

- CVs of proposed fitness trainers, instructors and management personnel.
- CVs of key caregivers, supervisors, and management personnel.
- Copies of relevant academic qualifications and professional certifications.
- Evidence of relevant fitness training certifications.
- Evidence that caregivers hold valid First Aid certification.
- Any additional supportive accreditations or documents associated with the service type.

3. SUBMISSION OF RESPONSES

Interested suppliers should submit their response, comprising the documents listed above and the statement of compliance to the following email addresses bids@safaricom.et no later than **November 2, 2026, at 5 pm.**

All submissions to email should be less than 20MB in size, and if larger should be shared on a zip folder / link. Please indicate the mail title as "

Lot#1 Provision Daycare Service,
Lot#2 In-House Gym & Fitness Service"

NEXT STEPS

Once the responses are received the further process will follow the steps below.

- Review of submitted Expressions of Interest
- Prequalification of shortlisted suppliers
- Issuing 'Request for Proposals' to pre-qualified suppliers.
- Proposal evaluation and award for project commencement

NOTE The Following:

- Only the suppliers that meet our minimum requirements will be considered for further discussions.
- No prices should be provided with this EOI.
- The receipt of the response shall not bind Safaricom to any contractual agreements with the prospective bidder. Such arrangements shall only come in place once a tender process has been completed, and an award issued to a successful bidder after technical evaluation.
- Any costs associated with preparing and submitting the response to the EOI shall be borne by the respondent.
- EOI responses shall be submitted through the channel and by the deadline communicated in the invitation notice. Each response shall be signed by an authorized representative and shall include the respondent's full legal name, registered address, contact person, telephone number and email address. Respondents shall state the validity period of their submission and clearly label any confidential information.

NOTE

Safaricom Ethiopia reserves, at its sole discretion, the right to select or reject, either in totality or partially, any or all proposals made in the context of this EOI. Any such decisions will be final, and no correspondence will be engaged in, other than to inform the bidders of the outcome of the process. Safaricom Ethiopia and its authorized representatives are hereby authorized to conduct any inquiries or investigations to verify the documents and information submitted in connection with this application.

Real voices, real change : Ethiopia’s mental health care is learning to listen

■ By Dr Brook Genene

When the Covid lockdown took a toll on Yodit Tesfaye and her friend, they turned to YouTube. Every Thursday, the pair shared their own mental health struggles and taught their audience about mental health issues. That channel led Yodit to the Mental Health Service Users Association (MHSUA). “My advocacy journey started before I joined MHSUA. My friend and I tried to create awareness using our channel. Then we joined the Association after the President contacted us,” she recalled. Her story reflects this year’s World Mental Health Day, marked on October 10. The theme, “Lived experiences heard: real voices, real change,” put the focus on people who have lived through mental health challenges, rather than on research and treatment alone. Yodit explained the Association’s peer support groups were helpful. “We had peer support, which was empowering,” she said. Her channel drew mixed reactions. Some viewers were encouraged by the testimonies, she said, while others felt sad about what they heard but did not recognize the gaps in care like including the experiences of those affected by mental health challenges. Dr Yidnekab Tilahun, a medical doctor who now works in marketing and business strategy, argues that shared stories also improve medicine. “The treatments are updated based on lived experiences. They can move the science forward. The therapy will also be sharpened because of lived experiences,” she said. Dr Yidnekab is passionate about mental health advocacy, and draws on her medical background and personal experiences to raise awareness and help break the stigma surrounding mental health. She also described what telling her own story has meant to her. “Sharing my story helped me identify where I belong. My story will remain mine. And by telling my story I can be a voice for those in similar situations. Sharing your story is something that clears itself with time. There is no ready-made platform to share your lived experience.” Leoul Mesfin, a legal professional and cofounder of the Alenlachehu Charitable Organization, which works on mental health awareness, said personal testimony changes how people engage in mental health discussions. “People participate more when lived experience is presented. We create an environment in which we can freely discuss,” he said. What the experts say For years, Psychiatry’s focus was on more research and better treatment methods. Recently, that has shifted toward hearing from patients and bringing them into the treatment process, said Dr Estifanos Endalamaw, a psychiatrist and Mental Health Director at Eka Kotebe Hospital. He called this year’s theme a significant step forward. “This year’s main focus was on lived experience. It needs to be heard. This is important to bring change,” he said. “Mental health care has been provided for many years. It has developed over the years. The professionals shouldn’t be the only

ones who decide. A peer support platform is also important. This can offer support on how they can be resilient.” The World Health Organization describes October 10 as a chance to engage meaningfully with people with lived experience of mental health conditions and to treat their knowledge as a form of expertise. It says their voices should help shape the policies, services and decisions that affect them, and that doing so should make mental health systems more person-centered, rights-based and responsive. The Ethiopian Psychiatric Association, through its President, Professor Atalay Alem, said it recognizes the invaluable knowledge and expertise of people with lived experience. Beyond being heard, it said, they must help shape policy, influence decisions, co-design services and advocate for their rights and dignity. The legal framework Ethiopia has already adopted the UN

