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**To: Addis Ababa University
Addis Ababa**

Subject: Request for Expression of Interest

The Oromia Public Enterprises Bureau (OPEB) hereby invites individual Consultants/Institutions to indicate their interest in the research entitled: “State-Owned Public Enterprises Transformational Strategy”—with the intention of forming a holding company.

National Regional State of Oromia (NRSO) has established six wholly owned by the state, 14 as majority-shareholders and 10 as minority shareholders enterprises/corporations. They are diverse in their business nature but serve the same purpose—fulfilling the interest of the people of the National Regional State of Oromia, Ethiopia. In the virtue given to OPEB by Regional Government Regulation No. 242/2014, the fundamental functions of our bureau are organizing, directing, supervising, and providing leadership to public enterprises. Together, our enterprises/corporations have over 9200 workforces, nearly 73.9 billion subscribed capitals, and generated 11.1 billion in revenue as of June 30, 2013 (Eth. Calendar.) They are one of the largest contributors to the regional economy.

Our bureau wants an invitee to conduct the research as a consultant based on the adequacy and all-inclusiveness of the Terms of Reference (TOR). The detailed TOR for the research will be made available in the request of proposals to shortlisted firms. The key expected areas of research could include, but are not limited to, the following:

1. Conducting review and gap analysis of existing corporate governance—legislations, policies, frameworks, practices, and trend analysis of firms;
2. Evaluating the advantages and disadvantages of forming a holding company—develop a legal and institutional framework to implement it;
3. Based on reviews and analyses, which one to be continued or which one to be dissolved;
4. Furthermore, which one to be merged together/to be split;
5. The road-map they should follow to achieve their purpose, mission;
6. Additional, suitable corporate governance to be competitive and effective; and
7. The strategic leadership of newly formed enterprises/corporations, holding company

*To president office
8/06/08/2014*

RECEIVED
14-06-2022
OFFICE OF THE PRESIDENT

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ADDIS ABABA UNIVERSITY
HUMAN RESOURCE
MANAGEMENT DIRECTOR

*A team of consultants/
with professionals
in management,
law and Economics*
14/04/12

projected duration of the research is six months—with the possibility of a three-month extension, and the estimated starting date is September 2022. The invitation to REOI (Request for Expression of Interest) and or reply by individuals/ institutions does not imply any obligation on the part of the Oromia Public Enterprises Bureau to include them in a shortlist.

If you are willing to accept our REOI, please prepare and submit your detailed work plan and organizational composition within 10 working days. Our bureau believes in mutual understanding and is ready to give constructive corrections to the work plan you submit. In addition, we will be open to potential questions and concerns that might arise from this REOI.

We are looking forward to your proposal promptly.

Best Regards!



Kassim Abbanesha Hussein
Deputy of Public Enterprises
Bureau-Administration of Public
Enterprises and Investment
Department Head



- To Bureau Head
 - To Deputy Head and profitability Research
 - To Directorate of project and Investment Research
 - To Directorate of finance, procurement and property Administration
- OPEB