



The Impact of Micro and Small Enterprises (MSEs) Support Schemes on MSE Development in Ethiopia



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Mudaye Neway



**Is Africa Benefiting  
from Trade with China and the  
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MUDAYE NEWAY

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## MESSAGE FROM THE PRESIDENT

The Commercial Bank of Ethiopia (CBE) has maintained its leadership position in the domestic banking industry. The accomplishment in the Bank's deposit mobilization strategy has been found exceptionally remarkable. As the success has been realized through

making the public the center of the deposit mobilization strategy, it makes the achievement even more impressive. Saving products that target various demographic groups have been designed and implemented in the past few years. Women, teens and youngsters, students as well as other segments of the society that could not take conventional bank services due to religious and related grounds have been properly targeted. Due to the special nature of the new products and aggressive promotion and public education activities, it has been possible to bring millions of citizens to banking service. The number of CBE account holders, which was not more than 2 million six years ago has now reached close to 14 million. It is our great pleasure to see this number of people coming to modern banking service and making saving part of their lives.

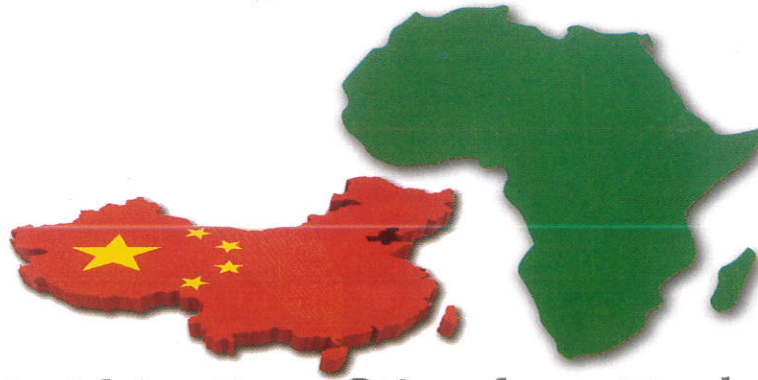
Providing quality service and expanding appetite for new technology is an equally important aspect of the strategy. The already recruited and potential customers have to remain satisfied and well served with the technology the modern world is making use of. We are getting closer to our customers through card banking, mobile and internet banking services and the payment apparatuses we deployed in the form of ATMs and POS terminals. These endeavors will continue till we make "Banking from Home" a reality for the majority of CBE's customers.

Implementing modern payment system demands substantial investment in the technological infrastructure. The Commercial Bank of Ethiopia has been well aware of this fact. A Project Office in charge of identifying, developing and implementing technology-related projects that serve as the backbone of the Bank's modernization process has been set up and implementing vital projects that facilitate smooth and fast flow of data. Moreover, projects that were already implemented have enhanced the Bank's capacity to safeguard the safety of customers' data and generally the Bank's risk identification and mitigation capability. Due to the attention CBE gives to its customers, the Bank has launched a 24/7 free phone service that helps customers communicate easily with, to forward information requests, complaints and other feedbacks. The contact center is fully furnished to address customers' complaints in real time.

The Commercial Bank of Ethiopia is working to realize its vision of becoming "a World Class Commercial Bank by 2025". The accomplishments registered so far are encouraging; but a lot is expected in the years ahead. All the Bank's units, the workforce and the physical infrastructure are well deployed and engaged to this end.



# BUSINESS & ECONOMY



## Is Africa Benefiting from Trade with China and the Emerging South?

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Africa's share of world trade has remained very small at around 3 percent of the world's total volume of trade. Hence, it is a challenge for Africa to further integrate itself into the world economy and account for an increasing share of global trade.

Historically, African economies were closely integrated with their former colonial powers in Europe, and with North America and Japan (the North or Developed countries). Africa is currently entering new emerging economy actors such as China and India (the emerging South in general) that are entering strongly in the world stage. The share of the emerging South in the global trade grew steadily from a combined export plus import share of around 11.7 percent in 1995 to 22.13 percent in 2011, which is almost double. Figures 1 and 2 also show Africa's growing trade with these emerging economies.

Africa's trade with the emerging economies grew rapidly, from a combined export plus import total of USD 19.41 billion in 1995 to USD 291.561 billion in 2011, which is 15 times higher. During the world financial and economic crisis in 2008/2009, this trade has declined significantly. From early 2009 onwards trade gets a momentum and reached a record high. What is interesting about this decline in 2008/09 is that African exports have declined more than African imports - the result of Africa's dependence on primary commodities (raw material) exports which are vulnerable to such global shocks as well as the relative inflexibility of Africa's demand for imports (which are manufactured goods). This has aggravated the trade deficit of Africa to about USD 16 billion; and when energy exporters are taken out of the equation the deficit jumps to over USD70 billion (Figures 2 and 3).



In sum, we may conclude that African trade with the emerging South is generally in balance in the late 1990s. This has turned to a surplus for Africa in half of the cases since 2002/03. However, this picture of balanced trade marks a sharp deterioration in Africa's non-mineral fuels trade balance with the emerging South which is characterized by deficit. When mineral fuels are left out, the African trade with the emerging economies is generally characterized by deficit that has risen from a deficit of USD 6.7 billion in 1995 to a deficit of USD 87.96 billion in 2011 (Figure 3). Thus, excluding mineral fuels, lubricants and related materials, Africa has a negative trade balance with each of the emerging economies. The deterioration in the non-mineral fuel trade balance is most evident in the case of trade with China which is driving the group average. This shows that most of Africa's trade surplus with the emerging economies is related to mineral fuel, lubricants and related materials. With all commodity price declining since 2011 primarily owing to a demand slow down in China and the global economy, not only the deficit has increased but also the African growth prospect, which was about 5 percent per annum for long, has declined nearly by half. This shows the African growth dependence on commodity price and hence its vulnerability unless a structural transformation takes place in the continent.

This general African picture is also apparent in Ethiopia. The Ethiopian external trade is characterized by chronic balance of trade deficit where imports (about 13 billion USD) by 2013/14 became nearly four times that of exports (about 3 billion USD). The trade balance from merchandise trade in 2013/14 registered a deficit of USD 10.5 billion which is 19 percent of GDP and worrisome. This latest figure shows the general picture of the Ethiopian external trade where export (dominated by coffee, gold and oil seeds – primary commodities) growth is limited and vulnerable to global decline in prices while imports (dominated by capital and semi-finished goods, and fuel) are growing very fast and are

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***For Ethiopia as well as Africa in general, unless structural transformation on African economy and diversification of exports are effected, this commodity dependence and failure to benefit from our engagement with the emerging South will continue.***

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not that amenable for reduction. This has led to the chronic trade deficit noted that averages about USD 6.5 billion per annum (and current account deficit of about USD 3 billion per annum) in the last five years. This has also reflected in the chronic balance of payment feature of the external sector, reflected in reserves in months of imports that hover around 2 months of imports which are reflected in the long line to get foreign exchange in Ethiopian Banks through letter of Credit (LC). We expect the import share to remain high over the medium-term, indicating the persistence of the deficit in the coming few years.

For Ethiopia as well as Africa in general, unless structural transformation on African economy and diversification of exports are effected, this commodity dependence and failure to benefit from our engagement with the emerging South will continue. This will in turn challenge sustained growth and development in Africa.



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# CONCENTRATION AND COMPETITION IN ETHIOPIAN BANKING INDUSTRY

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Ethiopia

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## 1. INTRODUCTION

In Ethiopia, the financial sector constitutes banking, microfinance and insurance companies; of which the banking sector plays the dominant role. According to the National Bank of Ethiopia (2016), the banking sector takes 92.8 percent of asset, and 76.8 percent of capital. Currently, there are 17 commercial banks (1 public and 16 private) and 1 specialized bank (Development Bank of Ethiopia) operating in the country under one regulatory body, i.e the National Bank of Ethiopia (NBE, 2016).

Although the nature of concentration and competition in the banking industry has deeply been studied in the developed economies, a limited number of studies are conducted in developing countries. To the best of the researcher knowledge, there is only one published research work in the case of Ethiopia. The study used a time series from 2000 to 2007 and concluded that the industry is incontestable without conducting any

tests. Moreover, the study estimated only the static competition level and did not consider the dynamics. The current study will try to uncover the static and dynamic nature of concentration and competition in the Ethiopian banking industry. In the same fashion, competition in private banks will be analyzed. The effect of different policies and control variables on banking competition will also be ascertained.

In clear terms, this paper answers the following questions:

- How is market structure (competition) changed overtime in the Ethiopian banking industry? Is there contestability in the industry?
- How did policy and other variables affect competition? Is the effect positive or negative?
- Is the claim of Bikker et al. true? Does using scaled dependent variable result in biased competitive environment?



## 2. LITERATURE REVIEW

Many argue that banks play an important role in the process of economic growth and development. Traditionally banks transfer money from surplus groups (savers) to deficit groups (borrowers). In this process, savers can earn interest/income for their deposit and borrowers get money to start/expand their businesses or buy anything they want. The banking sector's role as a source of finance for productive investment and accelerator of economic growth has been stressed by different economists. For instance, Pagano (1993) suggested three ways in which the banking sector might affect economic growth. First, it can increase the productivity of investments. Second, an efficient financial sector reduces transaction cost and thus increase the share of saving channeled into productive investments. Third, financial sector development can promote savings. Moreover, Schumpeter (1934) argues that in a well-functioning financial system entrepreneurs will have a better opportunity to fund their new ideas and hence encourage technological innovation. To reap these benefits from the banking system, the structure, competitiveness and efficiency of the system are vital.

Like in other sectors, competition in the banking sector has different strands. Proponents of competition argue that the degree of competition in the financial sector can matter for the efficiency of production of financial services and for the quality of financial products and the degree of innovation in the sector (Claessens et al. 2004:563). Moreover, in the absence of competition, banks with highest market power will earn more rents by charging higher interest rates on business loans and this might lead to financial instability as higher interest rates may increase the riskiness of loan portfolios (Allen et al. 2008:5). On the other hand, excessive bank competition has proven to be a bad omen to financial stability as witnessed in the 1997 East Asian financial crisis. In support of this, Keeley (1990) documented that increased competition in the 1980s eroded monopoly rents and led to an increase in bank failures in the United States. Xavier (2001) argued that regulators have traditionally tried to restrict competition in banking sector with the aim of avoiding excessive risk-taking.

Though there are different arguments regarding bank competition, it is believed that normal competition is desirable. Normal in the sense that the competition will not have a negative effect on the workings of an economy.

Knowing the fact that competition is necessary, regulatory bodies are very concerned about the degree of concentration in the banking sector. For instance, if there is high concentration in the banking industry, depositors would have less return/interest income/ for their deposits and borrowers would be charged high lending interest rates. Hence, this will affect the economy negatively by making the cost of funds higher for investors resulting in higher output prices for buyers. Past empirical studies on the relationship between bank concentration and monopoly power did not reach similar conclusion. In Traditional Industrial Organization theory, by looking at the market structure (concentration index) of the industry, we can easily infer about the competitiveness (conduct) of the industry. In this case the market with high concentration is characterized by absence of competition and vice versa. But this paradigm misses the competitive outcome that might come with a concentrated market. In the New Industrial Organization (NEIO) theory there may be a competitive outcome even in a highly concentrated market if the market is contestable. A market is contestable if there is a relatively free entry and exit in the industry, low sunk cost etc. (see Baumol et al, 1982 for more). Therefore, policy toward bank consolidation cannot rely solely on structural measures (Shaffer, 1994).

Different scholars try to measure the degree of banking competition by using alternative methods of measurement. Generally, there are two types of methods that help to measure competition in banking industry: structural and non-structural methods.

In the last decade, the National Bank of Ethiopia undertook different policy measures that have direct/ indirect impact on bank competitiveness. These include, credit cap (2009), revision of minimum paid up capital (2011), and National Bank of Ethiopia's (NBE) bill purchase (2011). The credit cap policy which was introduced in 2009 limited the outstanding credit of



commercial banks. The policy came into effect in order to contain the rampant inflation at the time. The credit cap policy was lifted in 2011 but followed by another policy called NBE bill purchase. The NBE bill purchase policy functions in such a way that when private banks disburse a loan to the economy they buy the NBE-bill with 27 percent of the total planned disbursement. The NBE's bill purchase policy is believed to have an effect on competition in the industry as commercial banks compete more to collect deposit in order to fulfill their NBE bill obligation.

In addition, the banking industry in Ethiopia can be characterized by the existence of high concentration even after the sector was opened to private sector in 1991. Concentration in financial sector can be measured by looking at n-banks Asset Concentration Ratio (ACR) and n-banks Deposit Concentration Ratio (DCR). If we look at the share of assets held (5 banks ACR) and deposit mobilized (5 banks DCR) by the five Ethiopian largest banks, it was 84.4 and 83.8 percent, respectively, at the end of June 2014 (ibid). Though concentration levels have come down recently, they still exceed the world average. By looking at the level of concentration in the sector, some argue that the banks in Ethiopia are operating in the absence of competition. However, even in the presence of market concentration, there might exist competitive outcomes (see Jackson, 1992). In the case of Ethiopia, there is no empirical study that relates concentration and competitiveness.

### 3. RESEARCH METHODOLOGY

#### 3.1 Data Types and Sources

The researcher used both primary and secondary types of data. The primary data included unstructured interview with experts at the National Bank of Ethiopia and different commercial banks, and observation. Secondary type of data included audited and unaudited commercial banks' reports. The main sources of the data in this study were: National Bank of Ethiopia (NBE), all commercial banks, and the World Bank database. The span of the data covers the period 2000/1 to 2012/13. The

study used quarterly data taken from all commercial banks operating in the country. Then the period is classified into 3 sub-periods for two reasons. First, to see the trend of competition over time. Second, to make the estimation more powerful as the data become balanced in the whole sample period.

#### 3.2 Method of Data Analysis

To show competition in the Ethiopian banking industry, the study used both descriptive and econometric analyses.

#### Model Specification

The study followed the model developed by Panzar and Rosse (1982) with slight adjustment. In general the Panzar- Rosse revenue test is based on a reduced-form revenue equation, relating gross revenue to vector of input prices and other control variables. The empirical reduced-form revenue equation of the P-R model is written as:

$$\ln(R_{it}) = \sum_{i=1}^m \beta_i \ln(IP_{it}) + \sum_{j=1}^n \gamma_j CV_{ijt} + \varepsilon_{ijt} \dots\dots\dots(3)$$

Where  $R_{it}$  is revenue

$IP_{it}$  is vector of input prices

$CV_{it}$  is other control variables that are expected to affect revenue

$\beta_i$  is elasticity of revenue to input prices.

Then Panzar and Rosse used the sum of input price elasticity's (which is represented by H - statistic) to reflect the competitive structure of the market (necessary condition). But we can't generalize about the characteristics of the market by looking at necessary conditions alone. We need sufficient condition which is described as the sum of input price elasticity's to Return on Asset (RoA), simply by changing the dependent variable from income to Return on Asset (RoA). And, it is represented by E instead of H.



**Necessary condition :**  $(H = \sum_{i=1}^3 \beta_i)$

If  $H < \text{or } = 0$ , then the market is characterized by Monopoly

If  $0 < H < 1$ , then the market is characterized by Monopolistic Competition

If  $H = 1$ , then the market is characterized by Perfect Competition

**Sufficient condition:**  $(E = \sum_{i=1}^3 \beta_i)$

If  $E = 0$ , the market is at long run equilibrium

If  $E > 0$ , then the market is at disequilibrium

Pooling the two conditions together, we can interpret the result of H-statistics if and only if the market is at long run equilibrium ( $E = 0$ ).

#### 4. DATA ANALYSIS AND PRESENTATION

##### 4.1 Descriptive Analysis

##### Concentration in Ethiopian Banking Industry

The Ethiopian banking industry is highly concentrated. If we take the concentration ratio of the top three<sup>1</sup> banks, though declining over time, there is still high concentration on asset and deposit (Table 1). The concentration is declining because the number of banks joined to the industry was increased as the sector is highly profitable. Bank entry in Ethiopia has been historically fairly easy as the minimum paid-up capital (ETB 70 million) was relatively low if we compare it with the new requirement (ETB 500 million). In the early period, lack of skilled manpower was the problem rather than financial requirement. But concentration by itself will not tell us the level of competition in the industry since the industry can be characterized by competition in the presence of high concentration if the market is contestable.

**Table 1: Top three banks concentration ratio (In Percent)**

Period	Asset	Deposit	Loan
2000/01	0.91	0.91	0.81
2001/02	0.90	0.89	0.80
2002/03	0.89	0.88	0.78
2003/04	0.87	0.87	0.76
2004/05	0.85	0.84	0.73
2005/06	0.85	0.82	0.68
2006/07	0.80	0.80	0.65
2007/08	0.78	0.78	0.61
2008/09	0.78	0.74	0.55
2009/10	0.74	0.72	0.56
2010/11	0.75	0.73	0.56
2011/12	0.80	0.75	0.55
2012/13	0.76	0.74	0.56
<b>Average</b>	<b>0.82</b>	<b>0.81</b>	<b>0.66</b>

Source:- Own Computation Based on Monetary Survey

<sup>1</sup> The banks are Commercial Bank of Ethiopia, Awash International Bank & Dashen Bank



## 4.2 Econometric Analysis

### 4.2.1 Unit Root Test

Before conducting the estimation of the models, the study first tested for stationarity of the variables using Levin-Liu-Chu (LLC) Test. And all the variables were found to be stationary. Therefore, the study prefers to use Random Effect method rather than GMM estimation.

### 4.2.2 Result and Discussion

#### Competition and Contestability Test (Model A)

The econometric model with three different specifications was run on a pooled data set of the 17 banks to obtain a general picture of the competitive structure of the Ethiopian banking industry over the sample period of 2000/1-2008/9, 2008/9-2010/11, and 2010/11-2012/13. The study also looked at the trend of changes in competitive conditions.