Convention on the Rights of Persons with Disabilities, which covers mental health conditions, Leoul said. It was ratified and made law in 2010. In 2024, the Ministry of Health issued a new proclamation No. 1362, Leoul said. It has two parts, one on forensic mental health and one on how mental health care is provided. The proclamation defines mental health as a state of mental well-being that allows individuals to cope with life's challenges, realize their potential, learn, and work properly. In addition to that, it states that health institutions are legally required to provide mental health services as part of standard health care delivery. What comes next? “Nothing about us without us” is the common motto when lived experience is discussed. As Ethiopia works to widen access to mental health care, advocates say the principle has to move from slogan to practice. Leoul said his organization is trying

to be a voice for people affected by mental health issues, “working to break the stigma and trying to create awareness.” Yodit said the MHSUA, which has existed for eight years and has been more active in the last four, has contributed to the national mental health strategic plan and to the psychology teaching curriculum. In a panel discussion organized by Alenlachehu Charitable organization, Agitu Tadesse Beyene, Senior Expert in the National Mental Health Program at the Ministry of Health, stated that they are reviewing what the last strategy (2020-2025) achieved and what is still missing. “The next plan is to include people with lived experience from the start for the preparation of the strategy,” she added. At the Ministry, Agitu contributes to national mental health strategies and policies and to training manuals, and she works to bring mental health services into primary health care. She is also a member of the national

MHPSS Technical Working Group. “We want those people in the room when decisions are made. That means peer-led groups, family associations, and civil society partners helping shape policy, services, and review. We will keep strengthening those links,” she noted. As Ethiopia strives to provide better access to mental health care, the importance of involving people with lived experience becomes important, and the responsible parties seem to have realized it that fact.

Dr Brook Genene is a medical doctor and a journalist and can be reached via brookgruga@gmail.com

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Crafting an Ethical Organization: A Blueprint for Leaders

■ By Sintayehu Girma Aytaged

A good reputation forms the bedrock of any successful country or organization. This fundamental truth explains why Warren Buffett, the world’s third-richest billionaire, places reputation above all else. While building a stellar reputation takes years of intentional effort, it can be shattered in mere seconds. Consequently, forward-thinking organizations treat reputation management as a top priority. Just as ethical behavior constructs a positive legacy, poor ethics erodes employee morale and drives up operational costs. In response, modern institutions are increasingly turning to ethical design to cultivate a healthy organizational culture. Establishing a robust ethical culture relies on four core pillars: 1.Defining and implementing clear ethical values 2.Exercising balanced judgment 3.Aligning incentives with ethics 4.Embedding sustainable cultural practices 1. Designing and Implementing Clear Ethical Values Organizational strategies and daily operations must be rooted in clear, transparent principles that foster a shared understanding among all employees. To accomplish this, institutions need a well-crafted mission statement that aligns seamlessly with their core principles. An effective mission statement should be concise, clear, inspiring, and culturally resonant. Unfortunately, many institutional missions are overly lengthy, disconnected from daily tasks, and ultimately ignored. A true mission statement should never be mere words sitting idly on paper; it should act as an organizational "police officer" guiding decisions in hiring, promotions, and dismissals. For inspiration, one need only look

at the Pentagon's mission statement, which brilliantly captures clarity and inspiration: "Build the best product, cause no unnecessary harm, use business, and implement solutions to the environmental crisis." 2. Cultivating Balanced Judgment Decision-making often falters when individuals fail to factor ethics into the equation, leading to ethical lapses and public scrutiny. For example, when hiring a close friend or relative, we frequently overlook the unfair disadvantage and harm inflicted on qualified unknown candidates. Because human instinct tends to favor immediate, impulsive reactions, our capacity for balanced judgment shrinks. To combat this, leaders must pause and think twice before deciding, ensuring they treat familiar connections and external candidates with absolute fairness. 3. Rethinking Incentives Crafting a clear mission and practicing balanced judgment are only part of the equation; building an ethical institution requires tying rewards directly to ethical behavior. Organizations must evaluate whether results are achieved through honorable means and actively reward employees who model strong ethics. These incentives should encompass both extrinsic and intrinsic motivations. Beyond monetary compensation, employees yearn for meaningful work, positive impact, respect, and genuine appreciation. Yet, ethical leaders rarely focus enough on non-financial incentives. Even among Fortune 500 companies, attention to these non-financial rewards remains strikingly low. Ethical employees deserve public recognition and praise. Furthermore, organizations can deepen this impact by allowing award recipients to direct their prizes toward social services.

Ethical behavior does not merely encourage compliance—it makes people feel genuinely good about their work. 4. Nurturing Cultural Practices Through Middle Management Many leaders obsess over top-tier ethical standards while completely neglecting middle management. This is a critical mistake, as the ethical climate set by middle managers heavily influences everyday employee behavior. Good principles naturally produce good followers. Conversely, if employees are surrounded by middle managers who lie, cheat, and cut corners, the likelihood that they will adopt those same toxic behaviors skyrockets. Principles outline what good work looks like, but they require active reinforcement. Therefore, implementing powerful ethical beacons is essential to guiding cultural habits. Putting Ethical Design into Action Translating ethical design into an everyday corporate culture requires leaders to keep ethical principles at the forefront of their minds. By leveraging structural incentives and intentional opportunities, ethics shifts from a policy document into daily behavior. Institutions can operationalize this through several key practices:

- During Hiring: Introduce organizational values early in the recruitment process. Leading institutions use their mission and core values as a screening tool to select the best cultural fits. For instance, customer-centric organizations might evaluate candidates on how they handle difficult, high-pressure service scenarios. Many Fortune 100 companies design their entire interview framework around core values to test customer

alignment.

- During Evaluation: Performance evaluations must place ethics at center stage. Results must be validated through ethical processes; a "win at all costs" mentality has no place here. For example, Johnson & Johnson employs a comprehensive 360-degree evaluation form that measures integrity and commitment across customers, employees, society, and stakeholders.
- Incentiving Correctly: While financial incentives appear simple in theory, they are complex in practice. Leaders must publicly recognize ethical actions by highlighting their positive impact, featuring them in internal communications, and cultivating a supportive environment.
- Designing for Balance: No organization can ever be entirely flawless because human beings are imperfect. Real people are neither purely good nor purely bad; they possess the capacity for both. Therefore, organizations must build systems that make doing the right thing as easy as possible, placing ethical principles at the core of every policy and strategy.

By keeping ethics alive in everyday operations, empowering upright employees with diverse incentives, and embedding healthy habits, organizations can guide people toward their highest ethical potential—even if it doesn't turn everyone into an absolute angel.

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Public enterprise reform or infringement on workers' rights?



By Solomon Zena

The need to enhance performance, ensure fiscal accountability, and drive productivity across Ethiopia's State-Owned Enterprises (SOEs) is beyond dispute. Ill-structured incentive systems can reward longevity over merit, obscure operational accountability, or create unwarranted pay disparities among peers. However, performance-driven frameworks contribute to workplace stability and enterprise productivity only when they are transparent, evidence-based, and equitably administered. Performance management is far more than a mechanical exercise in numbers and formulas. Employees require complete clarity on how their performance is measured, who establishes evaluation criteria, how outcomes are verified, and how incentives are calculated. Furthermore, key performance indicators must account for real-world variables within the worker's sphere of control. An individual worker cannot control machinery breakdowns, power outages, raw material shortages, market shocks, or supply chain bottlenecks. When these external factors are overlooked in performance metrics, evaluation systems fail to boost productivity—instead, they become punitive and demotivating. These operational realities are precisely the issues meant to be negotiated through legal collective bargaining. While enterprise management brings financial constraints and strategic goals to the table, workers and their trade union representatives offer frontline expertise regarding production processes, occupational safety, and workplace dynamics. Consequently, collective bargaining does not impede corporate restructuring; rather, it ensures that reform measures are grounded in operational reality, institutionally supported, and sustainable over the long term. The ongoing enforcement of this directive and the complete lack of a resolution make this an increasingly urgent matter. What began as a temporary administrative measure has evolved into a lingering standoff that threatens workplace peace across the nation's largest state enterprises. Re-examining this dispute is not merely an academic exercise; it is an immediate policy necessity because reform cannot mean suspending dialogue, nor can administrative efficiency justify overriding constitutional and statutory rights. Recently, the order issued by Ethiopian Investment Holdings (EIH) directing a temporary suspension of the signing, renewal, and amendment of Collective Bargaining Agreements (CBAs) across major SOEs has raised widespread concern and debate. This decision brings a fundamental question to the fore of the country's enterprise reform agenda: Does a reform aimed at boosting productivity justify suspending constitutionally, statutorily, and internationally protected rights to organize and bargain collectively through an administrative directive? This directive is reportedly linked to ongoing evaluations of employee performance, benefits, and incentive systems. The underlying objectives—