As shown in table 2, H-statistic is declining over time. It was 0.7 for the period 2000/1- 2008/9 and slightly declined to 0.6 in the period 2008/9-2010/11 and finally became -0.2 (= 0 with  $C^2$  test) for the recent period. The result shows that competition in Ethiopian banking industry was relatively high in the earlier periods. As presented in Table 6, the policies of NBE like credit cap, NBE bill, and minimum capital requirement<sup>2</sup> for bank establishment are the reasons for the declining trend in competition.

The coefficient of D2 in two regression was found

negative and significant, showing the negative impacts of credit cap and NBE-bill purchase on banks' power to generate income.

Interestingly, the coefficient of price of fund was positive and significant for the period 2000/1 – 2008/9 and 2008/9-2010/11. But its sign became negative for the period 2010/11-2012/13. This can be explained as follows: if firms operate under competitive market the increase in price of fund will increase their revenue by increasing either the price of loan or quantity of loan. Therefore, the effect of price of fund in total income becomes positive. But, theoretically, if banks operate under monopoly and set prices so as to maximize profits they will choose prices such that the gross revenue responds in the opposite direction as a change in unit costs. This means a bank could earn high profit by shrinking even without a change in input prices. Therefore, the increase in unit costs leads to a decrease in revenue. The negative coefficient in this case appears when the market is under monopoly. From microeconomic theory point of view, total revenue increases by increasing either price or output depending on the demand of the product. Borrowing this theory, banks cannot increase the amount of loan (output) beyond some level when there is a credit cap. Moreover, banks operating under monopoly cannot increase price of their outputs as much as when they operate under competitive market. These two reasons make the coefficient of price of fund negative.

Now let's combine what we get in the descriptive and econometric analyses. In the descriptive part,

**Table 2: Summary of H - Statistics from Model A**

Period	Value of H - Statistics
2000/01 Q III - 2008/09 QII	0.7
2008/09 QII - 2010/11 QI	0.6
2010/11 QII - 2012/13 QIV	-0.2

*Source : Own Computation Based on Model A results*

<sup>2</sup> Minimum capital requirement is not used in regression but the researcher expected that it hinders new banks from entering into the industry & have negative effect on competition as market contestability exists only when there are less entry barriers.



observed that concentration was higher at earlier periods; though it is declining. And according to the above finding, the study rejects the monopoly and perfect competition hypotheses for the periods 2000/1 to 2009/10 and 2009/10 to 2010/11 and concludes that banks in Ethiopia seem to earn their revenues as if they are under the conditions of monopolistic competition. The results suggest that a highly concentrated banking market does not seem to lead to anti-competitive conduct as suggested by the traditional SCP hypothesis since the current analysis consistently rejects the existence of collusive behavior. These results seem to be compatible with the **contestable markets theory (CMT)** if we assume that incumbent banks set prices close to the competitive level because of potential competition; otherwise higher prices will attract potential entrants with hit-and-run strategies. These results are also consistent with the expectation that liberalization and deregulation of Ethiopian financial markets have increased the competitive conditions in banking industry.

As shown above, the test rejected both monopoly and perfect competition for the first two sample periods but can't reject the presence of monopoly in the third sample period. **The test also applied to the next set of models.**

### **Where Do Banks Really Compete? (Model B)**

Commercial banks in Ethiopia earn their income from interest (interest income) and by providing other bank services. The first is customarily known as traditional banking activity in which banks earn income in the form of interest income. The model here helps us to see the trend of competition among banks in traditional banking activity and where banks are competing. Is that in giving loan or giving other services?

Different H-statistics calculated from different model results (Model B) were used to answer the two questions.

Competition in traditional banking activity was very high during the period 2000/1- 2008/9 and goes to monopoly in the period 2008/9 – 2010/11 and gets a monopolistic competitive structure in the most recent period (Table 3). In the period 2008/9 – 2010/11 there was a credit cap policy which limited private banks not to give too much credit to the economy and this was the reason for the industry to have a monopoly type market structure. Though the competition became somehow stiff in the recent period, still it is not comparable with the period 2000/1-2008/9 when there was no policy which limited banks to lend freely.

Table 3 gives a clear picture for comparing banks' competition in traditional and non-traditional banking service giving. In all the periods, the competition was higher in traditional banking activity, except in 2008/9-2009/10. When we look at the trend, there was a higher jump from competitive market structure to monopoly type in traditional banking; but there was a slight decrease when non-traditional banking activity is included (2008/9-2010/11). This reveals that in the early periods the banks were not engaged in competition in activities which help them to get non-interest income. But now a days they are competing in non-traditional banking activities so as to build their total income. High advertisement on television (like money transfer) is an example. Moreover, the result shows that when there is a policy which is directly linked with commercial banks' credit strategy then banks try to get income from non-traditional activities.

**Table 3: Trends in Competition of Commercial Banks in Traditional and Non - traditional Banking Activities**

Period	Value of H - Statistics		High Competition
	Traditional and Non-traditional	Traditional	
2000/01 Q III - 2008/09 QII	0.7	0.8	Traditional
2008/09 QII - 2010/11 QI	0.6	-0.2	Tra and Non - tra
2010/11 QII - 2012/13 QIV	-0.2	0.5	Traditional



other hand, if they sell the collateral at prices that are almost equal to the loss they incur from not collecting the interest income then the effect of increase in non-interest income becomes insignificant.

As per the interviews made with officials at different commercial banks, in the early period banks were not selling collaterals at good prices as compared to recent times. This confirmed the econometric result that NPLs had positive and insignificant effect during the early times and positive and significant in recent times on total income.

### **The Effect of NBE policy on Banks Income Statement**

As in many countries, NBE is given the mandate to license and regulate banks and other financial institutions. Consequently, NBE issues directives, policies or procedures to control the efficient functioning of commercial banks. These policies have either positive or negative effects on banks' performances. In the last decade, there were three major NBE policies which affected banks' income statements and competition in the industry. These included credit cap, NBE bill purchase and minimum paid-up capital required for establishing a bank. The study tested the effects of credit cap and NBE bill purchase on banks' income statement. The result of regression shows that both credit cap (D2) and NBE bill purchase (D2) had a non-positive effect on banks' revenue, especially on interest income. Credit cap limited banks not to give a credit more than some boundary; and hence it lowered the amount of interest income they could earn when there is no limit. Regarding the effect of NBE bill purchase (insignificant), though it was not restrictive as that of credit cap, it lowered the interest income they would earn if they disbursed the total loan (including the 27 %) to the sector they wanted.

### **Long - run Equilibrium Test**

As noted earlier and the assumption made in the introduction part, the PR (Panzer-Rosse) approach assumes that banks operate in their long-run equilibrium phases, thus implying that their returns should not be statistically correlated with input prices. Previous studies tested the accuracy of this assumption by estimating the elasticity of bank returns to changes in input prices. For the long-run equilibrium test, the study followed the extant literature by running the model in Equation (15) with return on assets being the dependent variable. As suggested by Molyneux et al. (1994), under this specification a value of  $H = 0$  would indicate an equilibrium in the banking markets under investigation.

The study performed the long-run equilibrium tests for individual sample period of the data. The Wald test was used to test the  $H = 0$  hypothesis. The F-statistic for testing hypothesis  $H = 0$  indicates that the null hypothesis cannot be rejected at any conventional significance levels. Overall, the results revealed the existence of long-run equilibrium of the data for the all regressions, implying that the PR methodology can be used constructively to estimate market contestability.

### **Model Diagnosis / Post-estimation Test**

Estimation of P-R H-statistics is valid if the models we estimated above pass the diagnostic test. In panel data analysis, cross-sectional dependence is a threat for using random/ fixed effect models. As the study estimated the models using Random effect, we need to check cross sectional dependence after the estimation. Moreover, the researcher has tested Auto-correlation and Multicollinearity problems. The result

**Table 6: The Effects of Credit Cap and NBE Bill Purchase on Banks' Income Statement**

<b>Policy</b>	<b>Effect on Income statement</b>
<b>Credit Cap</b>	<b>Negative and significant</b>
<b>NBE Bill Purchase</b>	<b>Negative</b>

*Source: Own Computaion based on result of Model F*



of the test showed that, all the models estimated above had no problem of cross-sectional interdependence and autocorrelation.

## 5. CONCLUDING REMARKS

The paper tried to see the nature and trends of the market structure in Ethiopian banking industry over the period 2000/1 to 2012/13 and found the following.

### *Descriptive Analysis*

- The Ethiopian banking industry is highly concentrated.
- Nowadays newly established private banks earn their income mostly from non-traditional banking activity in the form of non-interest income. On the other hand, public banks income is mainly composed of interest income.

### *Econometric Analysis*

- The Ethiopian banking industry is **contestable** in the sense that though the industry has been highly concentrated there is evidence of competition.
- The competition is declining over time.
- Competition in traditional banking activity was higher in the early periods.
- Competition is high among private banks.
- Credit cap has a negative impact on the banks' income statements and competition.

- Non-performing loan has positive effect on total income and negative effect on interest income. Moreover, the effect on total income is significant in recent periods as banks gain more from selling the collateral than what they loose from not collecting the loan.
- The claim of Bikker et al. about misspecification of empirical PR is correct and biased towards competition as the elasticity becomes Price-Price if used as scaled dependent variable rather than Revenue- Price elasticity when we use unscaled dependent variable.
- Regarding the effect of ownership (dummy) on banks income statement, the public banks get more income than private banks as they have the highest market share.
- There is persistence in revenue of a bank as model results show a significant effect of lagged dependent variable.
- The analysis part gives a clear picture that NBE policy, specially in relation to commercial banks' lending, has a negative impact on competition in the banking industry; and caution must be taken while formulating policy.
- In analyzing bank competition it is good to use unscaled dependent variable rather than the extensively applied empirical scaled dependent variable.



# INVESTMENT FORUM



## THE IMPACT OF MICRO AND SMALL ENTERPRISES (MSEs) SUPPORT SCHEMES ON MSE DEVELOPMENT IN ETHIOPIA

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### 1. INTRODUCTION

Micro and small enterprises are catalysts in the socio-economic development of many countries. They are a veritable vehicle for the achievement of national macroeconomic and societal objectives. The proposition that small firms offer unique development advantages is as old as the concept of economic development itself. The positive role of MSEs is also substantiated in the words of the World Bank (2001), which asserts that it is MSEs that play intermediate role in the development of large-scale enterprises; they reduce regional disparities through the creation of employment opportunities via mobilizing local

resources more readily than large-scale industries; encourage the development of indigenous entrepreneurship; enhance regional economic balance through industrial dispersal; and generally promote effective resource utilization that are considered critical in the area of economic development.

In many advanced, emerging and developing countries, MSEs usually contribute a lot to the number of business establishments, new jobs, GDP, and exports earnings. Nonetheless, despite the evident significance associated with these firms and the several policy initiatives introduced by African governments during the past decade to accelerate the survival and growth of such businesses in the African region, many studies show that their performance has been unsatisfactory. This is basically due to the various problems that hinder MSEs from achieving their desired goals. However, the experience of several advanced and emerging economies suggests that such problems of MSEs can be untangled through effectual MSE support schemes.

In this regard, Ethiopia has put in place its own MSE support program. In addition, various directives are issued, efforts exerted, and resources invested in the form of MSE support schemes to promote the sector. However, it is unclear whether these supports are enhancing the MSE development of the country or not and the extent, if any. To the best knowledge of this researcher, there is no empirical study that shows the trend and the relationship and causality between MSE support schemes and the development of MSEs in Ethiopia based on secondary quantitative time series data. This study is designed to fill this gap.



## 2. REVIEW OF RELATED LITERATURE

### 2.1 MSEs and Economic Growth: Theoretical and Empirical Testimonies

The World Business Council for Sustainable Development (2004) says that global wealth has almost doubled since the 1990s. However, nearly half the world's population subsists on less than USD 2 per day. Poverty remains a major challenge to sustainable development, environmental security, global stability and a truly global market. The key to poverty alleviation is economic growth that is inclusive and reaches the majority of the people. Improving the performance and sustainability of local entrepreneurs and MSEs, which represent the backbone of global economic activity, can help achieve this type of growth.

Literature on MSEs shows that they embody special advantages that proffer at least three unique contributions to an economy. First, MSEs create a preponderant share of newly generated jobs that are brought about at relatively lower capital cost and are more consistent with the relative abundance of labor and shortages of the capital characteristic of developing countries, which render them to hold the key to employment and poverty reduction. Second, MSEs are championed as the "seedbed" for future industrial growth. They are said to be a source of considerable innovative activity and to contribute to the development of entrepreneurial talent and export competitiveness, which form the basis for future industrial expansion. Third, encouraging the presence of MSEs in the economy is believed to increase competition and add flexibility to the industrial structure, thereby promoting greater economic dynamism and speedier and less costly adjustments to economic shocks (Biggs, 2003).

Such businesses possess a key position in advanced, emerging and developing countries such as Malaysia, Japan, South Korea, Zambia, and India among others. In these countries, MSEs typically account for more than 90% of all firms outside the agricultural sector; they constitute a major source of employment in ad-

dition to generating significant domestic and export earnings. For instance, in China, MSEs provide 80% of the total employment. In India they contribute approximately 50% of industrial production and 45% of exports. In Pakistan, they constitute about 90% of all private enterprises in the industrial sector; employ 78% of non-agricultural labour force, contribute over 30% to GDP and 25% of manufacturing export earnings (World Bank, 2010; Sircar, 2010; and SMEDA, n.d.). As a result, MSEs are widely acknowledged as the key instrument in poverty reduction and the springboard for sustainable economic development.

In exploring the relationship between the relative size of MSEs sector, economic growth, and poverty using a new database on the share of MSE labour in the total manufacturing labour force using a sample of 76 countries, Beck, Kunt, and Levine (2003) have found a strong association between the importance of MSEs and GDP per capita growth. Moreover, MSEs' contribution to employment and GDP respectively is more than 60% and 50% for high-income countries, above 50% and 35% for middle-income countries, and in excess of 30% and 10% for low-income countries (World Bank, 2011). From the above, one can make out that MSEs are common characteristics of successful economies and causes of success.

### 2.2 Purposes of MSE Support Schemes and Global Experience

Reviewing the literature on MSE assistance schemes, one finds five rationales for subsidies. First, MSEs make special contributions to poverty alleviation and economic development. Second, market failure creates problems for MSEs. Third, institutional failure raises transaction costs and limits abilities of MSE. Fourth, strategies, structures and core capabilities of MSEs are inadequate and the "learning mechanisms" needed to upgrade them are weak or missing. Fifth, characteristics of MSEs (small size, widely dispersed with limited resources, lack of economies of scale and a high cost of information, lack of collective voice and



bility) as the rationale for public support. In addition, it is stressed that MSEs are owned and run by the poor; hence, support for them reduces marginalization and improves the distribution of income (Biggs, 2003; Fan, 2003; & Wilfried, n.d).

Keeping in mind the indispensable role of MSEs, many countries around the world have promulgated MSE support schemes to assist MSEs. Different authors have come up with a range of support schemes provided to MSEs in various western, Asian and African countries. The major ones are related to access to financing, markets, HRD, managed workspace or business incubators, business development services and entrepreneurial skills, tax deductions, various kinds of guarantees, etc.

### 2.3 Empirical Evidence on MSE Support Schemes and MSE Development

In this regard, Tan (2011) has found evidence of positive net impacts of MSE support schemes on MSE development. He further arrived at the finding that impact vary across support schemes. While investigating the economic impact of MSE manufacturing support schemes, Ezell and Atkinson (2011) have come across the impact of countries' manufacturing support schemes on boosting MSE manufacturers sales and employment activity and contributing directly to economic growth is quite evident. For instance, the 2011 study of the U.S. Manufacturing Extension Partnership (MEP) found that every 1dollar of federal investment in MEP generated USD 32 return in economic growth, translating into USD 3.6 billion in total new sales annually for the U.S. MSE manufacturers. Moreover, client surveys indicate that MEP centres create or retain one manufacturing job for every 1,570 USD of federal investment, one of the highest job growth returns out of all federal funds.

With regard to related studies conducted in Ethiopia, studies undertaken by Tiruneh (2011), Admasu (2012) and Asmamaw (2012) on MSEs based on primary data have revealed that access to finance, business prem-

ises, training, market linkages and business development services have positive roles in MSEs' employment growth/ performance of MSEs.

## 3. MSE SUPPORT SCHEMES IN ETHIOPIA

MSEs play a vital role in the Ethiopian economy, typically contributing over 99% of private enterprises, over 60% of private sector employment, and about 30% or so of exports (Mulat, 2006). Despite their role, MSEs are confronted by various constraints/challenges, which are of structural, institutional and economic nature.

Creating favourable conditions for industry to play a key role in the economy is one of the pillars of the Growth and Transformation Plan (GTP) of Ethiopia. In this respect, the primary focus has been on promoting the development of micro and small-scale enterprises. Ethiopia has therefore put in place MSE support framework which includes the MSE Support Schemes.

### 3.1 Components of MSE Support Schemes in Ethiopia

Keeping in mind the pivotal role MSE sector can play in the country, the Ethiopian government has been providing active assistance to help MSEs overcome the various constraints to their development. According to the FDRE Micro and Small Enterprise Development Strategy (1997 & 2011), these include the following specific MSE support schemes.

**Access to Finance** - The financial needs of micro and small enterprises vary widely with access problems particularly severe for start-up enterprises. There are areas of direct or indirect government involvement in the financial sphere, which include the MSE focused micro financing institutions and the formal banking sector.



**Access to Business Premises and Physical Infrastructure** - The development of business and industrial premises (shops, offices, factories, market stands, etc.) and the infrastructure, including supply of electricity, water, telecommunication, and sewage systems are crucial infrastructural facilities and utilities that warrant the growth and expansion of MSEs.