enhancing accountability, strengthening financial management, and aligning incentives with organizational output—are vital for state enterprises expected to operate efficiently and sustainably. However, the manner in which such reforms are pursued, particularly when directly impacting industrial relations, demands equal attention. In an official petition submitted to the Ministry of Justice (Ref: አ.ሠ.ግክ/50/181/2019), the Confederation of Ethiopian Trade Unions (CETU) opposed EIH's directive, arguing that the holding company cannot unilaterally freeze collective bargaining frameworks. CETU cited constitutional protections, national labor legislation, and international commitments regarding freedom of association and collective bargaining. This intervention casts doubt on the directive's legality and scope, while signaling deeper anxieties regarding the status of labor rights within corporate restructuring processes. Legitimate Reform Objectives, Contentious Execution Ethiopian Investment Holdings (EIH) holds substantial administrative oversight over its portfolio enterprises. Council of Ministers Regulation No. 487/2014 governs the governance, supervision, and management of subsidiary enterprises, empowering EIH to set compensation and incentive structures aligned with commercial principles and international best practices. Article 9 covers corporate governance frameworks, performance reporting, and subsidiary management. These provisions position EIH to shape how these enterprises are managed and how resources are allocated. However, authority over compensation policies does not automatically answer whether EIH possesses the statutory power to suspend collective bargaining within subsidiary companies. The provisions of Regulation No. 487/2014 do not explicitly confer blanket authority to freeze collective bargaining. A proper legal assessment therefore requires examining the complete content and statutory foundation of the directive, as well as the balance between EIH's corporate mandate and fundamental workers' rights. Furthermore, Regulation No. 487/2014 (Art. 3(3)), which treats EIH and its subsidiaries as private commercial entities regardless of the state's shareholding percentage, must be interpreted cautiously. This provision is designed to foster commercial competitiveness and operational efficiency; it is not a legal shield to place enterprises above national labor law or strip workers of baseline protections. Similarly, Article 20, which addresses conflicting laws, cannot be interpreted in violation of the Hierarchy of Laws principle to override the FDRE Constitution, the Labor Proclamation, or ratified International Labour Organization (ILO) Conventions. Collective Bargaining as a Fundamental Labor Right The core of the dispute lies in the fact that the rights to organize and bargain collectively are fundamental labor rights that cannot be set aside by corporate administrative orders. The primary purpose of freedom of association and collective bargaining is to enable workers and employers to organize, express their interests, and jointly determine working conditions through lawful and peaceful means. Workers have the right to form unions without unlawful interference and to bargain freely with employers on wages, working hours, occupational safety, benefits, and grievance procedures. These rights are recognized as Core Conventions by the ILO because they protect foundational workplace standards essential for Decent

Work. Ratified ILO instruments—specifically Conventions No. 87 (Freedom of Association) and No. 98 (Right to Organize and Collective Bargaining)—occupy a central role. Convention No. 87 protects the right of workers and employers to establish independent organizations without state interference, while Convention No. 98 shields workers against anti-union discrimination and obligates states to promote voluntary collective bargaining. In the absence of bargaining rights, workers lose their institutional leverage to negotiate fair wages, safe conditions, and equitable treatment. When a state ratifies ILO conventions, it incurs binding international and domestic legal obligations to implement those standards and report on compliance. Ratification establishes enforceable domestic commitments. Countries adhere to these standards to safeguard labor rights, maintain clear legal frameworks, ensure industrial peace, and demonstrate credibility in global governance. As an early African member state of the ILO, Ethiopia has formally ratified Conventions No. 87 and No. 98, embedding these principles within its legal order. Moreover, under the ILO framework, fundamental labor principles remain binding by virtue of membership. Collective bargaining is not a discretionary administrative privilege that institutions may freeze at will; it is a constitutional right and the primary mechanism through which workers participate in decisions shaping their livelihoods. Constitutional and Statutory Framework Article 42(1)(a) of the FDRE Constitution explicitly guarantees workers the right to form associations to improve their conditions and protect their interests, as well as the right to bargain collectively with employers and relevant organizations. Additionally, under Article 9(4), ratified international agreements form an integral part of the law of the land. To operationalize these constitutional guarantees, Labor Proclamation No. 1156/2011 (Art. 130) provides that matters concerning wages, working hours, occupational safety and health, promotions, transfers, discipline, and grievance procedures fall within the scope of collective bargaining. Article 131 sets out the mandatory procedure for initiating and conducting negotiations. Collective bargaining is far more than a routine meeting between management and union representatives; it is a structured process of dialogue, information exchange, and accountability. Its value lies not only in the final executed agreement, but in fostering mutual understanding of financial, operational, and human resource realities. Practical Implications of the Freeze For enterprises and workers falling under the directive's reach, the practical impact remains a pressing concern. Indefinitely suspending new negotiations, renewals, and amendments leaves unresolved questions surrounding wages, benefits, safety standards, and employment terms hanging in the balance, creating institutional uncertainty and friction. While the severity of this impact may vary depending on the nature of each enterprise and the expiration status of its agreements, labeling the measure as "temporary" does not lessen its risks. Imposing a sweeping freeze during a period of economic adjustment—when clarity and legal certainty are paramount—risks introducing unnecessary strain into industrial relations. It is equally important to distinguish between freezing ongoing negotiations and attempting to invalidate existing agreements. While the directive focuses on suspending new signatures,