**Training in Skills, Entrepreneurship and Business Management** - The acquisition of relevant vocational, technical and business skills is generally regarded as a critical factor for the success of MSEs. In addition, literacy and entrepreneurial awareness are seen as particularly important requirements that enable people to advance lower level activities into larger and better earning enterprises.

**Market Linkages/Access** - MSEs usually regard market constraints and the inability to sell their products and services among the most serious obstacles to the starting of businesses and growing beyond mere subsistence level. The government is undertaking various measures to ease the marketing problems of MSEs. Chambers of industry and trade, sectoral associations of MSEs, government promotional institutes, and NGOs are involved in establishing and organizing display centres, exhibitions, trade fairs, open markets, export markets, as well as market linkages with governmental organizations.

**Business Development Services** - Lack of access to appropriate, relevant and understandable information and advisory services is one of the main problems of micro enterprises and small start-ups. Ethiopian MSEs encounter this problem, first because the information system in the country is not developed to enable proper collection, organization and dissemination as a whole. Second, the MSE operators often do not recognize the crucial importance of business

information and advice services and they are not in a position to receive advice on a fee basis. Thus, to improve MSEs' access to business development services (BDS), the government has been taking the following steps: collecting, organizing, and disseminating business information; inspecting the existing problems of MSEs; helping MSEs solve bottlenecks by arranging various MSE supports; providing planning, accounting and auditing services.

**Organizing Services** - The government organizes the labour force so that they can establish new MSEs to create jobs for themselves. This is simply to get them organized, registered, and licensed in different legal forms of MSEs and start small businesses.

### 3.2 The Trend of MSE Support Schemes in Ethiopia (2004-2012)

The trends of each of the above supports are portrayed in the six support schemes after<sup>1</sup> their practical implementation in MSEs. Accordingly, the trend of credit scheme has been consistently increasing, except in 2006, when it registered a significant (-67%) decline; its average annual growth rate is 59%. The amount of business premises rationed to MSEs does not show considerable deviations, except an ascend in 2005; its average annual growth rate was 30%. Even if the annual training and market linkage schemes demonstrate fluctuating movements, both have incredibly increased over time; their average growth rates being 250% and 308% respectively. The annual BDS and organizing services have more or less mounting trends with average annual growth rates of 54 and 74% in that order.

Looking at the figures of the six MSE support schemes concurrently, one can notice the following two things: first, there is a commonly similar trend<sup>2</sup> in all the six MSE support schemes that they spiked

<sup>1</sup> This period covers nine consecutive years ranging from 2004 to 2012. And it represents the situation in which the Ethiopian government aggressively applied the various types of MSE support schemes with the help of different supporting governmental and non-governmental institutions and organizations to promote the MSE sector. These include: MSE development agencies, technical & vocational education and training agencies & institutions, micro-finance institutions, etc.

<sup>2</sup> In 2005, there had been extraordinarily copious supports availed to MSEs that have resulted in a better performance of the sector. Afterwards, the MSEs' performance became lower in 2006 with the relatively scarce supports in the same year; may be due to the political



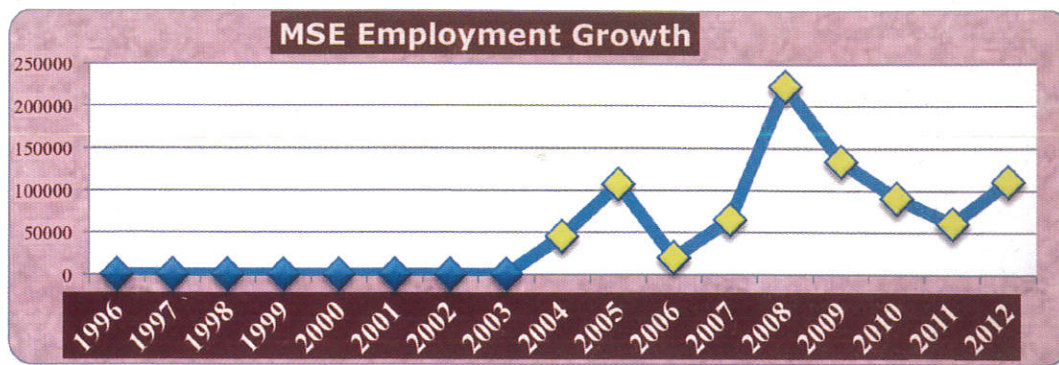
in 2005, fell in 2006, and went through a roughly increasing trend then after; second, every single one of the supports being provided to MSEs has remarkably amplified in due course, which generally hints at the embryonic focus and support to the MSE sector.

& services) are drawn on to capture the MSE development of the country.

As depicted in Figure 1, the growth in MSE employment had been at a very low level before<sup>3</sup> the support

## Employment Growth before and after the Implementation of MSE Supports

Figure 1: Trends of the annual MSE employment growth from 1996 to 2012



Source: Author's computation

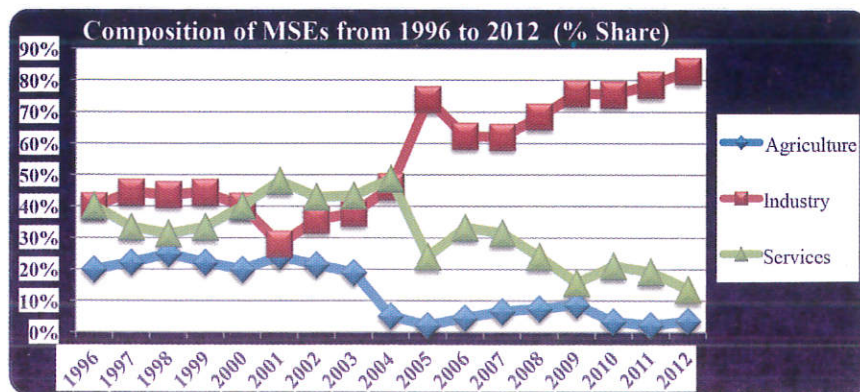
## 4. MSE DEVELOPMENT IN ETHIOPIA

Here, the growth in the number of newly created jobs by the MSE sector and the MSE sector-wise composition & concentration (agriculture, industry

schemes were introduced in 2003. Then, it generally showed enormous improvement from 2004 to 2012. In addition, this variable has grown by an average of 46% before the support schemes and by 1301% after the introduction of the schemes.

## Composition and Concentration before and after MSE Supports

Figure 2: MSE sector-wise composition from 1996 to 2012



Source: Author's computation

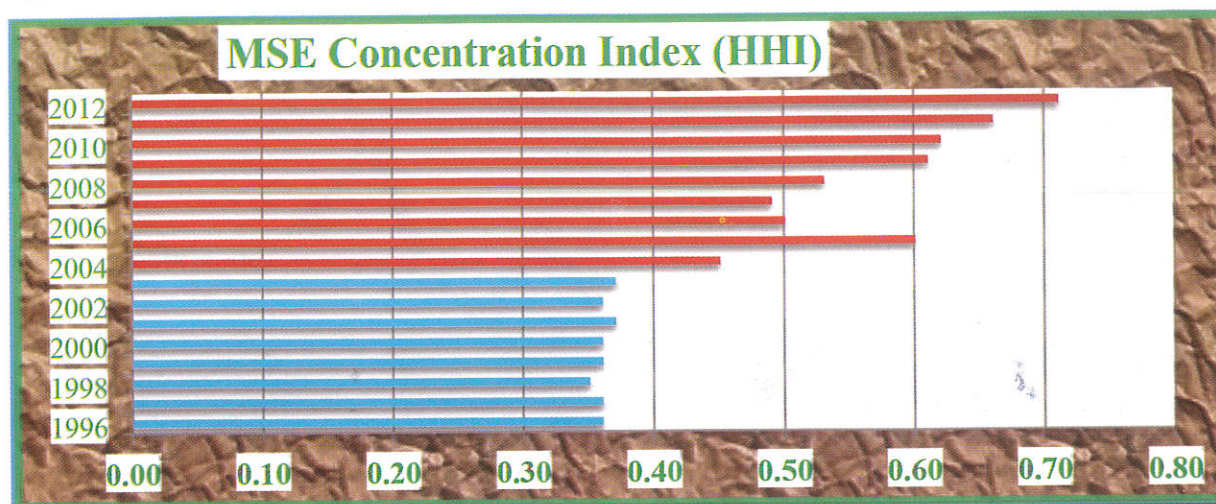
<sup>3</sup> This period covers eight consecutive years ranging from 1996 to 2003. Note that some of the support schemes were pointed out in the first MSE Development Strategy of the country even though they were not practically applied till 2003 due to organizational, coordination, economic and other shortcomings.



Before the support schemes, the average annual percentage share of the agriculture, industry and service sectors from the growth in the number of MSEs was 22%, 39%, and 39% respectively. Nonetheless, during the period of support, the composition changed to 5%, 70% and 26% (Figure 2).

development, which is divided into two variables: MSE employment growth and MSE Concentration Index. Likewise, the six MSE support schemes were taken as dependent variables. Then, an empirical analysis was conducted by using an econometric technique. Consequently, the following model was

**Figure 3: Trends in the MSE concentration index (HHI) from 1996 to 2012**



Source: Author's computation

According to Figure 3 the average annual MSE Concentration Index (HHI) has conspicuously improved during the MSE support period; the 0.36 average annual HHI before the support has increased to 0.58 afterwards.

## 5. IMPACT OF MSE SUPPORT SCHEMES ON MSE DEVELOPMENT

### 5.1 Research Design and Methodology

This study has used secondary quantitative time series data collected from authentic sources. To achieve its objectives, quantitative research approach along with explanatory research type was employed. The time coverage stretches from 1996 to 2012. This period was again divided into two: before the provision of many of the MSE support schemes (1996-2003) and after (2004-2012). Descriptive and inferential statistical tools were used for data analysis and interpretation.

#### Definition of Variables and Model Specification

- The dependent variable of the study was MSE

devised assuming that the impact of MSE support schemes on the dependent variables is undertaken in a production function framework. Hence,

$$MSED = f(ACRDT, ABSP, TRNG, MKTA, BSDS, ORGS)$$

Thus, from the above equation, the following econometric models were derived to examine the impact of MSE support schemes on MSE development.

$$MSEEMPTG = \alpha + \beta_1(ACRDT)_t + \beta_2(ABSP)_t + \beta_3(TRNG)_t + \beta_4(MKTA)_t + \beta_5(BSDS)_t + \beta_6(ORGS)_t + U_t \dots (5.1)$$

$$MSEHHI = \alpha + \beta_1(ACRDT)_t + \beta_2(ABSP)_t + \beta_3(TRNG)_t + \beta_4(MKTA)_t + \beta_5(BSDS)_t + \beta_6(ORGS)_t + U_t \dots (5.2)$$

Where, MSED (MSE development) is the dependent variable represented by the MSE employment growth and MSE concentration index.

MSEEMPTG = MSE employment growth in terms of number

MSEHHI = MSE concentration in terms of HHI  

$$(HHI = \sum_{k=1}^n Si^2)$$



The six independent variables and their respective measurements are the following:

ACRDT = total sum of formal credit expressed in terms of local currency (ETB)

ABSP = amount of land and building floor given to MSEs in terms of square meters (m<sup>2</sup>)

TRNGS = number of MSE operators who took training (expressed in terms of number)

MKTGL = number of MSEs involved in marketing linkages (in terms of number)

BSDS = number of MSEs which have received business development services (in number)

ORGS = number of organizing service recipient MSEs (expressed in number)

$\alpha$  = intercept/constant term

$\beta_1, \beta_2, \beta_3, \beta_4, \beta_5, \beta_6$  = slope/coefficients to be estimated

$U_t$  = stochastic error term with zero mean and constant variance

Therefore, based on the above model estimations, the causality among the study variables is examined empirically latter in this section.

## 5.2 Difference in the MSE Development before and after MSE Supports

As indicated in section 4, both MSE employment growth and MSE concentration have exhibited a big positive change from the year 2004 onwards. Even so, since this type of explanation may not be sufficient enough to conclude whether there is a significant difference between the two periods or not, Analysis of Variance (ANOVA) is conducted for both of the dependent variables and the upshots are discussed as follows.

As portrayed in the summary of the ANOVA results in tables 1a and 1b, the P-values for both MSE employment growth and concentration index are 0.0004 and 0.0000, which are significant at 1% level, with the F statistics of 20.04 and 48.04, SS equals to 3.82E-10 and 1.93E-01, and MS amounting to 3.82E-10 and 1.93E-01 respectively. Therefore, the null hypothesis that there is no significant variation is rejected at 1% significance level<sup>4</sup> in favor of the alternative hypothesis that there is statistically significant variation. Hence, we can conclude that there is a significant difference between the performance of the MSE sector before the six support schemes and after it.

**Table 1a: Summary of ANOVA result for MSE employment growth**

Source of Variation	P-value	F	SS	MS
Between groups	0.0004	20.0414	3.82E+10	3.82E+10

**Table 1b: Summary of ANOVA result for MSE concentration index**

Source of Variation	P-value	F	SS	MS
Between groups	0.0000	48.0377	1.93E-01	1.93E-01

<sup>4</sup> 1% and 5% significance levels are equivalent to 99% and 95% confidence intervals respectively. The lesser the significance level or the higher the confidence interval, the more the conviction/certainty or the more the probability of rejecting the null hypothesis or the more the values are plausible for the parameter.



### 5.3 Correlation Test of Variables

Pearson correlation statistics was used to test correlation among the study variables. Accordingly, it was found that MSE employment growth and MSE concentration index had very strong and medium positive correlation with the six MSE support schemes at 1% and 5% significance levels.

### 5.4 Regression Analysis of the Study

**Unit Root Test** - Augmented Dickey-Fuller (ADF) test is conducted to test stationary. Accordingly, the null hypothesis that the variables have unit root was not rejected at a level as the variables were not stationary. Then, differencing of the variables was made to conduct the test at first difference and the null hypothesis of unit root was rejected at 1% & 5% significance levels. Thus, the variables were typified by one order of integration (I(1)).

**Co-integration Test** - This test examined whether the MSE support schemes have long-run equilibrium relationship with MSE employment growth and MSE concentration index. Hence, it was found that variables included in the study were co-integrated and shared same long-run equilibrium trend.

### 5.5 Discussion and Analysis of Empirical Results

**Model Diagnosis** - Before directly pitching into interpretations, all the post-estimation model

diagnostic tests were conducted for all the three regression outputs to be discussed subsequently. Initially, the Jarque-Bera statistic for the three estimations was insignificant; the residuals were normally distributed and the histograms bell-shaped, which confirm the validity of the test statistics of the models. Next, Partial Autocorrelation Function (PACF) and graphical method were employed for autocorrelation test and the residuals were not correlated. Then, Breusch-Pagan-Godfrey (BPG) Heteroskedasticity Test was adopted and the error variances are homoscedastic. In addition, the Variance Inflation Factor (VIF) test showed that there is no considerable multi-co-linearity among the explanatory variables. Generally, as the above diagnosis tests signify, the three models can be directly used for interpretation without further re-specification.

Generally, the stationarity of the data at the first difference (I(1)) and the co-integration of the variables together with the already distinguished dependent and independent variables call for the Error Correction Model (ECM). Hence, the ECM is estimated to epitomize the short-run dynamics; the result is presented and flicked through hereunder.

#### i. The Short-run Impact of Support Schemes on MSE Employment Growth

Table 2: Regression result of the impact of support schemes on MSE employment growth

Variables	Coefficient	Standard error	T-statistic	T-probability
Constant	1996	3267.651	0.610878	0.5582
ACRDT	0.000772	0.000107	7.215471	0.0001
ABSP	0.507546	0.045336	11.19527	0.0000
TRNGS	0.843156	0.181675	4.641001	0.0017
MKTGL	1.642659	0.639676	2.567953	0.0332
BSDS	18.78777	4.471698	4.201485	0.0030
ORGS	-7.075812	0.503061	-1.490615	0.2314

Adjusted  $R^2 = 0.85$



The regression estimation result in Table 2 attests that the coefficients of access to credit, business premises, training, market, and business development services are significant at 1%, 1%, 1%, 5%, and 1% levels respectively. This suggests that changes in these five supports are strongly significant to explain the variations in the growth of newly created jobs in the MSE sector.

On the other hand, organizing service is statistically insignificant to explicate the shift in the MSE employment growth; there is no evidence of its unembroidered impact. This analysis may be pushed

The coefficients of access to credit, access to business premises and market access are significant at 5%, 5%, & 1% levels in the same order. Therefore, this result points towards the likely positive impact of these three supports on the MSE employment growth in the long-run too (Table 3).

Conversely, parallel to the finding in the previous short-run dynamics model, organizing service is insignificant in this long-run model too. This may suggest that this type of support will not be of much help by itself to the progress in the MSE employment growth in the long-run, unless it is augmented with access to credit, business premises, and market linkages.

## ii. The Long-run Impact of Support Schemes on MSE Employment Growth

Table 3: Regression result of the long-run impact of supports on MSE employment growth

Variables	Coefficient	Standard error	T-statistic	T-probability
Constant	-3.8128	6803.21	-0.0006	0.9996
ACRDT	0.00067	0.00025	2.66729	0.0236
ABSP	0.27782	0.09749	2.84985	0.0173
TRNGS	-0.0553	0.47749	-0.1158	0.9101
MKTGL	4.10566	1.2478	3.29031	0.0081
BSDS	7.66603	13.2098	0.58033	0.5745
ORGS	-4.9039	1.29574	-1.3785	0.2517

Adjusted  $R^2 = 0.80$

one step to suggest that the organizing service by its own might not have added drastically to the growth in the MSE employment, unless at times when the organized MSE operators had been propped up with access to credit, business premises, training, market linkages, and business development services.

Furthermore, the coefficient of the error correction term ( $e_{t-1}$ ) was found to be negative and significant at 1% level, suggesting that the variables included in this model have long-run equilibrium relationship.

## iii. The Impact of Support Schemes on MSE Concentration

Table 4 reveals that the coefficients of access to credit and business premises are significant at 5% and 10% levels consecutively. This finding tells that access to credit and business premises might have helped attract more of the newly established MSEs into the industrial related sub-sectors.



Table 4: Regression result of the impact of supports on MSE Concentration index (HHI)

Variables	Coefficient	Standard error	T-statistic	T-probability
Constant	0.006895	0.00691	0.997363	0.3478
ACRDT	5.08E-10	2.04E-10	2.496605	0.0371
ABSP	1.99E-07	9.00E-08	2.214001	0.0577
TRNGS	4.50E-07	3.57E-07	1.259025	0.2435
MKTGL	-1.13E-06	1.80E-06	-0.63074	0.5458
BSDS	1.74E-05	9.65E-06	1.800739	0.1094
ORGS	-1.11E-06	9.86E-07	-1.12327	0.2939

Adjusted  $R^2 = 0.88$

This result is consistent with the notion provided in the MSE Development Strategy and GTP-1 and GTP-2 of the country. These documents articulate that the value-adding industrial related sub-sectors (particularly, the manufacturing sub-sector) are more emphasized and prioritized to receive the MSE support schemes since they are presumed to have the potential to be a sustainable base of the country's ventures in employment creation, import substitution, export promotion and overall industrialization process.

In addition, the coefficient of the error correction term ( $e_{(t-1)}$ ) is negative but not significant. Consequently, this finding may advise that, even though access to credit and business premises might have helped attract most of the MSE establishments into the industry sector in the short-run, these supports might not perhaps guarantee the same impact in the long-run as well.

## 6. FINDINGS AND RECOMMENDATIONS

- The MSE support schemes are initiated by the evident expectation that they can solve/minimize the likely impediments of MSEs. In this regard, given the erratic trends in the training, market linkages, and business premises schemes, the execution and administration of these schemes need to be vigilant and harmonized in order to make MSEs gain easy access to these crucial business inputs at their vicinity,

- The MSE sector has performed well after the implementation of the support schemes than before. The empirical findings make clear the positive impacts of access to credit, business premises, training, marketing linkages, and BDS on the MSE employment growth. Similarly, credit and business premises have helped attract more of the MSE establishments into industry related sub-sectors. Put all together, the implementation of the MSE support schemes predominantly explains the progress in the MSE sector after 2004. These findings are consistent with the theoretical literature and empirical works on the area, including the ones studied using primary data by Admasu (2012) and Asmamaw (2012).
- Organizing the labour force into different MSE cooperatives in its own may not considerably and persistently add to the MSE employment growth. To sustain the creation of additional jobs by the MSE sector, the organized MSE operators should be well-supported with access to credit, working and selling premises, market linkages, training and business information and advisory services.
- In order to attract more MSEs into the favourable manufacturing sub-sector, the government should still pay more attention to this sub-sector. This can be done initially by prioritizing the existing MSE support schemes to the manufacturing



MSEs; and then by studying and introducing conscientious and versatile supports such as special microcredit dedicated to MSEs, loan guarantees, lease financing, industrial technology transfer, and so forth.

- Finally, the experience of advanced, emerging and developing countries suggest the gigantic role of MSEs in socioeconomic development. For that to happen, MSE support schemes are commonly employed as instruments to ease the bottlenecks of MSEs and to enhance their development. There is

recorded empirical evidence in the literature that calls for this. Ethiopia has paid due attention to this and put it in its policy documents, including the GTP. This study has also shed light on the efficacy of MSE support schemes in developing the sector in Ethiopia. In view of this, it is important that these supports be implemented and watched over in a shrewd and synchronized comportment with the aim of nurturing the development of MSEs and their contribution to the overall socioeconomic endeavours of the country.



## WARREN BUFFETT: YOUR BUSINESS WILL SUCCEED IF YOU EXECUTE THIS 3-WORD MISSION

Warren Buffett told a group of small business owners that they should strive to 'delight' their customers.

Legendary investor Warren Buffett, the founder and CEO of Berkshire Hathaway, shared his best business advice with a group of small business owners.

Speaking at the 20th Graduation of Goldman Sachs' 10,000 Small Businesses at LaGuardia Community College, Buffett told the graduates: "Tomorrow morning when you look in the mirror after you've gotten up, just write — or just put it in lipstick or whatever you want — 'delight my customer' not 'satisfy my customer.' 'Delight my customer.'"

It's a simple three-word mission.

He continued: "Any business that has delighted customers has a sales force out there that you don't have to pay. You don't see them, but they are talking to people all the time."

Buffett was referring to those delighted customers.

He used an example of when he bought his last car. He doesn't remember how much he paid for it, but he does remember the experience.

"Your customer is going to get to vote, going to talk, and you want them out there as salesmen for you and they will be if you delight them."

According to Buffett, the "classic example" is Jeff Bezos, the founder of Amazon. Bezos started Amazon in his garage in his early 30s.

"Bezos set out every day to delight his customer by fast delivery, by lower prices, whatever it took," Buffett said. "And today, he is thinking about how to delight his customer."

"Don't ever quit. You'll succeed if you have delighted customers. Don't settle for satisfied. Have that person thinking 'I've never had a better experience with a human being' and they'll be back to buy your product."

10,000 Small Businesses is a program created through a partnership between Goldman Sachs and LaGuardia Community College that aims to help entrepreneurs grow their businesses and create jobs by providing access to education, capital, and technical assistance.



# EDUCATION FORUM

የባቢሎን ንጉሥ ሳርጎን ጠላቶችን ሕልማይትን አሸንፎ ባቢሎን በተመለሰ ጊዜ ከባድ ችግር ከፊቱ ተደቅኖ ነበር። በከተማው የሚከናወኑ ግንባታዎች በመጠናቀቃቸው በርካታ ሕዝብ ሥራ አጥ ሆነ። የነጋዴዎች ገበያም እጅጉን የቀዘቀዘ ሲሆን ገበሬዎችም ምርታቸውን መሸጥ አልቻሉም። የዚህ ሁኔታ ችግር መንስሕም ከዚህ ቀደም ለሀገሪቱ ልማት የዋሰው ገንዘብ በጥቂት የከተማዋ ህብታሞች እጅ በመግባቱ ነው። ይህ ገንዘብ ወደ መሳ ህዝቡ እንዴት ይመጣል? የተሰመደ የንግድ እንቅስቃሴስ ወደ ባቢሎን እንደምን ይመለሳል? ይህን ጉዳይ እውን ለማድረግ የከተማዋ ቀዳሚ ቱጃር አርካድ ለሁንም መንገዱን ለማሳየት ፈቃደኛ ሆኗል። ተከታይ ንባብ የሳሱ ቦርሳዎችን የማደላለፍ በልህነትን ያስተምረናል። ይህ ጽሁፍ በጆርጅ ካሳስን ተደርሶ በአረፈዳይኔ ሐገስ ከተተረጎመው “ወርቅን የማፍራት ጥበብ” ከተሰኘ መጽሃፍ የተወሰደ ነው። ደራሲ አረፈዳይኔ ሐገስን እጅጉን እናመሰግናለን።

## ሰባቱ የሳሳ ቦርሳን የማደላለፍ ዘዴዎች

የባቢሎን ዝና እንደገነነ ነው። ዝናዋ ዘመናትን አልፎ እነሆ ከዓለማችን ሃብታም ከተሞች አንዷ መሆኗንና የተተረፈረፈ ሃብት የሞላባት እንደነበረችም ለማወቅ ችለናል።

ይሁንና ሁሉም እንደዚያ ነበረች ማለት አይደለም። የባቢሎን ብልጽግና የሕዝቦቿ ብልህነት ውጤት ነበር። ሕዝቦቿ በመጀመሪያ እንደምን ሃብታም መሆን እንደሚችሉ መማርና ማወቅ ነበረባቸው።

ደጉ ንጉሥ ሳርጎን ጠላቶቹን አልማይትን አሸንፎ ባቢሎን በተመለሰ ጊዜ ከባድ ችግር ከፊቱ ተደቅኖ ነበር። ችግሩንም ዋናው በጅሮንድ ለንጉሡ እንደሚከተለው ገለጸ።

“ግርማዊነትዎ ታላቅ ብልጽግናን ለሀገራችን ካጎናጸፉ በኋላና ታላላቅ የመስኖ ቦዮች እንዲሁም ለአማልክቶቻችን ግዙፍ ቤተመቅደሶች ከተገነቡ ወዲህ እነዚህ ሥራዎች በመጠናቀቃቸው ሕዝባችን በአሁኑ ወቅት ራሱን መደገፍ የቻለ አይመስልም።

“የጉልበት ሠራተኞቹ ሥራ አጥ ሆነዋል። ነጋዴዎቹ ያሏቸው ደንበኞች ጥቂት ናቸው። ገበሬዎቹም

ምርቶቻቸውን ሊሸጡ አልቻሉም። ሕዝቡ ምግብ የሚገዛበት በቂ ወርቅ የለውም።”

“ለዚህ ሁሉ ትልቅ ዕድገትና መሻሻል ያዋልነው ወርቅ ሁሉ ታዲያ ወዴት ገባ?” ሲል ንጉሡ ጠየቀ።

“ከተማችን ያሉት ጥቂት ባለጸጋዎች ንብረት ሆኗል። ጃንሆይ፣ቀዳዳ ወንፊት ላይ የተቀዳ የፍየል ወተት መልጭ ብሎ እንደሚፈስ ሁሉ ከአብዛኛው ሕዝባችን ጣቶች በመሸሎክ አምልጧል። አሁን የወርቁ ጅረት መፍሰሱን በማቆሙም በርካታው ሕዝባችን የሚያገኘው ነገር የለም።”

ንጉሡ በሃሳብ ተውጦ ከቆየ በኋላ፣ “ግን ለምን እኚህ ጥቂት ሰዎች ወርቁን ሁሉ የራሳቸው ሊያደርጉ ቻሉ?” በማለት ጥያቄ አቀረበ።

“ጃንሆይ፣ ምክንያቱም ወርቁን እንዴት እጃቸው ማስገባት እንደሚችሉ ማወቃቸው ነው” ሲል በጅሮንዱ መለሰለት። “አንድ ስኬታማ የሆነ ሰው ደግሞ ሊያደርግ የሚገባውን በማወቁ ስለተሳካለት ማውገዙ የሚገባ አይመስልም። ፍትሃዊ በሆነ መንገድ ያገኘውን ሃብት ለሌሎች ዝቅተኛ ችሎታ ላላቸው ሰዎች ለመስጠት መንጠቅም ፍትህ ርትዕ ማውረድ አይሆንም።”



“ግን ለምን ሕዝቡ በመላ ወርቅን እንዴት ሊያገኝ እንደሚችል በመማር ራሱ ሀብታምና ባለጸጋ አይሆንም?” በማለት ንጉሡን ጠየቀ።

“ይኼ የሚቻል ይመስለኛል። ጃንሆይ፣ ነገር ግን ማን ያስተምራቸዋል? መቼም ቀላውስቱ ሊያስተምራቸው እንደማይችሉ ግልጽ ነው። ምክንያቱም እነሱ ስለገንዘብ ምንም አያውቁም።”

“በከተማችን ውስጥ ማነው እንዴት መበልጸግ እንደሚቻል በሚገባ ማስተማር የሚችለው?”

“መልሱ በጥያቄው ውስጥ አለ። ጃንሆይ፣ የባቢሎንን ሃብት ያጋበሰው ማነው?”

“ጥሩ ብለሃል፣ የኔ ንቁ በጅሮንድ። አርካድ ነው። የባቢሎን ታላቁ ባለጸጋ እርሱ ነው። ነገ ጠዋት እኔ ዘንድ አቅርቡት።”

ንጉሡ ባዘዘው መሠረት አርካድ በማግስቱ ንጉሡ ፊት ቀረበ። አርካድ የሰባ ዓመት ሰው ቢሆንም ቀጥ ያለ ቁመና የነበረውና ንቁ ሰው ነበር።

“አርካድ!” አለ ንጉሡ “በርግጥ የባቢሎን ታላቁ ባለጸጋ ነህን?” ሲልም ጠየቀው።

“እንደዚያ ይባላል ጃንሆይ? ይህንንም ያስተባበለ ሰው የለም።”

“እንዴት ባለጸጋ ልትሆን ቻልክ?”

“በዚህች ጥሩ ከተማችን ለዜጎች ሁሉ የተፈጠሩ መልካም አጋጣሚዎችን በመጠቀም ልክብር ችያለሁ።”

“ስትነሳ ምንም አልነበረህም?”

“ሃብት ለማግኘት ከነበረኝ ከፍተኛ ፍላጎት በስተቀር ምንም ነገር አልነበረኝም።”

“አርካድ!” በማለት ንጉሡ ቀጠለ፤ “ጥቂት ሰዎች ሃብትን እንዴት እንደሚያገኙ በማወቃቸው ስለተቆጣጠሩትና በተጻራሪው ብዙሃኑ ዜጎቻችን የሚያገኙትን ወርቅ እንዴት እንደሚይዙት ባለማወቃቸው ከተማችን በጣም አሳዛኝ ሁኔታ ላይ ትገኛለች።

“ባቢሎን ከዓለማችን ከተሞች ሁሉ የበለጸገች እንድትሆን እፈልጋለሁ። ስለዚህ የበርካታ ባለጸጎች

ከተማ መኖሪያ መሆን አለባት። ሕዝቡ በመሉ እንዴት ሃብት ማግኘት እንደሚችል ማስተማር ይኖርብናል። እስኪ አርካድ ንገረኝ፣ ሃብትን የማግኘት ምስጢር አለን? ያንስ ማስተማር ይቻላል?”

“ተጨባጭ ነገር ነውኮ ጃንሆይ፤ የሚያውቀው የማያውቁትን ሊያስተምር የሚችለው ጉዳይ ነው።”

የንጉሡ ዓይኖች በሩ። “አርካድ ልሰማ የምወዳቸውን ቃላት ነው የነገርከኝ። ለዚህ ትልቅ ዓላማ ድጋፍህን ልትሰጥ ፈቃደኛ ነህ? ዕውቀትህን በተራቸው ለሌሎች ለሚያካፍሉ መምህራን በማስተላለፍ ዕውቀቱ እየተስፋፋ በጣም የሚኖር አገልጋይ ሕዝቤ ሁሉ ዘንድ ይዳረስ ዘንድ ለማስተማር ፈቃደኛ ነህ?”

አርካድ እጅ ነስቶ፣ “ታማኝ አሽከርዎ በመሆኔ ትዕዛዝዎን ልፈጽም ዝግጁ ነኝ። ያለኝን ዕውቀት በሙሉ ለአገሪ ልጆች መሻሻልና ለንጉሤ ክብር ስል በደስታ ለመስጠት ፈቃደኛ ነኝ። ደጉ በጅሮንድ አንድ መቶ ሰዎችን፣ የማስተምርበትን ስፍራ ያዘጋጃልኝና ስለ ሰባቱ የሰላ ቦርሳዬን ያደለቡልኝ ዘዴዎች አስተምራቸዋለሁ። ባንድ ወቅት በመላዋ ባቢሎን ከኔ ቦርሳ የሰላ ቦርሳ አልነበረም” አለ።

ከሁለት ሳምንታት በኋላ የተመረጡት አንድ መቶ ሰዎች ዕውቀት ቤተ-መቅደስ በሚገኘው ትልቅ አዳራሽ ውስጥ የግማሽ ጨረቃ ቅርፅ ሠርተው ያማሩ ምንጣፎች ላይ ተቀመጡ። አርካድ መደገፊያ በሌለውና አጠገቡ ለየት ያለ አስደሳች መዓዛን የሚያወጣ ፋኖስ ያለበት አጭር መቀመጫ ላይ ተቀምጧል።

“አየህልኝ አይደል የባቢሎንን ታላቅ ባለጸጋ?” በማለት አንሾካሾክ አንዱ ተማሪ አርካድ ከመቀመጫው እንደተነሳ፤ “ለካ አንደኛው ሰው እሱ ነው!”