renewals, and amendments, Ethiopian law stipulates that no entity can unilaterally suspend or nullify an active CBA outside of mutual agreement or a court order. Thus, without further legal grounds, existing agreements remain binding, and accrued benefits cannot be assumed to be invalidated. Nevertheless, EIH and subsidiary managements have a duty to explicitly clarify how active agreements and accrued rights will be respected during the review period. Accrued rights—such as earned salary adjustments, overtime pay, annual leave, and contractual allowances—must not fall victim to corporate restructuring. Prior executed CBAs remain legally binding until modified in accordance with statutory procedures by the contracting parties. Performance Reforms Require Fair Rules Reviewing enterprise performance frameworks and incentive structures may well be necessary. Misaligned incentive schemes that reward tenure over output can obscure accountability and create unjustified wage gaps. However, performance systems enhance productivity only when they are transparent, objective, and fair. Performance management is not merely an algorithmic calculation. Employees must understand how metrics are set, who defines evaluation criteria, how results are audited, and how rewards are distributed. Crucially, evaluation metrics must reflect conditions within the employee's control. Operational bottlenecks, machinery failures, power outages, and supply chain disruptions cannot be blamed on frontline workers. Unfair metrics undermine morale rather than driving efficiency. These issues are precisely what collective bargaining is designed to resolve. Management can present financial constraints and operational requirements, while trade union representatives bring practical insight regarding production line realities, workplace safety, and implementation challenges. Collective bargaining does not block corporate reform; it makes reform realistic, accepted, and durable. Can EIH Freeze Dialogue? While EIH exercises broad governance oversight over public enterprises, its authority is legally bounded. Administrative orders cannot exceed statutory limits. The fundamental legal question is not whether EIH has the mandate to undertake enterprise reforms, but whether it possesses the statutory authority to unilaterally suspend collective bargaining rights guaranteed by the Constitution, national labor statutes, and ratified international treaties. A temporary administrative measure may be permissible if strictly bounded by clear statutory authority and structured to preserve existing contractual rights. However, where an administrative order lacks explicit statutory backing and acts to halt CBA renewals or restrict union representation, it becomes legally vulnerable. As CETU noted in its petition (Ref: አ.ሠ.ግክ/50/181/2019), EIH Directive Ref: EIH/EN-L/76/19 exceeds the statutory authority granted under Proclamation No. 1263/2014 (Art. 54) and Regulation No. 487/2014. In evaluating this petition, if the Ministry of Justice determines that the directive operates ultra vires, violates constitutional protections, or breaches statutory labor provisions, it carries the responsibility to direct the revocation of the order or require formal legal justification. Ultimately, the legality of the directive remains subject to judicial review under the rule of law. Strategic Imperatives for CETU While petitioning the Ministry of Justice is a necessary step, relying solely on formal correspondence is insufficient.

CETU should pursue a multi-pronged strategy combining legal clarity, enterprise-level engagement, and public accountability: 1. Requesting Formal Disclosure: CETU should request formal clarification from EIH regarding the exact scope, legal grounds, and temporal limit of the directive, as well as a complete list of affected enterprises and agreements. 2. Categorizing CBA Status: CETU must differentiate legally between active CBAs, ongoing negotiations, expiring agreements, and uninitiated bargaining processes to tailor its legal remedies. 3. Defending Accrued Rights: CETU must firmly maintain that accrued rights and existing benefits remain legally enforceable unless modified in full compliance with statutory procedures. 4. Institutionalizing Social Dialogue: CETU should advocate for a structured Social Dialogue platform involving EIH, enterprise executives, and the Ministry of Labor and Skills. The objective is not to oppose enterprise performance reviews, but to ensure they proceed transparently and in accordance with statutory protections. Obligations Facing EIH Conversely, EIH bears an institutional responsibility to publicly clarify its administrative actions. At a minimum, EIH should provide public clarity regarding: ● The precise list of state enterprises covered by the directive; ● The exact duration and expiration date of the suspension; ● Formal confirmation that active CBAs and accrued rights remain fully binding; ● Clear mechanisms for trade union participation in the review of performance and incentive structures; and ● The specific statutory provisions authorizing the administrative order. Providing formal answers to these questions is essential for an objective evaluation of the directive's legality and policy justification. Reform and Dialogue Must Coexist Ethiopia's State-Owned Enterprises require effective governance, fiscal discipline, and robust performance systems built for long-term viability. Equally, workers require transparent employment terms, meaningful representation, and confidence that decisions affecting their livelihoods adhere to lawful processes. These two objectives are mutually reinforcing. Enterprises that respect labor rights build workforce trust, reduce industrial friction, and secure employee commitment during complex structural transitions. Informed, consulted, and fairly treated workers are far more likely to support productivity reforms and organizational change. The fundamental issue is not whether performance and incentive frameworks should be evaluated—their review is necessary. The core issue is how that review is conducted, what statutory authority supports suspending collective bargaining, and how the legal rights of both employers and workers are protected under the rule of law. Any reform program aimed at building stronger state institutions must simultaneously strengthen the legal mechanisms that resolve workplace concerns. Sustainable industrial peace rests on clear rules, predictable governance, and genuine dialogue between social partners. Collective bargaining should never be viewed as an obstacle to enterprise reform; when conducted transparently and in accordance with the law, it is the cornerstone of sustainable, accountable, and effective reform.

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CapitalSPORT

Rwanda sweep all three women's cycling time trial titles in Kisumu

Three categories, three Rwandan champions. In Kisumu, Kenya, Diane Ingabire, Jazilla Mwamikazi and Yvonne Masengesho won the African individual time trial titles on Wednesday 21 October in the elite, under-23 and junior categories. The clean sweep looks even more striking ahead of the road races: two of the gold medals were decided by less than four seconds.

Ingabire takes title by 1.546 seconds. The tightest duel was between Diane Ingabire and Mauritius's Aurélie Halbwachs. Over the 20.4 kilometres, the Rwandan clocked 31 min 02.742 s, against 31 min 04.288 s for her closest rival. The gap is 1.546 seconds. South Africa's Lucy Young completes the podium, 23.382 seconds behind the winner. That tiny margin underlines the nature of the discipline: every rider is ranked on time, with no common finish to separate the favourites. Here, Halbwachs's silver medal is less than two seconds off Ingabire's gold. The Rwandan sweep should not, therefore, overshadow the resistance put up by the other nations.



Two more generations on top of the podium. In the under-23 race, Jazilla Mwamikazi covered the same distance in 31 min 17.581 s. She beat South Africa's Marzaan Mellett by 27.779 seconds, while Ethiopia's Tsige Kiros finished third. It is a separate title from the elite one, even

though both categories rode a course of the same length. The third crown goes to Yvonne Masengesho. Over the 10.2 kilometres set for the juniors, the 18-year-old Rwandan won in 15 min 37.193 s. Egypt's Joudy ElSayed conceded just 3.526 seconds; Ethiopia's Rahel Gimbato took bronze.

The result thus shows success spread across three age groups, rather than concentrated on a single star name. The photograph of the three medallists together puts a face to that haul. The times add the nuance: a more comfortable win among the under-23s, two much tighter victories in the elite and junior races. The road now changes the rules of the game. The rest of the Kisumu African Championships will offer a different test. The junior women are due to contest their road race on Friday 23 October; the elites and under-23s are scheduled for Saturday 24 October. The announced distances are 68.8 and 122.2 kilometres respectively. These races will not simply extend the time trial standings. With a mass start, attacks, positioning and teamwork between riders change the way races are won. Wednesday's three titles are a result in the bank for Rwanda, not a guarantee of more medals. That is precisely what makes this event so intriguing: to see how this individual success translates against the other nations in a collective race.

Cameroon and Central African Republic book U20 AFCON 2027 places

Cameroon are back at the U20 Africa Cup of Nations, while Central African Republic extend their run. Winners over Gabon (4-1) and Congo (2-0) respectively, on Wednesday 21 October in Yaoundé, the two sides have secured their tickets to the 2027 finals in Ghana. They will meet on Saturday in the final of the UNIFFAC tournament. It took a comeback to end the wait. Absent from the 2023 and 2025 editions, the Cameroon U20 Indomitable Lions sealed their return to the continental stage by beating Gabon in the semi-final of the tournament organised by the Union of Central African Football Federations. Yvan Kenmoe's side were made to work, however. With a numerical advantage after a Gabon player was sent off early in the match, they conceded the opening goal from a penalty. Cameroon then found the resources to take control again and win by a three-goal margin. Joachim Songue, who scored twice, Samuel Achu and Bengono Manga got the four Cameroon goals. The response means the young Lions return to a competition they had not played in

since 2021. Central African Republic confirm their consistency. In the other semi-final, Central African Republic saw off Congo (2-0). The Fauves struck just before the break, then again in the closing minutes, to secure a place in the final and confirm their continental qualification. After a group stage without a win, the Central Africans delivered when it mattered. Their run now takes on a new dimension: they will play in a fourth consecutive U20 AFCON, following the 2021, 2023 and 2025 editions. Ticket in hand, a trophy to chase. The UNIFFAC final, scheduled for Saturday 24 October, will therefore pit two teams already qualified for the continental finals against each other. Cameroon will look to crown their return, while Central African Republic will try to carry their momentum forward. Beyond the regional title, the meeting will give both sides a first marker in their preparations for the 2027 U20 AFCON in Ghana. The ticket is secured; all that remains is to finish the tournament with a win.