“የታላቁ ንጉሣችን ታዛዥ አሽከር እንደመሆኔ” በማለት ጀመረ አርካድ፤ “እርሱን ላገለግል ከፊታችሁ ቆሜያለሁ። ምክንያቱም ባንድ ወቅት ወርቅን እጅግ በጣም የምሻ ድሃ ወጣት የነበርኩና ያንንም ፍላጎቴን ለማርካት የሚያስችለኝን ዕውቀት በማግኘቴ ዕውቀቴን ለእናንተ እንዳስተላልፍ ስለጠየቀኝ ነው።

“የተነሳሁት ከታች ነው። ማንኛውም የባቢሎን ዜጋ ያገኝ ከነበረው በተለየ ያገኘሁት አንዳችም ነገር አልነበረም።

“የመጀመሪያው የሃብቱ ማከማቻ የሚንኳኳ ባዶ የቆዳ ቦርሳ ነበር። ባዶነቱ በጣም ያስጠላኝ ነበር። ሙሉና



ዳጎስ ያለ እንዲሆንልኝ፤ መሐልቆች የሚንቃጨቡበት እንዲሆንልኝ እፈልግ ነበር። በመሆኑም የሳሳ ቦርሳን የሚያወፍር ማንኛውንም ፈውስ መሻት ጀመርኩ ሰባት ፈውሶችንም አገኘሁ።

“በዛሬዋ ዕለት ለናንተ ከፊቴ ለተሰበሰባችሁት ወገኖቼ የእነዚህን የሳሳ ቦርሳን የሚያወፍሩ ፈውሶች ምንነት አብራርቼ እገልጽላችኋለሁ። ፈውሶቹም ወርቅን የሚሹ ሰዎች በሙሉ እንዲጠቀሙባቸው እመክራለሁ።

“የማካፍላችሁን ዕውቀት በንቃት አድምጡ፤ እንከራክርበት። እርስ በርሳችሁም ተወያዩበት። በቦርሳዎቻችሁ ውስጥ የሃብትን ዘር ትዘሩ ዘንድ እነዚህን በሚገባ ተንትናችሁ ተረዷቸው። በመጀመሪያ እያንዳንዳችሁ የራሱ የሆነ ሃብት ማፍራት መቻል መጀመር ይኖርበታል። ከዚያ በኋላና በኋላ ብቻ ነው እነዚህን ሃቆች ለሌሎች የማስተማር ብቃቱ የሚኖራችሁ።

“የገንዘብ ቦርሳዎቻችሁን እንዴት ማዳገስ እንደምትችሉ የማስተምራችሁ በቀላል ዘዴ ነው። ይህም ነው ወደ ብልጽግና ቤተ-መቅደስ የሚወስደው የመጀመሪያው እርምጃ። እግሮቹን በመጀመሪያ እርምጃው አደላድሎ በመርገጥ ያልተነሳ ማንኛውም ሰው ደግሞ ደረጃዎችን ሊወጣ አይቻለውም።

“አሁን ስለ መጀመሪያው ፈውስ እንነጋገር።”

## የመጀመሪያው ፈውስ - ቦርሳህን ማደለብ ጀምር

አርካድ በሁለተኛው ረድፍ በሃሳብ ተመስጦ የተቀመጠውን ሰው፤ “ወዳጄ በምን ሥራ ላይ ነው የተሰማራኸው?” ሲል ጠየቀው።

“እኔ?” አለ ሰውየው ከሃሳቡ እንደመሰኘን ብሎ “ቀራጭ ነኝ። የሸክላ ሠሌዳዎች ላይ የተለያዩ መረጃዎችን እቀርጻለሁ።”

“የመጀመሪያ የመዳብ መሐልቆቼን ያገኘሁት በዚህ ሥራ ላይ ሳለሁ ነበር። ስለዚህ አንተም ሃብት የማፍራት ተመሳሳይ ዕድል ይኖርሃል።”

ከዚያም ከኋላ የተቀመጠ ቀይ ቅርጽ ፊት ያለውን ሰው “አንተስ የዕለት እንጀራህን ለማግኘት ምን ይሆን የምትሠራው?” በማለት ጠየቀው።

“እኔ የሥጋ ነጋዴ ነኝ። ፍየሎችን ከገበሬዎች ገዝቼ አሳድጋቸውና አርጄ ሥጋቸውን ለቤት እመቤቶች፤ ቆዳቸውን ነጠላ ጫማ ለሚሠሩ ሰዎች እሸጣለሁ።”

“አንተም ለፍተህ የምታገኘው ገቢ ስላለህ የኔኑ ያህል ስኬታማ የመሆን ዕድል አለህ።”

አርካድ በዚህ መልኩ እያንዳንዱ ሰው ምን በመሥራት እንደሚተዳደር ጠይቆ ከተረዳ በኋላ እንዲህ አለ፤

“እንግዲህ ተማሪዎቼ፤ ሰዎች ገንዘብ ሊያገኙባቸው የሚችሉባቸው በርካታ የንግድና ሌሎችም ሥራዎች መኖራቸውን መገንዘብ ችላችኋል። እያንዳንዱ የገንዘብ ማግኛ ዘዴም ሆነ ሙያ ሠራተኛው በድካሙ የተወሰነውን ጨልፎ የሚወስድበት የወርቅ ጅረት ነው። በመሆኑም እንደየችሎታዎቻችሁ ወደያንዳንዳችሁ ቦርሳ ትንሽም ሆነ ብዙ መሐልቅ ከዚህ ጅረት ይፈሳል። አይደለም እንዴ?”

ሁሉም በአዎንታ ጭንቅላቶቻቸውን ነቀነቁ። “እንግዲያው” አለ በመቀጠል “እያንዳንዳችሁ ሃብት ማፍራት ከፈለጋችሁ ቀድሞ ያደላደላችሁትን የሃብት ምንጭ መሠረት መጠቀማችሁ ብልህነት አይደለምን?”

ይህን አስተያየቱንም ተቀበሉት።

ከዚያ አርካድ የእንቁላል ነጋዴ መሆኑን ወደገለጸ አንድ ትሁት ሰው በመዞር “ከቅርጫቶችህ አንዱን መርጠህ ውስጡ አስር እንቁላሎችን ካስቀመጥክ በኋላ በየምሽቱ ዘጠኝ እንቁላሎችን አውጥተህ ብትወስድ ምን ይሆናል?” ሲል ጠየቀው።

“ከተወሰነ ጊዜ በኋላ ቅርጫቱ ይሞላል።”

“ለምን?”

“ምክንያቱም በየቀኑ ከምወስዳቸው እንቁላሎች አንዱን ስለማስቀር ነው።”

አርካድ ፈገግ ብሎ ተማሪዎቹን ተመለከተ። “ከናንተ መሃል ቦርሳው የሳሳበት ሰው ይኖር ይሆን?” ሲል ጠየቃቸው።

በመጀመሪያ የተገረሙ መሰሉ። ከዚያ ሳቁ። በመጨረሻም በቀልድ ቦርሳዎቻቸውን ከፍ አድርገው ማውለብለብ ጀመሩ።



“ጥሩ፤ አሁን የሳሳ ቦርሳን የማይለቢያ የመጀመሪያውን ፊውስ እነግራችኋለሁ። የእንቁላል ነጋዴው እንዲፈጽም የነገርኩትን ቃል በቃል በተግባር ተርጉሙት። ቦርሳችሁ ውስጥ ከሚገባው አስር መሃልቅ ዘጠኙን አውጥታችሁ ስትጠቀሙበት፤ አንደኛውን እዚያው ተወት፤ በዚህ ጊዜ ቦርሳችሁ ይወፍርና እጃችሁን እየከበደው ሊመጣ መንፈሳችሁ እርካታን ማግኘት ይጀምራል።

“የምነግራችሁ ነገር ቀላል በመሆኑ አታፈዙ። እውነት ምንጊዜም ቀላል ነች፤ አታስቸግርም። ሃብቴን እንዴት እንዳፈራሁ ልነግራችሁ ቃል ገብቼ ነበር። መነሻዬ እንግዲህ ይህ ነበር። እንደናንተው ቦርሳዬ የሳሳና ፍላጎቴን የማያሟላ ስለነበረ እረግመው ነበር። ሆኖም ቦርሳዬ ከከተትኩት አስር መሃልቅ ዘጠኙን ብቻ አውጥቼ መጠቀም በጀመርኩ ጊዜ መወፈር ጀመረ። የናንተም እንደዚያው ይሆናል።

“አሁን ደግሞ ግር የሚልና ሰኔም ያልተገለጠልኝን እውነት ልንገራችሁ። ከማገኘው ከዘጠኝ አስረኛው በላይ መጠቀም ባቆምኩበት ጊዜ ከቀድሞው ባልተለየ ሁኔታ መኖር ችዬ ነበር። ከበሬቱ የተለየ እጥረት አላጋጠመኝም። ደግሞም ከቀድሞው ይበልጥ መሃልቆች በቀላሉ ወደኔ መምጣት ጀመሩ። በርግጥም የሚያገኘውን ሁሉ ሳያጠፋ የተወሰነውን ወደሚያስቀምጥ ሰው ዘንድ ወርቅ በቀላሉ መምጣቴን አማልክቱ የደነገጉት ህግ ነው። በተመሳሳይ ቦርሳው ባዶ የሆነውን ሰው ወርቅ ይርቀዋል።

“የናንተ ፍላጎት የቱ ነው? የየዕለት ፍላጎቶቻችሁን ጌጥ፤ ያሸበረቁ ልብሶች፤ ተጨማሪ ምግብ፤ ወዘተ፤ ማለትም ወዲያውኑ አልቀውና ተረስተው የሚቀሩትን ማሟላት ነው? ወይስ ገቢን የሚያስገኝ በርከት ያለ ንብረት፤ ወርቅ፤ መሬት፤ ከብትና ሸቀጣ ሸቀጥን ማፍራት? ከቦርሳችሁ የምታወጧቸው መሃልቆች የመጀመሪያዎቹን ፍላጎቶች ያሟሉላችኋል። ቦርሳችሁ ውስጥ የምትተወዋቸው መሃልቆች ግን የኋለኞቹን ያስገኛሉ።

“ተማሪዎቹ ለሳሳ ቦርሳዬ ያገኘሁለት የመጀመሪያ ፊውስ ይህን ነበር፤ ቦርሳዬ ከሚገባው አስር መሃልቅ ዘጠኙን ብቻ መጠቀም። እስኪ በዚህ ጉዳይ ላይ ተከራክሩ። ከመካከላችሁ አንዳችሁ ዘዴው የማይሠራ መሆኑን ማረጋገጥ ከቻለ ጠዋት ስንገናኝ ንገሩኝ።”

## ሁለተኛው ፊውስ - ወጪዎችህን ተቆጣጠር

“ተማሪዎቹ አንዳንዶቻችሁ የሚከተለውን ጥያቄ አቅርባችሁልኛል፤ ገቢው ወጪውን የማይሸፍንለት ሰው እንዴት የገቢውን አንድ አስረኛ ሊቆጥብ ይችላል?” በማለት ነበር አርካድ በቀጣዩ ቀን ትምህርቱን የጀመረው። “ትላንትና የሳሱ ቦርሳዎችን የያዛችሁት ስንቶቻችሁ ነበራችሁ?”

“ሁላችንም!” ሲሉ በጋራ መለሱለት።

“የሁላችሁም ገቢ ግን እኩል አይደለም። አንዳንዶቻችሁ ከሌሎቻችሁ የተሻለ ገቢ አላችሁ። የአንዳንዶቻችሁ ቤተሰብ ቁጥር በርከት ያለ ነው። እንዲያም ሆኖ ግን የሁላችሁም ቦርሳዎች እኩል የሳሱ ነበሩ። አድምጡኝ፤ አሁን ስለሰው ልጆችና ልጆቻቸው ያልተለመደ እውነታን እነግራችኋለሁ። እንዲህ ነው፤ ካልተቋቋምነው በስተቀር እያንዳንዳችን አስፈላጊ ወጪ የምንለው ምንጊዜም ከገቢያችን እኩል ያድጋል።

“ፍላጎቶቻችሁን ከአስፈላጊ ወጪዎች ጋር አታምታቱ። እያንዳንዳችሁ ከነቤተሰባችሁ ወጪያችሁ ሊሸፍነው ከሚችለው በላይ ፍላጎት አላችሁ።

“ሁሉም ሰዎች ሊያሟሏቸው ከሚችሏቸው በላይ የከበዱ ፍላጎቶች አሏቸው። ያለኝን ሃብት በማየት እያንዳንዱን ፍላጎቴን የማሟላ ይመስላችሁ ይሆናል። ይኼ የተሳሳተ ግምት ነው። ጊዜዬ የተገደበ ነው፤ አቅሜም እንዲሁ። ልንዝ የምችለው ርቀትም ገደብ አለው። ልበላ የምችለው ምግብ ወሰን አለው። በደስታ የምዝናናበት ሁኔታ ገደብ አለው።

“እውነት እላችኋለሁ፤ አረሞች ገበሬው በተወው ባዶ መሬት ላይ ስርቻቸውን በመስደድ እንደሚፋፉቱ ሁሉ ፍላጎቶችም ከዚያ በከፋ ሁኔታ ሊያሟሏቸው በሚፈቅዱ ሰዎች ዘንድ በነፃነት ያድጋሉ። ፍላጎቶቻችሁ እጅግ የበረከቱ ናቸው። ልታሟላቸው የምትችሉት ግን ጥቂቱን ነው።

“የአኗኗር ልምዳችሁን በጥልቀት መርምሩት። ምናልባት በዚህ ውስጥ ነው አብዛኛውን ጊዜ ተቀብለናቸው የቆዩና በብልሃት ሊቀነሱ ወይም ሊወገዱ የሚችሉ ወጪዎች የሚገኙት። መፈክራችሁ ከእያንዳንዱ የምታወጧት መሃልቅ የምትፈልጉትን መቶ በመቶ እሴት ማግኘት ይሁን።



“ከዚያ በኋላ የሚያስፈልጓችሁን ወጪዎች ከሚያስፈልጉበት ምክንያት ጋር በሽክላ ስሌዳ ላይ ቅረጹ። ከነዚህ ውስጥ በዘጠኝ አስረኛ ገቢያችሁ የምትሸፍኗቸውን አስፈላጊ ጉዳዮች ለዩ። ቀሪዎቹን እንደብዙዎቹ ፍላጎቶቻችሁ በመቁጠር ሰርዟቸው።

“ከዚያም የአስፈላጊ ወጪያችሁን በጀት አዘጋጁ። ቦርሳችሁን የሚያደልበውን የገቢያችሁን አንድ አስረኛ ግን አትገኙ። የምታሟሉት ትልቁ ፍላጎታችሁ ይኼ ይሁን። በጀታችሁን በየጊዜው ቀያይሩት። ሊያግዛችሁ በሚችልበት መልኩ አቃኑት፤ አስተካክሉት፤ ለቦርሳችሁ መደለብ የሚያግዛችሁ ግንባር ቀደም ረዳታችሁ አድርጉት።”

በዚህ መሃል በወርቅ የተጌጠ ቀይ መጎናጸፊያ የለበሰ አንድ ተማሪ ተነስቶ፤ “እኔ ነፃ ሰው ነኝ። በህይወት ውስጥ ባሉ ጥሩ ነገሮች ሁሉ የመደሰት መብት እንዳለኝ አምናለሁ። ስለዚህም በጀት በሚባለው ለእያንዳንዱ ነገር ምን ያህል እንደማወጣ በመወሰን በሚያስረኝ የባርነት ቀንበር ሥር መውደቅን አልፈልግም። ከህይወቴ ውስጥ ደስታን በማግኘት ከመጋጃ እምብዛም የማልሻል ፍጡር እንደሚያደርገኝ ይሰማኛል” አለ።

“በጀትህን የሚወስንልህ ማን ነው?” አለው አርካድ።

“ራሴ ነኝ የማዘጋጀው” አለ ሰውየው።

“እንዲያ ከሆነ ታዲያ መጋጃ የሸክሙን በጀት የሚወስን ቢሆን ኖሮ በዚያ ውስጥ ጌጣጌጦች፣ ምንጣፎችና ከባድ ወርቅን የሚያካትት ይመስልሃል? አያደርገውም። ለምድረበዳ ጉዞው የሚሆኑትን ገለባ፣ ጥራጥሬ እና ውሃ ነው የሚያካትተው።

“የበጀትህ ዓላማ ቦርሳህ እንዲወፍር ማገዝ ነው። ላንተ አስፈላጊ የሆኑ ነገሮችን እንድታገኝ ማገዝና በተቻለ መጠንም ሌሎች ፍላጎቶችህን እንድታሳካ ማስቻል ነው። እጅግ በጣም የምትጓጓላቸውን ፍላጎቶች በጊዜያዊ ፍላጎቶችህ እንዳይዋጡ በመከላከል እንድትቀዳጃቸው ማስቻል ነው። ኃይለኛ ብርሃን ድቅድቅ ጨለማ የወረሰው ዋሻ ውስጥ ፍንትው ብሎ እንደሚታየው ሁሉ በጀትም የቦርሳህን ቀዳዳዎች በማሳየት ወጪዎችህን ለተወሰኑና አርኪ ዓላማዎች በማዋል እየተቆጣጠርክ እንድትደፍናቸው ያስችልሃል።

“ይህ ነው እንግዲህ ሁለተኛው የሳሳ ቦርሳ ፈውስ። ከገቢዎቻችሁ ከዘጠኝ አስረኛ በላይ ሳታወጡ

ለሚያስፈልጓችሁ ሁሉ ወጪ ማድረግ እንድትችሉ ለመዝናኛችሁ መክፈል እንድትችሉና ጠቀሜታ ያላቸውን ፍላጎቶቻችሁን ማሟላት እንድትችሉ የወጪዎቻችሁን በጀት አዘጋጁ።”

## ሦስተኛው ፈውስ - ወርቅህ እንዲበዛ አድርግ

“ልብ በሉ፤ ቦርሳችሁ ዳገስ እያለላችሁ ነው ከምታገኙት ገቢ ሁሉ አንድ አስረኛውን በዚያ መተው ዲሲፕሊንን አዳብራችኋል። በማደግ ላይ ሃብታችሁን ለመጠበቅም ወጪዎቻችሁን መቆጣጠር ላችኋል። ቀጥለን ሃብታችሁን ሥራ ላይ በማዋ የምታሳድጉበትን መንገዶች እናያለን። በቦርሳ ውስጥ የተቀመጠ ወርቅ ባለቤት መሆን የሚያስደስት ቀብቃባ ነፍስን የሚያረካ ቢሆንም አንዳችም ገቢ አያስገኝም። ከገቢያችን የምናገኘው ወርቅ መነሻ ብ ነው የሚሆነን። ከዚያ በምናገኘው ገቢ የብልጽግናችን መሠረት እንጥላለን” አለ አርካድ በሦስተኛው ቀን።