Northern start and finale in the Pyrenees for 2027 Tour de France

Edinburgh will host the most northerly Tour de France start in 2027 while the Pyrenees will provide the competitive finale of next year's route, which was announced in Paris on Thursday. A year after the race's most southerly start in Barcelona, the Scottish capital will surpass the 2022 Grand Depart in Copenhagen in the opposite direction, as for the fifth time in six years, the Tour sets off from abroad. The Edinburgh start had been known for more than a year and the first three stages in Britain – in Scotland, England and then Wales – were revealed in January. But organisers ASO published the full route on Thursday, with two individual time-trials and a closing stage around Paris taking on the already iconic Montmartre climb for the third year running. That is sure to whet the appetite after the last two years produced thrilling finishes, with Belgian Wout van Aert taking the victory in 2025 and Mathieu van der Poel, with a bit of help from overall winner Tadej Pogacar, holding off a charging peloton by inches back in July. But long before the peloton arrives there for the finale of the 114th edition of the Tour – and even before it reaches the high mountains – there will be plenty of opportunities for cycling's renowned "punchers" to take centre stage in the first part of the race. "Wales is Liege-Bastogne-Liege," Tour director Christian Prudhomme told AFP about the third stage in 2027, in reference to the famous hilly spring one-day classic. "The first 10 days are designed to keep the jerseys changing hands – the best punchers in the world against the overall favourites." The best in both of those categories is Pogacar, but the course design aims to avoid a repeat of the 2026 edition when the Slovenian great – who will be bidding for a record sixth yellow jersey victory – held the lead almost from beginning to end. Prudhomme said he wanted "to muddy the waters, to have a route which allows for anything to happen".

Riders will face a windy arrival in France on the Cotentin peninsula in Normandy, with a fourth stage largely ridden along the coast. Even before the first mountain challenge on stage nine, finishing on the Grand Colombier in the Jura range, the sprinters will struggle to find too many days that favour them. "TERRIBLY STEEP" The first time-trial is on stage seven and at 38km and pancake-flat, it should leave Olympic and world champion in the discipline Remco Evenepoel salivating. He finished second to Pogacar in July but the early part of the 2027 edition should give him a great chance to steal a march on the Slovenian before the mountains begin. A second time-trial of 33km around Toulouse on stage 16 should again favour the Belgian. There will be no shortage of mountains, though, with 28 climbs and a total elevation gain of 53 450m, but just three summit finishes among six mountainous stages. The highest point will be the Col du Portet in the Pyrenees on stage 18, topping off at 2 215m above sea level. But there will be no Alpe d'Huez, Ventoux, Galibier or Izoard in 2027, although the Tour will take on the Tourmalet and pass through Domancy, where the world championships will be held the following month. "If you want to discover other climbs, you have to accept that we don't systematically use the best-known ones," said Prudhomme. "It's the first time that we will link the Tourmalet and the Portet – two monsters – and the next day there will also be terribly steep ascents with the return of the Basque climbs Burdincurutcheta and Bagargui for the first time since 2023." Curiously, though, the 20th and penultimate stage is designed for the sprinters, meaning that the Tour should be sewn up two days before the Montmartre excitement in Paris.



UNHCR
United Nations High Commissioner for Refugees
Haut Commissariat des Nations Unies pour les réfugiés

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 (RFP) UNHCR RFP 3808 Construction of Digital Innovation Hub in Addis Ababa, for the Refugees Request for Proposal (RFP) for the End-to-End Design, Construction, Supply, Interior Fit-Out, and Commissioning of a Refugee Digital Innovation Hub in Addis Ababa, Ethiopia.	08 November 2026 at 23:59 hours, Ethiopia Time (EAT+3)
2	PUBLIC NOTICE The attached two pages document is a public notice issued by UNHCR regarding to Fack Tenders alert the public about fraudulent individuals who are falsely claiming to represent UNHCR and issuing fake tenders for goods and services. These individuals ask companies or members of the public to pay money for tender documents or deposit funds into fake bank accounts in exchange for contract awards. Key messages: - UNHCR does not sell tender documents and does not request any upfront payment from suppliers or bidders. - All UNHCR tender documents are free of charge and available to legally established companies. - The public is advised to be cautious of fake tender sellers and report such incidents to the police or relevant security authorities. - Businesses interested in working with UNHCR should contact UNHCR directly or follow officially published tender notices.	08 November 2026
3	Request for Proposal UNHCR RFP No. 3814 For the provision of beneficiary-owned SIM cards, including registration, activation, and twelve (12) months of mobile connectivity services for refugees in Ethiopia	6 November 2026 at 23:59 hours (East Africa Time, UTC+3)
4	REQUEST FOR QUOTATION UNHCR RFQ 3816 FOR THE PROVISION OF TRANSLATION AND LOCALIZATION SERVICES FOR THE CARING FOR CHILD SURVIVORS (CCS) GUIDANCE, TRAINING PACKAGE AND E-LEARNING MATERIALS INTO TIGRINYA AND SOMALI	30 October 2026 at 23:59 hours (East Africa 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:

- [United Nations Global Marketplace \(UNGM\)](#)
- 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 \(https://bit.ly/482Fgam\)](#). 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



**VACANCY
ANNOUNCEMENT**

Concern for Integrated Development (CFID) non-profit civil society organization invites qualified and experienced Ethiopian professionals to apply for the following positions under the project:

1. Project Officer
Duty Station: Aba’ala Woreda, Kilbat Rasu Zone, Afar
Contract: Full-time,

Key Responsibilities: Coordinate project activities; facilitate training, community dialogues, and peace building activities; strengthen local conflict prevention and mediation mechanisms; coordinate with government and community stakeholders; monitor implementation; collect data; prepare reports; and ensure compliance with CFID and donor requirements.

Qualifications: Bachelor’s degree in Peace and Conflict Studies, Development Studies, Social Sciences, or related field; minimum 3 years’ relevant experience in peace building, conflict prevention, humanitarian or community development work; strong facilitation, coordination, communication, and reporting skills. Knowledge of the Afar context and language is an advantage.

Equal Opportunity: Women applicants are strongly encouraged to apply.

2. Gender Focal Person
Duty Station: CFID Head Office, Addis Ababa
Contract: Full-time

Key Responsibilities: Mainstream gender equality and social inclusion across the project; promote women’s meaningful participation in peace building; provide technical gender guidance; monitor gender indicators; support gender-sensitive training and reporting; and strengthen safeguarding and referral mechanisms.

Qualifications: Bachelor’s degree in Gender Studies, Development Studies, Social Sciences, Peace and Conflict Studies, or related field; minimum 3 years’ relevant experience; strong knowledge of gender mainstreaming, women’s empowerment, protection, and inclusive programming.

How to Apply: Submit an updated CV, cover letter, and relevant credentials to CFID at cfes77@yahoo.com The due date for submission is Friday 30 October 2026, @5:00PM Disclosure: Any hard copy bid submission will be automatically disqualified.

The document must be submitted within five working days from the date the notice is published in the newspaper. Documents submitted after the deadline will not be accepted.

Working together, we make change!!



**SOMALI REGIONAL EDUCATION BUREAU
Invitation for Local Competitive Bidders**

Somali Regional Education Bureau invites interested bidders for Supervision of Consultancy of under listed below.

- Supervision Consultancy Service for Construction Maintenance of Jigjiga Boarding School Fence:** With Ref- SREB/NCB/RC/ENG/0018/2019
- Supervision Consultancy Service for Construction Maintenance of Upgrading Jeedane Temporary Learning space to permanent School** with Ref- SREB-/NCB/RC/ENG/0019/2019

The Bid document shall be obtained commencing after the journal comes out for each Item from Somali Regional Education Bureau; Procurement & Property Directorate; Ground Floor and You can access the bid document. Online from <https://REB.gove.et> against payment of a non-refundable fee of Birr 500.00 (five Hundred birr only) for each of the above works which shall be paid of finance 'Somali Regional State Education Bureau. The bid document shall be collected during office hours (**Monday to Friday 8:00-12:00pm and 2:00-5:15pm**) by presenting the payment advice. Presenting **copy of renewed Trade License 2019, Tax Clearance Certificate and VAT Registration Certificate** is a must.

Bidders who do not have any poor performance history on previous Bureau's Projects can participate in this Bid. (For Item 1). Bidders shall be quite sure to state direct line phone number, cell phone number, fax number and e-mail address of their organization correctly while collecting bid documents. Failure in receipt of bid communication due to incorrectness of the above will not be the responsibility of the bureau. Bid proposal shall be accompanied by the bid bond/Earnest **Money Deposit of 2%** of the item contract in the form of **Unconditional Bank Guarantee or Cash Payment Order (C.P.O.)**. Bid bond/ EMD in any other form is not acceptable. Bids must be deposited in the tender box prepared for this purpose at Somali Regional Education Bureau, logistics department during office hours before 2:00 pm. Bid opening shall be held in the presence of bidders and/or their legal agents who wish to attend, on 2:30 p.m. at the place mentioned under no. 2 above. Failure to comply any of the conditions from 2 - 5 above shall result in automatic rejection. Interested eligible bidders may obtain further information from:

Logistics Department, P. O. Box 210, Jigjiga, Ethiopia, Tel: 025 775 2069,
Fax 025 775 3524, Or Visit:
The Somali REB Reserves the Right to Accept or Reject Any or All Bids



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