“ስለዚህ ታዲያ ወርቃችንን እንዴት ሥራ ላይ እናውለው የኔ የመጀመሪያው ኢንቨስትመንት እንዳለ ነበ የቀለጠው። ዝርዝሩን ወደኋላ ላይ እገልጽላችኋለሁ የመጀመሪያው ትርፋማ ኢንቨስትመንቴ አጋር ለሚባለው ጋሻ ሠራ የሰጠሁት ብድር ነበር። ለሥራው የሚሆን በርከት ያለ ነሐስ በየዓመቱ ከባህር ማዶ ያስመጣ ነበር ለነጋዴዎቹ የሚከፍለው በቂ ካፒታል ስላልነበረው ትርፍ መሐልቅ ካላቸው ሰዎች ይበደራል። ጨዋ ሰራ ነበር። ጋሻዎችን እንደሸጠም ብድሩን ከጥሩ ወለድ ጋ ይከፍላል።

“ባቦደርኩት ጊዜ ሁሉ የክፈለኝን ወለድም መልክ አበድረው ነበር። በመሆኑም ያድግ የነበረው ካፒታል ብቻ ሳይሆን ገቢዬም የዚያኑ ያክል እየጨመረ ነበር ከሁሉም በላይ የሚያረካኝ ይኼ ሁሉ ተደማምሮ ወጪ ቦርሳዬ መመለሱ ነበር።

“ተማሪዎቹ እውነት እላችኋለሁ፤ የሰው ሃብት በቦርሳው ውስጥ በሚሸከማቸው መሐልቆች የሚወሰን አይደለም። ያ የሚገኘው በሚያፈራው ገቢና ምንጊዜም ቦርሳው በሚያደልበው ያለማቋረጥ ወደቦርሳው በሚፈለገው የወርቅ ጅረት ነው። ማንኛውም ሰው የሚሻው ይህን ነው። እናንተ ሁላችሁም የምትፈልጉትም ይህን ነው፤ እየሠራችሁም ሆነ ወይም እየተጓዛችሁ ላላችሁ ያለማቋረጥ የሚመጣ ገቢን።



## አራተኛው ፊውስ - ገንዘብህን ከኢሣራ ጠብቅ

“ብዙ ገንዘብ አግኝቻለሁ። ከብዛቱ የተነሳም የናጠጠ ሃብታም አስብሎኛል። አትራፊ ኢንቨስትመንት በማድረግ ረገድ ለአጋር የሰጠሁት ብድር የመጀመሪያው ትምህርቱ ነበር። ከዚያ በመማር ካፒታል ባደገ ቁጥር ብድር መስጠቴንና ኢንቨስትመንቱን ማስፋቱን ቀጠልሁ። እናም በመጀመሪያ ከጥቂት ምንጮች፣ ከዚያም ከብዙ ምንጮች ለሌሎች ብልህነት የተሞላቸው ጉዳዮች የማውለው የወርቅ ጅረት ወደ ቦርሳዬ ፈሰሰ።

“ልብ በሉ፣ ከውሱን ገቢዎቼ እያንዳንዳቸው ተጨማሪ ወርቅ እንዳገኝ የሚደክሙልኝ በርካታ የወርቅ ባሮችን አፍርቻለሁ። እነሱ እንዳገለገሉኝ ሁሉ ልጆቻቸው፣ የልጅ ልጆቻቸውም ገቢዬ ከነሱ ድካም የተነሳ እጅግ እስኪገዝፍ ድረስ ደክመልኝ።

“ከሚቀጥለው ምሳሌ መረዳት እንደምትችሉት ወርቅ ተገቢውን ገቢ ሊያስገኝ እስኪቻል ድረስ በፍጥነት ያድጋል። አንድ ገበሬ የበኩር ልጁን በወለደ ጊዜ አስር የብር መሐልቆች አውጥቶ ለገንዘብ አበዳሪ በመስጠት ልጁ ሃያ ዓመት እስኪሞላው ድረስ ወለዱን እያሰበ እርሱ ዘንድ እንዲያቆይለት ሰጠው። ገንዘብ አበዳሪውም በየአራት ዓመቱ እንደ ገንዘቡ ብዛት አንድ አራተኛ ወለድ ሊከፍለው በመስማማት ገንዘቡን ወሰደ። ገበሬው ገንዘቡ የልጁ ስለሆነ ወለዱ ከዋናው ጋር እየተደመረ እንዲታሰብለት ጠየቀው።

“ልጁ ሃያ ዓመት በሞላ ጊዜ ገበሬው ወደ ገንዘብ አበዳሪው በመሄድ ስለገንዘቡ ጠየቀ። አበዳሪውም የብር መሐልቁ ከፍተኛ ወለድ በማስገኘቱ አሥሩ የወርቅ መሐልቅ ወደ ሰላሣ ተኩል የብር መሐልቅ ማደጉን ገለጸለት።

“ገበሬውም በጣም ተደሰተ። በወቅቱ ገንዘቡን ልጁ ስለማይፈልገው አበዳሪው ዘንድ ተወው። የልጁ አባት ከዚህ ዓለም በሞት በተለየበትና ልጁም የሃምሳ ዓመት ሰው በሆነ ጊዜ አበዳሪው አንድ መቶ ስድሳ ሰባት የብር መሐልቆችን አስረከበው።

“በመሆኑም ኢንቨስትመንቱ በሃምሳ ዓመታት ውስጥ ከነወለዱ በአስራ ሰባት ዕጥፍ ያህል አደገ ማለት ነው።

“እናላችሁ ሦስተኛው የሳሳ ቦርሳ ፊውስ የሚከተለው ነው። በመስክ ላይ ያሉት እንስሳት እንደሚራቡ ሁሉ እያንዳንዱ መሐልቅ ሠርታ ራሷን እንድታበዛና ገቢን በማምጣት የሃብት ጅረት ያለማቋረጥ ወደ ቦርሳ እንዲፈስ ማድረግ ያስፈልጋል።”

“ቦርሳ ውስጥ ያለ ወርቅ ጠበቅ ተደርጎ መያዝ አለበት፤ አለያ ይጠፋል። ስለዚህ አማልክቱ በብዙው ያምኑን ዘንድ ያለንን ጥቂት ገንዘብ መጠበቅን በመጀመሪያ ልንማር ይገባል።” አርካድ በአራተኛው ቀን ይህን ለተማሪዎቹ ተናገረ።

“ማንኛውም የወርቅ ባለቤት አሳማኝ በሆኑ በርካታ ፕሮጀክቶች ላይ ኢንቨስት በማድረግ ብዙ ገንዘብ ሊያገኝባቸው የሚችሉ በሚመስሉ ዕድሎች መጓጓቱ አይቀርም። ብዙውን ጊዜ ጓደኞቹና ዘመዶቹ እንዲህ ዓይነቶቹ ሥራዎች ላይ ኢንቨስት ስለሚያደርጉ እንዲቀላቀላቸው ይገፋፉታል።

“ቀዳሚው የኢንቨስትመንት መርህ ዋናን መጠበቅ ነው። ዋናው ገንዘብ ሊቀልጥ በሚችልበት ሁኔታ ለወፍራም ትርፍ መጓጓት ብልህነት ነው? አይደለም እላለሁ። ስለዚህ ገንዘባችሁ ከእጃችሁ ከመውጣቱ በፊት ያለስጋት መልሳችሁ የምታገኙት መሆናችሁን ለማረጋገጥ በጥንቃቄ ጥናት ልታደርጉ ይገባል። በፍጥነት በመክበር ተምኔታዊ ፍላጎት ተነድታችሁ እንዳትሳሳቱ ተጠንቀቁ።

“በብዙ ድካም ያገኛችሁትን ገንዘብ ለማንም ከማበደራችሁ በፊት ሊከፍላችሁ የሚችል ሰው መሆኑንና የተበደረውን ባለመክፈል ለሚታወቅ ሰው እያስረከባችሁ አለመሆናችሁን ማረጋገጥ ይኖርባችኋል።

“ገንዘባችሁን በየትኛውም መስክ ላይ ከማዋላችሁ በፊት ሊከተል የሚችለውን አደጋ እወቁ።

“የኔ የራሴ የመጀመሪያው ኢንቨስትመንቴ ሃዘንን ነበር ያስከተለብኝ። ዓመት መሆኑ ጠብቄ ያቆየሁትን ገንዘብ ጌጣጌጦችን ከፊንቃውያን ገዝቶ እንዲያመጣልኝ ለጡብ አምራቹ አዝመር ባደራ ሰጠሁት። እነሱን ሸጠንም ትርፉን ልንከፋፈል ነበር የተስማማነው። ሆኖም ፊንቃውያኑ አጭበርባሪዎች ስለሆኑ የሚያብረቀርቁ ርካሽ ጌጣጌጦችን ሸጡለት። ገንዘቡም ቀለጠ። ከዚያ ስለተማርኩ ጡብ አምራች ጌጣጌጦችን እንዲገዛ ገንዘብ መስጠት ጅልነት መሆኑን በቀላሉ እገነዘባለሁ።

“ስለዚህም ነው ከልምዴ በመነሳት ምክር የምለግሳችሁ። ገንዘባችሁን በራሳችሁ ዕውቀት ብቻ ከሚገባ በላይ በመተማመን ለኢሣራ ሊዳርግ ለሚችል ኢንቨስትመንት አታውሉት። ገንዘብን ለትርፍ በማዋል ሥራ ላይ ከተሠማሩ ሰዎች ምክር መቀበሉ በጣም የተሻለ ነው።



ይህን ዓይነቱንም ምክር ብትጠይቁ በወርቅ ቢተመን ኢንቨስት ሊደረግ ከታሰበው በላይ የሆነ ምክርን በነፃ ታገኛላችሁ።

“እንግዲህ ይህ ነው አራተኛውና የሞላን ቦርሳ ባንዴ እንዳይራገፍ በመከላከል ረገድ ትልቅ ጠቀሜታ ያለው የሳሳ ቦርሳ ፈውስ። ገንዘባችሁን ዋናው በማይካበትና ምናልባትም ካስፈለገ መልሳችሁ ልትወስዱ በምትችሉበት፤ እንዲሁም ተገቢ ወለድ ማግኘት በሚያስችላችሁ ነገር ላይ ኢንቨስት በማድረግ ራሳችሁን ከኢሳራ ጠብቁ፤ አዋቂና ብልህ ሰዎችን አማክሩ፤ ወርቅን ለትርፍ የሚያንቀሳቅሱ ልምድ ያላቸው ሰዎችንም ምክር ጠይቁ፤ ምክራቸው ለአደጋ ከተጋለጠ ኢንቨስትመንት እንዲጠብቃችሁ አድርጉ።”

## አምስተኛው ፈውስ - መኖሪያ ቤትህ አትራፊ ኢንቨስትመንት እንዲሆን አድርግ

“አንድ ሰው ከገቢው ዘጠኝ አስረኛውን ለኑሮውና ለመዝናኛው ወደ ጎን አስቀምጦ ራሱን ሳይጎዳ ከዚሁ ውስጥ የተወሰነውን በአትራፊ ኢንቨስትመንት ላይ ቢያውለው ሃብቱ የዚያኑ ያህል ፈጥኖ ያድጋል” አለ አርካድ የአምስተኛውን ቀን ትምህርት ሲጀምር።

“እጅግ በርካታ የባቢሎን ነዋሪዎች ቤተሰቦቻቸውን የሚያኖሩት በማይስማሙ የመኖሪያ ስፍራዎች ነው። ከቶሻሻ መተላለፊያ መንገዶች በስተቀር ለልጆቻቸው መጫወቻ ስፍራዎች ለሌሊቸውና ሚስቶቻቸው ለልባቸው ፍስሐን የሚሰጧቸው አበቦች ሊተክሉ ለማይችሉባቸው ክፍሎች ከፍተኛ ኪራይ ይከፍላሉ።

“የማንኛውም ሰው ቤተሰብ ልጆች እንደልባቸው የሚጫወቱበት ስፍራ፤ ባለቤቱ አበቦችን ብቻ ሳይሆን መድኃኒትነት ያላቸውን ቅጠላ ቅጠሎች የምታሳድግበት ቦታ ከሌለው ሙሉ በሙሉ ደስተኛ ሊሆን አይችልም።

“የሰው ልጅ ካሳደገው ዛፍ ፍሬን ሲበላና የወይን ዘለላውን ቀንጥሶ ሲቀምስ ልቡ በደስታ ይሞላል። ሰው የራሱ መጠለያና በኩራት የሚንከባከበው ስፍራ ሲኖረው ልቡ በራስ መተማመን ይሞላና በተግባሩ ሁሉ ብርቱ ጥረት ያደርጋል። ስለዚህ እያንዳንዱ ሰው ራሱና ቤተሰቡ የሚጠለልበት መኖሪያ እንዲኖረው እመክራለሁ።

“ከልቡ ላሰበበትም ሰው የራስ ቤት ባለቤት መሆን ከአቅም በላይ አይደለም። ታላቁ ንጉሣችን የባቢሎንን ግንብ ክልል በጣም ስላሰፋ በርካታ ጥቅም ላይ ያልዋለና ምናልባትም እጅግ በጣም ተመጣጣኝ በሆነ ዋጋ የሚሸጥ

“ደግሞም ለናንተ ለተማሪዎቹ ልነግራችሁ የምፈልገው ገንዘብ አበዳሪዎች ቤቶችንና መሬትን ለቤተሰቦቻችን ሊገዙ የሚፈልጉ ሰዎችን ፍላጎት ለማሟላት ፈቃደኛ መሆናቸውን ነው። በመሆኑም ለዚህ ዓለ ያዘጋጃችሁትን አጥጋቢ የገንዘብ መጠን ካዩ ለሰ ሠራተኛና ለአናባ ክፍያ የሚሆናችሁን በቀላሉ ልትበሉ ትችላላችሁ።

“ከዚያም ቤቱ ከተሠራ በኋላ ለአከራያችሁ ትከፍላሉ እንደነበረው ሁሉ ያለማቋረጥ በወቅቱ ለአበዳሪው ገንዘብ መክፈል ትችላላችሁ። በዚህ አካሄድ ከቀጠላችሁ ከጥቂት ዓመታት በኋላ ብድሩ ተከፍሎ ያልቃል።

“በዚህም ድርጊት ልባችሁ ይደሰታል። ምክንያቱ ለንጉሡ ከምትከፍሉት ታክስ በስተቀር ምንም ወጪ የማታደርጉበት የራሳችሁ የሆነ ጠቃሚ ንብረ ይኖራችኋል።

“ስለዚህ የራሱ ቤት እንዲኖረው ለሚያደርግ ሁ በራኬ ይወርድለታል። ለኑሮው የሚያወጣው ወጪ በጣሙን ስለሚቀንስለት ከገቢው ላይ ለመዝናኛት ፍላጎቶቹን ለማሟላት የሚሆን ገንዘብ ሊያድን ይችላል እናም አምስተኛው የሳሳ ቦርሳ ፈውስ የራስ መኖሪያ ቤት ባለቤት መሆን ነው።”

## ስድስተኛው ፈውስ - ለወደፊት የሚሆን ገቢ እንደሚኖርህ አረጋግጥ

“የእያንዳንዱ ሰው ህይወት ከህፃንነት ጀምሮ ወደ ሽምግል የሚዘልቅ ነው። ይህንንም የህይወት ጎዳና ከዓለማችን ማዶ ከሚገኙት አማልክት ያለወቅቱ ጥሪ ካልመጠ በስተቀር ማንም ሰው የሚጓዝበት ነው። ስለዚህም ማንኛውም ሰው የወጣትነት ዘመኑ በሚያልፍበት ጊዜ ቤተሰቡን ይደግፍ ዘንድ በህይወት በማይኖርበት ጊዜ ለሚሆነው የሚውል በቂ ገቢ ሊያዘጋጅ የተገባ ነጻ እላለሁ። የዛሬው ትምህርት አቅማችሁ በተዳከመበት ጊዜ እንዴት የደለበ ቦርሳ ሊኖራችሁ እንደሚችሉ ያሳውቃችኋል።” አርካድ የስድስተኛ ቀን ትምህርቱ ጀመረ።

“የሃብት ማግኛ ህግጋትን በማወቁ የተትረፈረፈ ገንዘብ ያገኘ ሰው መጪዎቹን ቀናት ሊያስብ የተገ ነው። ለበርካታ ዓመታት ሊዘልቁ የሚችሉ አንዳንድ ኢንቨስትመንቶችን ወይም መጠባበቂያ የሚሆነው ነገር አቅዶ ከያዘም ጊዜው ሲደርስ ባስተዋይነት ቀድሞ



“ለው ለወደፊቱ የሚሆኑትን ገንዘብና ንብረቶች የሚያቆይባቸው በርካታ መንገዶች አሉ። የመሸሽጊያ ስፍራ አዘጋጅቶ በዚያ ገንዘቡን ሊቀብር ይችላል። ሆኖም የፈለገውን ዓይነት ዘዴ ተጠቅሞ ቢደብቀውም የሌቦችና የዘራፊዎች ሲሳይ ሊሆን ይችላል። ስለዚህ ይህን ዘዴ መጠቀሙን አልመክርም።

“ለዚህ ዓላማ ሲባል ቤቶች ወይም መሬት መግዛት ይቻላል። እነዚህ የወደፊት ጠቀሜታቸውንና ዋጋቸውን አጠነው ከገዟቸው ቋሚ እሴቶችና ዓላማን ለማሳካት የገቢ ወይም የሽያጭ ምንጮች ይሆናሉ።

“ጥቂት ገንዘብን ለገንዘብ አበዳሪ ሰጥቶ በተወሰነ ጊዜ እንዲያድግ ማድረግም ይቻላል። የማደጉ ምክንያትም ገንዘብ አበዳሪው ለገንዘቡ የሚከፍለው ወለድ ነው። አንድ አንሳን የተባለ ጫማ ሰፊ በቅርብ ጊዜ ለስምንት ዓመታት በየሳምንቱ ሁለት የብር መሐልቆችን ያስቀምጥ እንደነበረ ገልጾልኛል። አበዳሪው አስልቶ በሰጠው ገንዘብ በጣም የተደሰተ መሆኑንም ነግሮኛል። በየጊዜው ለአበዳሪው ይሰጠው የነበረው ጥቂት ገንዘብ ከተለመደው በየአራት ዓመታት የሚታሰብ አንድ አራተኛ ወለድ ጋር ተዳምሮ ባጠቃላይ አንድ ሺህ አርባ የብር መሐልቆች ሆነለት።

“እኔም የሂሳብ ስሌት ዕውቀቴን በመጠቀም በዚህ መልኩ በየሳምንቱ ሁለት መሐልቆችን መቆጠብ ከቀጠለ ከአሥራ ሁለት ተጨማሪ ዓመታት በኋላ አበዳሪው ዘንድ አራት ሺህ የብር መሐልቆች እንደሚኖሩት በማስረዳት አበረታታሁት።

“በርግጥም ይህን ያህል ትንሽ ገንዘብ ያለማቋረጥ ተጠራቅሞ እንዲህ ዓይነቱን ትርፍ ማምጣት እየቻለ ማንም በሃብትና ኢንቨስትመንት የበለጸገ ሰው እንኳን ቢሆን ለእርጅና ዘመኑና ለቤተሰቡ ደህንነት የሚሆን ዋስትናን ከመፍጠር ሊቦዝን አይችልም።

“ስለዚህ ጉዳይ ብዙ ብናገር ደስ ባለኝ፤ ሆኖም አዕምሮዬ ውስጥ ያለው እምነት ወደፊት ከቁጥር የማይገባ ጥቂት ገንዘብ ያለማቋረጥ በመክፈል ሰዎች ከዚህች ዓለም በሚለዩበት ጊዜ ለቤተሰቦቻቸው አባሎች ጠቀም ያለ ገንዘብን መስጠት የሚያስችል ዕቅድ የሚቀይሱ ጠቢብ ሰዎች እንደሚመጡ ነው።

“ነገር ግን ይህን በዘመናችን ማከናወን አይቻልም። ምክንያቱም ሥርዓቱ እንዲሠራ ያንድን ሰው የህይወት ዘመን ዘልቆ መሄድ ይኖርበታል። ማለትም እንደ

ንጉሣዊው ሥርዓት የተረጋጋና ቀጣይ ሊሆን ይገባል። አንድ ቀን ግን ይህ ትልቅ ፀጋ ጥቂት ገንዘብ በመክፈል በርካት ያለ ሃብትን ለቤተሰብ አባላት ማውረስ የሚቻልበትን ዘዴ መፍጠር እንደሚችል ይሰማኛል።

“ሆኖም የምንኖረው በራሳችን ዘመን እንጂ በመጨረሻ ስላልሆነ ዓላማችንን ለማሳካት የሚረዱንን መንገዶችና ዘዴዎች ሁሉ መጠቀም ይኖርብናል። በመሆኑም ሰዎችን በሙሉ በሽምግልና ዘመናቸው ቦርሳቸው የሳሳ እንዳይሆን ብልህነትን በተላበሱና በሚገባ በታሰበባቸው ዘዴዎች በመጠቀም ከዚህ አደጋ ራሳቸውን እንዲከላከሉ እመክራለሁ። ምክንያቱም ሠርቶ ገንዘብ ሊያገኝ ለማይችል ሰው ወይም መሪ ለሌለው ቤተሰብ የሳሳ ቦርሳ እጅግ አሳዛኝ ነውና።

“እናም እንግዲህ ስድስተኛው የሳሳ ቦርሳ ፈውስ ይህ ነው። ለእርጅና ዕድሜ ዘመንህና ለቤተሰብህ የሚሆን መጠባበቂያ ገንዘብና ንብረት አስቀድመህ አኑር (አዘጋጅ)።”

## ሰባተኛው ፈውስ - ገንዘብ የማግኘት አቅምህን አሳድግ

“በዛሬው ዕለት ለሳሳ ቦርሳ ፈውሶች ከሆኑት መካከል እጅግ በጣም ጠቃሚ ስለሆነው ነው የምነግራችሁ፤ ተማሪዎቹ። ሆኖም ስለወርቅ አይደለም የምናገረው፤ የተለያዩ ቀለማት ያላቸው መካከል ያዎች አጥልቃችሁ ከፊቴ ስለተቀመጣችሁት ሰዎች እንጂ” አለ አርካድ በመጨረሻው ቀን።

“ብዙም ራቅ ባላለ ጊዜ አንድ ወጣት ብድር ፈልጎ ወደኔ ዘንድ መጣ። ብድር እንዲጠይቅ ያስገደደው ምክንያት ምን እንደሆነ በጠየቅሁት ጊዜም ገቢው ወጪውን ሊሸፍንለት እንዳልቻለ ገለጸልኝ። ጉዳዩ እንደዚያ ከሆነ ብድሩን ለመክፈል የሚያስችለው አቅም ወይም ተጨማሪ ገቢ ስለሌለው ለገንዘብ አበዳሪ ጥሩ ደንበኛ ሊሆን እንደማይችል አስረዳሁት።

“አንተ ወጣት ማድረግ የሚኖርብህ ተጨማሪ መሐልቆችን ማግኘት ነው። ይህን አቅምህን ለማሳደግ ምን ማድረግ ትችላለህ?” ስልም ጠየቅሁት።

“ማድረግ የምችለውን ሁሉማ አድርጌያለሁ።” ሲል መለሰ። “አሠሪዬ ደሞዜን እንዲጨምርልኝ በሁለት ጨረቃዎች (ወሮች) ውስጥ ስድስት ጊዜ ብጠይቀውም በጎ ምላሽ አልሰጠኝም። ማንም ሰው ከዚህ በላይ ምንም ማድረግ አይችልም።”



“በየዋህነቱ ትስቁ ይሆናል። ሆኖም ገቢን ለማሳደግ ከሚፈለጉት ወሳኝ ነጥቦች አንዱን አሟልቷል። በውስጡ ተገቢ የሆነውና መበረታታት ያለበት ተጨማሪ ገቢን የማግኘት ጠንካራ ፍላጎት አለው።

“ፍላጎት ስኬትን ቀድሞት ሊገኝ ይገባል። ከሁሉም በፊት መምጣት ያለበት ፍላጎት ነው። ፍላጎቶቻችሁም ጠንካራና የነጠፋ መሆን አለባቸው። ጥቅል (ድፍን) ፍላጎቶች ደካማ ምኞቶች ናቸው። ላንድ ሰው ሀብታም መሆን መፈለጉ ዓላማውን ከማሳካት አኳያ ምንም ፋይዳ የለውም። ይልቁንም ሰውየው አምስት የወርቅ መሐልቆችን መፈለጉ ተጨባጭ ፍላጎት ስለሚሆንለት ሊያሟላው ይጥራል። አምስት የወርቅ መሐልቆች የማግኘት ፍላጎቱን በጠንካራ የዓላማ ጽናት በመደገፍ ካሟላም ተመሳሳይ ዘዴዎችን በመጠቀም አሥር መሐልቆችን፣ ከዚያም ሃያ መሐልቆችን፣ በመቀጠልም አንድ ሺህ መሐልቆችን መፈለጉ ተጨባጭ ፍላጎት ስለሚሆንለት ሊያሟላው ይጥራል። አምስት የወርቅ መሐልቆች የማግኘት ፍላጎቱን በጠንካራ የዓላማ ጽናት በመደገፍ ካሟላም ተመሳሳይ ዘዴዎችን በመጠቀም አሥር መሐልቆችን፣ ከዚያም ሃያ መሐልቆችን፣ በመቀጠልም አንድ ሺህ መሐልቆችን በማግኘት ባለጸጋ ይሆናል። አንድ ውስን ፍላጎቱን እንዴት ማሟላት እንዳለበት በመማር ላይ ሳለ ራሱን በርከት ያለ ሃብት ሊያገኝ ለሚችልበት ብቃት አሠልጠነ ማለት ነው። ሃብት የሚከማችበት ሂደት የሚከተለው ነው፤ በመጀመሪያ ጥቂት ገንዘብ፣ ከዚያም ሰውየው በተማረና የተሻለ ብቃት በኖረው ጊዜ በርከት ማለቱ።

“ፍላጎቶች ቀላልና ግልጽ መሆን አለባቸው። እጅግ በጣም ከበዙ፣ ግራ የሚያጋቡ ከሆኑ ወይም ከሰውየው ብቃት (አቅም) በላይ ከሆኑ ሊቀዳጁ የተነሱትን ዓላማ ማሳካት አይቻልም።

“አንድ ሰው ራሱን በተሰማራበት ሙያ ብቁ ባደረገ መጠን ገቢውን የማሳደግ አቅሙም ያድጋል። ጥቂት የመዳብ መሐልቆችን በየዕለቱ ለማግኘት ሽክላዎች እቀርጽ በነበርኩባቸው በነዚያ የድህነቱ ዘመናት እንዳስተዋልኩት ሌሎች ሠራተኞች ከኔ የተሻለ በመሥራታቸው ይበልጥ ይከፈላቸው ነበር። እናም በአንድም ሰው ላለመበለጥ ወሰንኩ። ይበልጥ ስኬታማ ለመሆን ያስቻላቸውን ምሥጢር ለማግኘት ብዙ ጊዜ አልወሰደብኝም። ከቀድሞው የበለጠ የሥራ ፍላጎት፣ በተሰጠኝ ተግባር ላይ የተሻለ አትኩሮትና የማያቋርጥ ጥረት በማድረግም ወደብኳልሁ ባንድ ቀን ከኔ የበዙ ሽክላዎችን መቅረጽ የሚችሉ በጣም ጥቂት ሰዎች ብቻ ሆኑ። ፈጥኜ ክህሎቱን በማሳደግም ጭማሪ ለማግኘት አለቃዬ ዘንድ በሁለት ጨረቃዎች ስድስት ጊዜ መመላለስ አላስፈለገኝም።

“ሰውቀታችንን ባሳደግን ቁጥር የበለጠ ገቢ የማግኘት

የሚጥረው ያ ሰው በከፍተኛ ደረጃ ይካላል። የዕድ ጥበብ ባለሙያ ከሆነ በመስኩ ከሚገኙ የተካኑ ባለሙያዎች የመሣሪያዎችን አጠቃቀም መማር ሊሞክር ይችላል። በህግ ሥራ ላይ የተሠማራ ወይም በህክምና ሙያ የሚገኝ ከሆነ ከባልደረቦቹ ጋር በመወያየት ዕውቀትን ሊካፈል ይችላል። ነጋዴ ከሆነ ያለማቋረጥ በዝቅተኛ ዋጋ ሊሸጡ የሚችሉ የተሻሉ ዕቃዎችን መፈለግ ይኖርበት ይሆናል።

“የሰው ልጆች ህይወት ያለማቋረጥ የሚለዋወጠውና የሚሻሻለው ጠንካራ ሰዎች የሚያገለግላቸውን ሰዎች በተሻለ መልኩ ለማገልገል የላቀ ክህሎትን ለመቀዳጀት ስለሚጥሩ ነው። በመሆኑም ሰዎች በሙሉ ባሉበት ቆመው ከሚቀሩ ይልቅ በግንባር ቀደሙ የግስጋሴ ረድፍ እንዲገኙ ነው ጥሪዬን የማስተላለፈው። በርካታ ህይወትን የሚያበለጽጉ ጠቃሚ ልምዶች ከዚያ ይገኛሉ። አንድ ሰው ራሱን የሚያከብር ከሆነም የሚከተሉትን ማድረግ ይኖርበታል።

“ዕዳውን በተቻለው ሁሉ በወቅቱ መክፈል የሚገባው ሲሆን፣ ሊከፍል የማይችለውንም ነገር ሊገዛ አይገባም።

“የቤተሰቡ አባላት ስለሱ በጎ ያስቡና ይናገሩ ዘንድ ሊንከባከባቸው ይገባል።

“አማልክቱ ድንገት የጠሩት እንደሆነ አግባብነት ያለውና ጨዋ የሀብት ክፍፍል ይከናወን ዘንድ ነዛዜውን አደራጅቶ ማስቀመጥ ይኖርበታል።

“ለቆሰሉና መከራ ለወደቀባቸው ርህራሄ ሊሰማውና አቅሙ በፈቀደ መጠን ሊያግዛቸው ይገባል። ለሚወዳቸውና ለሚያፈቅሯቸውም አሳቢነቱን የሚገልፁ ነገሮችን ሊያደርግ ይገባል።

“ስለዚህ የሳሳ ቦርሳን የማደለቢያ ሰባተኛውና የመጨረሻው ፈውስ የራስን አቅም ማሳደግ፣ መማርና ይበልጥ ብልህ መሆን እንዲሁም የተሻለ ክህሎትን በማካበት ራስን ማክበር መቻል ነው። በዚህ መልኩም በራስ መተማመንን በመፍጠር በጥንቃቄ የተመዘኑ ፍላጎቶችን ከግቡ ማድረስ ይቻላል።

“እንግዲህ የሳሳ ቦርሳን የሚያደልቡቱና ከረጅምና ስኬታማ ህይወቱ የቀሰምኳቸው ሰባቱ ፈውሶች እኚህ እንደመሆናቸው ባለጸጋ መሆንን የሚሹ ሁሉ እንዲጠቀሙባቸው እመክራለሁ። ተማሪዎቼ ከምታልሙት በላይ የበዛ ወርቅ በባቢሎን አለ። ለሁሉም የሚበቃ የተትረፈረፈ ሃብት አለ።

“መብታችሁ በመሆኑም ባለፀጎች ትሆኑ ዘንድ



# LEGAL FORUM

ገዢ አየለ መንግስቱ\*



ማንደፍሮ ምህረቱ\*



## የካዝና ኪራይ ምንነት እና ያለው የህግ ማዕቀፍ

### መግቢያ

የካዝና ኪራይ በኢትዮጵያ ረጅም ዘመን ካስቆጠሩ የባንክ አገልግሎቶች ውስጥ እና በኢትዮጵያ ንግድ ህግ ውስጥ በግልፅ ተቀምጦ የምናገኘው ዋነኛው የባንክ አገልግሎት ሲሆን ይህንን አገልግሎት የሚመለከቱ የህግ ማዕቀፎችም ተደንግገው እናገኛለን። ይህ የህግ ማዕቀፍ በህጉ የተቀመጠ ቢሆንም በአሰራር ደረጃ እና አገልግሎቱን በሰፊው በተግባር ከማስተዋወቅ አንፃር እንደሌሎች አገልግሎቶች ባንኮች ትኩረት ሰጥተው ሲሰሩበት አይስተዋሉም። በዘመናዊ የባንክ አሰራር መሰረት ባንኮች አሰራሮቻቸውን እና ያሏቸውን የባንክ አገልግሎቶች ቀድሞ ከነበሩት በተሻለ ቴክኖሎጂ በመጠቀም የማሻሻል ሰፊ ስራ እየሰሩ ይገኛል። ከዚህ አንፃርም የካዝና ኪራይ በዘመናዊ መልኩ እና በተሻሻሉ ህጎች መመራት እንዳለበት እሙን ነው።

ይህ አጭር ጽሁፍ የካዝና ኪራይን ስለሚመለከቱ ህጎች አጭር ዳሰሳ ለማድረግ ታቅዶ የተዘጋጀ ነው። የንግድ ባንኮች ዋነኛ ሥራቸው ከሆነው የገንዘብ ማስቀመጥና ማበደር ዘርፎች በተጨማሪ ለደንበኞቻቸው ወይም ለተጠቃሚዎች ከሚሰጧቸው አገልግሎቶች መካከል የካዝና ኪራይ አገልግሎት ይገኝበታል።



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ባንኮች ይህን የአገልግሎት ዘርፍ ለደንበኞቻቸው በሚያቀርቡበት ጊዜ በባንኩ እና በደንበኛው መካከል ህጋዊ የሆኑ ግንኙነቶች ይቋቋማሉ። እነዚህ ህጋዊ ግንኙነቶች በአብዛኛው የሚመሩት በ1952 ዓ.ም በወጡት የፍትሐብሔርና የንግድ ሕግ ድንጋጌዎች ነው። የዚህ ጽሁፍ አላማም ስለካዝና ኪራይ ምንነት፣ በባንኩ እና በተከራይ ደንበኛ መካከል ከሚፈጠረው ግንኙነት ጋር ተያይዞ ስለሚነሱ ጉዳዮች እና ልዩ ልዩ ህጋዊ ውጤቶች ዳሰሳ በማድረግ ለአንባቢው ማሳራል ነው።

## የካዝና ኪራይ ምንነት

የካዝና ኪራይ ማለት ግለሰብ ደንበኞች በግለሰብ ደረጃ ይህንንቱ የተጠበቀ፣ ከእሳትም ሆነ ከማናቸውም አደጋዎች ነፃ በሆነ መልኩ የደንበኞችን ዶክመንቶች (ሰነዶችን)፣ ውድ ዋጋ ያላቸው ዕቃዎች፣ ጌጣጌጦች ወይም የከበሩ ማዕድናት ለማስቀመጥ በባንኮች የሚዘጋጅ ሳጥን/ካዝና (safe deposit box) ነው። በመሆኑም በንግድ ህግ ቁጥር 919 መሰረት የካዝና ኪራይ ማለት ባንኩ/አከራይ የዕቃ ማስቀመጫ ሳጥን/ካዝና ለደንበኛው/ለተከራይ የሚሰጥበት ውል ነው።

የካዝና ኪራይ ባንኩ እና ደንበኛው በሚገቡት የውል ስምምነት መሰረት ባንኩ (የካዝና አከራይ) ካዝና ተከራይ ደንበኛውን አንድ ካዝና ወይም የካዝናውን አንድ ክፍል ዋጋ በማስከፈል ለተወሰነ ጊዜ ዝግጁ ማድረግ ማለት ነው።<sup>1</sup> ህጉ የሚያወራው ካዝና ተከራይ አንድ ግለሰብ በሚሆንበት ወቅት ያለውን የባንኩን እና የተከራይን ግዴታ ቢሆንም በአንዳንድ አጋጣሚዎች ግን የካዝና ተከራዮች ከአንድ በላይ ሊሆኑ የሚችሉበትን ሁኔታ መገመት አስፈላጊ ነው።

ይህ በሚሆንበት ጊዜ ሌላ የተለየ ስምምነት እስከሌለ ድረስ ከኪራይ ውል የሚያገኙትን መብት በተናጠል የማከናወን እና የመጠቀም መብት እንዳላቸው የሚገመት ሊሆን፣ ይህም እያንዳንዳቸው ካዝናውን የመጎብኘት እና የመጠቀም መብት እንደሚያገኙ ማወቅ ይገባል። ይህ መብት በህጉ ላይ በግልፅ ያልተቀመጠ ቢሆንም እንኳን በውል ስምምነት ሊገለፅ እና ሊመለከት የሚችል የተዋዋይ ወገኖች መብት እንደሆነ መቆጠር አለበት።

ሌሎች ከካዝና ኪራይ ጋር ተያይዘው የሚነሱት ነጥቦች የአከራይ ባንክ ግዴታዎች እና ጥቅሞች ምንድን ናቸው? የካዝና ተከራይ መብቶች እና ግዴታዎችስ ምንድን ናቸው? በካዝና ውስጥ ሊቀመጡ የሚችሉ እና በካዝና ውስጥ ሊቀመጡ የማይችሉ ዕቃዎች እና ሰነዶችስ የትኞቹ ናቸው? ተከራዮች በተለያዩ ምክንያት ከባንኩ ጋር ያላቸውን የኪራይ ውል አቋርጠው ንብረታቸውን መውሰድ ባይችሉ አከራይ ባንክ ኃላፊነቱን ለማውረድ ምን ማድረግ ይኖርበታል? የሚሉት ናቸው። ስለሆነም አከራይ ባንክ እና የካዝና ተከራዮቹ ያላቸውን የህግ መብትና ግዴታዎች በተመለከተ ዘርዘር ባለ መልኩ ማየቱ አስፈላጊ ነው።

## የአከራይ ባንክ ኃላፊነትና መብት

በኢትዮጵያ ንግድ ህግ ቁጥር 920 ላይ በተገለፁት የባንኩ ግዴታዎች መሰረት ባንኩ ለካዝናዎቹ መልካም ሁኔታ እና ጥበቃ አስፈላጊውን ጥንቃቄ ማድረግ እንዳለበት ተቀምጧል። በዚሁ አንቀፅ 30-ስ አንቀፅ (2) ላይ ደግሞ ይህ ግዴታ ባንኩ ከስራ ሰዓት ውጪ ቢሆንም እንኳን ሊደርስ የሚችል አደጋ ሊደርስ ከሆነ አደጋዎቹ ከመድረሳቸው በፊት ደንበኛው (ኞቹ) ካዝናቸውን

<sup>1</sup> የኢትዮጵያ ንግድ ህግ አንቀፅ 919



ባዶ እንዲያደርጉ እና ያስቀመጧቸውን ዕቃዎች/ ንብረቶች እንዲወስዱ ማድረግ አለበት። ይህ ከሞላ ጎደል ከእንግሊዝኛው የንግድ ህግ የተጠቀሰው ሲሆን፤ እንደ አማርኛው ቅጂ ግን “ካዝናውን ለመክፈት ከተወሰኑት ደንበኛ ከሆኑት የስራ ቀኖች እና ሰዓቶች ውጪ” የሚል ሲሆን የአማርኛው ቅጂ ትንሽ ግልፅነት የሚጎድለው ይመስላል።

በአንዳንድ ሁኔታዎችም ባንኮች ደንበኞች ካዝናውን መቼ እና በምን ሰዓት ይከፍታሉ የሚለውን በውሳኔው እንደሚወስኑ እና በውሳኔው ከተቀመጡት የካዝና መክፈቻ ቀን እና ሰዓት ውጪ ግን አደጋ እንደሚደርስ ስጋት ባጋጠመ ጊዜ ካዝናው እንዲከፈት የሚያስገድድ አንቀፅ ነው እንጂ የእንግሊዝኛው ህግ ቅጂ እንደሚለው ካዝናውን ከባንኩ የስራ ሰዓት እና ቀን ውጪ የመክፈት ግዴታን የሚጥል አይደለም። ይህ ግዴታም ቢሆን ባንኩን ለያንዳንዱ ካዝና ተከራይ በግል ይህን ማስታወቂያ ከመስጠት ግዴታ ነፃ አድርጎታል።<sup>2</sup> ይህም ህጉ ራሱ በቁርጠኝነት ደንበኞች ካዝናቸውን ባዶ እንዲያደርጉ እና ከጉዳት ነፃ እንዲሆኑ በማድረግ ረገድ የራሱ የሆነ ውስንነት ያለበት የህግ ድንጋጌ ነው። በተለይም ሁሉም ደንበኞች ማስታወቂያ የሚነገርበትን መገናኛ ዘዴ በአኩል ማግኘት የማይችሉበት ሁኔታ ስለሚኖር፤ ባንኩ አሁን በደረሰበት የቴክኖሎጂ ዕድገት ደረጃ ተጠቅሞ ሁሉንም ደንበኞች የሚያገኝበትን ሁኔታ ማመቻቸት ይኖርበታል። ይህ አሰራር የተጠቀሰውን ችግር ከማቃለሉም በተጨማሪ የባንኩን ግዴታ ቀላል የሚያደርግና የደንበኞችንም ንብረት ከጉዳት የሚከላከል ስለሚሆን የባንኮች ግዴታ ከዚህ በተሻለ ሁኔታ በህግ መቀመጥ የሚገባው ጉዳይ ነው።

ሌላው የባንኩ ግዴታ ባንኩ የካዝና ተከራይ ወይም ህጋዊ ተወካዩ ወደ ካዝናው ቦታ እንዲገባ መፈቀድ ያለበት ሲሆን ለዚህም የካዝና ተከራይ ንብረትነቱ የባንኩ የሆነውን የካዝና ቁልፍ የማግኘት እና የመጠቀም መብት ይኖረዋል።<sup>3</sup> ከዚህ በተጨማሪም ባንኩ የአንድ ካዝና ተከራይነት ከአንድ በላይ በሚሆኑበት ጊዜ ለያንዳንዳቸው አንዳንድ ቁልፎችን ሊያዘጋጅ ይችላል።

የቁልፎቹ ባለቤትም ባንኩ በመሆኑ የካዝና ተከራይ የኪራይ ውሉ እንደተጠናቀቀ ቁልፎቹን ለባንኩ የማስረከብ ግዴታ አለበት።

## የካዝና ተከራይ መብቶች እና ግዴታዎች

ውሉ ላይ በተዋዋይ ወገኖች የሚቀመጡት እንዳሉ ሆኖ የካዝና ተከራይ በምንም ሁኔታ በተፈጥሮ አደጋ የሚያመጣ ወይም ተቀጣጣይ ዕቃ በካዝናው ውስጥ ማስቀመጥ የማይችል ሲሆን፤ ይህንን መሰል ዕቃ በካዝናው ውስጥ አስቀምጦ ቢገኝ ግን ለባንኩ የኪራይ ውሉን ወዲያውኑ የማፍረስ መብት ይሰጠዋል።

ሌላው ግዴታ የሚመስለው የንግድ ህጉ በሚወጣበት ጊዜ ህግ አውጪው አጠቃላይ የባንክ ቢዝነስን ቀልጣፋነት እና የገበያ ሁኔታ ከግምት ያስገባ በሚመስል ሁኔታ የባንኩን ጥቅም በቀላሉ፤ ቀልጣፋ እና ገበያውን በማይጎዳ ሁኔታ ለመፍታት ያደረገው ጥረት ነው። ከዚህ አንፃር በተዋዋይ ወገኖች መካከል የሚፈጠር አለመግባባትን ወይም የኪራይ ገንዘብ አለመክፈሉን በቀላሉና የፍርድ ቤት ውጣ ውረድ ውስጥ ሳይገባ ለመፍታት አንዲያስችል የተቀመጠው ድንጋጌ ተጠቃሽ ነው። በዚህ መሰረትም ካዝና ተከራይ

<sup>2</sup> ዝኒ ከማህ. አንቀፅ 920(3) ን ይመልከቱ።

<sup>3</sup> አንቀፅ 921



ኪራዩን በአግባቡ እና በመክፈያ ጊዜ በውሉ መሰረት መክፈል ያለበት መሆኑ የማያከራክር እና መሰረታዊ የውል መርህ መሆኑ ግርታን የሚፈጥር አይደለም። ነገር ግን በተለያዩ ምክንያቶች ተከራይ የካዝና ኪራዩን በወቅቱ መክፈል ባይችል ባንኩ ክፍያው እንዲፈፀምለት ደብዳቤ ልኮ (ሪከማንዴ ልኮ)<sup>4</sup> እስከ አንድ ወር ድረስ ክፍያውን መጠበቅ ያለበት ሲሆን፤ ክፍያው በአንድ ወር ጊዜ ውስጥ ካልተፈፀመ ግን ወደ ፍርድ ቤት መሄድ ሳያስፈልገው ውሉ ፈራሽ እንደሚሆን ህጉ ያስቀምጣል።<sup>5</sup>

በተለይ በእንግሊዝኛው የንግድ ህግ ቅጂ ላይ እንደተቀመጠው አንድ ወሩ ካለፈ በኋላ ባንኩ ውሉን የሚያፈርሰው እንደመብት ሌሎች ሁኔታዎችን ሳይጠብቅ ነው። ከዚህ በኋላ ግን ተከራይ ባንኩ በሚጠይቀው ቀንና ሰዓት ካዝናው ዘንድ ካልተገኘ ባንኩ ካዝናውን በእጁ በማድረግ በካዝናው ውስጥ ያሉትን እቃዎችም በተመለከተ ባንኩ ከፍርድ ቤት የአከፋፈቱን ሁኔታ የሚታዘብ ሰው እንዲመደብለት በማድረግ ካዝናውን በራሱ የሚከፍት ይሆናል።<sup>6</sup> ይህ ጉዳይም ተከራይ ሊያነሳ የሚችላቸውን ክርክሮች በቀላሉ ለመፍታት በማሰብ እና በዚህ ሁኔታም የካዝና ተከራይ ጥቅም እና ንብረቶች እንዳይጎዱ በጥንቃቄ ተዘርዝረው የሚያዙ ይሆናል። ይህ ሁኔታ ግን ያልተከፈለ ውዝፍ የካዝና ኪራይ ገንዘብን ከመጠየቅ ባንኩን አያግደውም። እንደውም በአብዛኛው የንግድ ባንኮች የካዝና ኪራይ ውል ስምምነት ከተከራዩ ጋር በሚፈራረሙበት ወቅት ውዝፍ ኪራይ ቢኖር ተከራይ ሊከፈል፤ መክፈል ካልቻለ ደግሞ በካዝና ውስጥ የሚገኙት ንብረቶች ተሸጠው ከሚገኘው ገንዘብ ውዝፍ ኪራዩን ለማስከፈል የሚያስችል ድንጋጌ በውሉ ውስጥ እንዲካተት ያደርጋሉ። በፍትሐብሔር ሕግ ቁጥር 1731(1)

መሰረት ይህ አከራይ እና ተከራይ የሚያደርጉት ውል እንደህግ የሚቆጠር በመሆኑ አስገዳጅነት እና ተፈጻሚነት ያለው ነው።

በተግባር ግን አብዛኞቹ ባንኮች ይህንን ስራ እንደዋና ስራቸው አድርገው የሚቆጥሩት አይመስልም። ይህ ሁኔታም በተለይ የካዝና ኪራይ ለህብረተሰቡ ሰፊ ግንዛቤ ያልተሰራበት የባንክ አገልግሎት መሆኑን ያሳያል። በተለይም ባንኮች ሌሎች እንቅስቃሴዎቻቸውን የሚያስተዋውቁትን ያክል የዚህን አገልግሎት በሰፊው እና በተመጣጠነ ሁኔታ እንኳን ሊያስተዋውቁ አይስተዋሉም።

ከዚህ በተጨማሪም የካዝና ኪራይ እንደ አንድ የባንክ ስራ እና ተግባር፤ በተግባር ያለ ቢሆንም፤ እየተስፋፋ ካለው የባንኮች ቅርንጫፎች አኳያ አገልግሎቱን ደንበኞች እንደ ልብ በእያንዳንዱ የባንክ ቅርንጫፍ በቀላሉ የሚያገኙት አገልግሎት አይደለም። በተለይም አብዛኞቹ የንግድ ባንኮች የካዝና ኪራይ የሚሰጡት በማዕከል ብቻ በመሆኑ ባንኮች ከዚህ አገልግሎት የሚያገኙትን ገቢ በአግባቡ መሰብሰብ የማያስችላቸው ሲሆን ደንበኞችም ቢሆኑ በዚህ አገልግሎት ለመገለገል ግንዛቤው ባለመኖሩ ምክንያት ይህንን ከፍተኛ ፋይዳ ያለውን የባንክ አገልግሎት በሰፊው እንዳይጠቀሙበት የሚያደርግ ሁኔታ መፈጠሩ አይቀሬ ጉዳይ ነው። በመሆኑም ይህ የባንክ አገልግሎት በተለይም እየሰፋ ካለው የባንክ ተገልጋዮች አንፃር በዋናነት ሊሰራበት የሚገባ እና ደንበኞችም ሆኑ ባንኮች ሊጠቀሙበት የሚችሉት አገልግሎት ነው።

ከህጉ አንፃርም በተለይም ህጉ ግልፅ በሆነ ሁኔታ አንድን ካዝና ተከራይ አንድ ግለሰብ ብቻ በማድረግ የወጣበት አግባብ በተለይም አንድን

4 ሪከመንዴ በእንግሊዝኛው ቅጂ ላይ የተመዘገበ ደብዳቤ (Registered Letter) ይለዋል።

5 ዝኒ ከማህ. አንቀፅ 923(1)

6 ዝኒ ከማህ.



ካዝና ከአንድ በላይ የሆኑ ተከራዮች በሚከራዩበት ጊዜ ያለውን ሁኔታ እና የህግ አግባብ ለመገንዘብ በሚያስችል መልኩ ማስተካከያዎች ሊደረጉበት ይገባል። በተጨማሪም የካዝና ተከራዩ ኪራዩን መክፈል በማይችል ጊዜ የተሰጠው የአንድ ወር ጊዜ አክራይ ባንክ ላይ ሊያመጣ የሚችለው ኪሳራ ከመኖሩም በላይ ያልተከፈለ ውዝፍ ክፍያን በተመለከተም በዚህ ህግ ላይ የራሱን መፍትሄ በያስቀምጥ አላግባብ የሚደርሱ ውጣ ውረዶችን መቀነስ ይቻላል።

## የካዝና ኪራይ ውል ከፎርማሊቲ አንጻር ሊይዛቸው ስለሚገቡ ነጥቦች

በፍትሐብሔር ሕግ ቁጥር 1678 ላይ በግልጽ እንደተመለከተው ማንኛውም በህግ ፊት የሚፀና ውል አራቱን መሰረታዊ የውል መመዘኛዎች (mandatory requirements) ማሟላት ይኖርበታል። እነዚህም የተዋዋይ ወገኖች የመዋዋል ችሎታ፣ የተዋዋይ ወገኖች ፈቃድ፣ የውሉ ዓላማ ወይም ጉዳይ ጸንቶ ባለ ህግ ያልተከለከለና በማህበረሰቡ ውስጥ ለመልካም ሥነ ምግባር ተቃራኒ ነው ተብሎ ያልተወሰደ፣ አፈጻጸሙ በተዋዋይ ወገኖች አቅም ተግባራዊ ሊሆን የሚችል እና በህግ አስገዳጅ ሲሆን ደግሞ የውሉ ይዘት ወይም አቀራረጽ ህጉ በሚያስቀምጠው ሥርዓት ማለትም በቃል ወይም በጽሁፍ ሊደረግ የሚችል መሆኑ ነው።<sup>7</sup>

የካዝና ኪራይ ውል እነዚህን አራቱን የህጉን መመዘኛዎች የሚያሟላ መሆን ይኖርበታል። የካዝና ኪራይ ውሉ አላማ ግልጽና ለአፈጻጸም አመቺ በሆነ መልኩ በውሉ ላይ ሊጠቀስ ይገባል። በተለይም ተዋዋይ ወገኖች በውሉ ውስጥ ሊኖራቸው የሚገባ መብትና ግዴታ በግልጽ ሊቀመጥ ይገባል። ይሁንና በአከራይ ባንኮች

በኩል ለካዝና ኪራይ ተብሎ የሚዘጋጀው ውል ግልጽና በማያሻማ መልኩ በቀላል አገላለጽ ከካዝና ኪራይ አገልግሎት ባህሪ አንጻር ተዋዋይ ወገኖች በውለታው አፈጻጸም ወቅት ስለሚኖራቸው መብትና ግዴታ የሚያስቀምጣቸው ድንጋጌዎች በተወሰነ መልኩ ግልጽነት ሲጎድላቸው ይስተዋላል። ስለዚህ የኪራይ ውሉ በሚዘጋጀበት ወቅት የአከራይ ባንክ እና የተከራይ ደንበኛው ኃላፊነት፣ ስለኪራይ ገንዘብ አከፋፈልና ክፍያው በሚዘገይበት ወቅት ስለሚኖረው ውጤት፣ ስለካዝናው አጠቃቀምና የቁልፎቹ አያያዝ፣ የኪራይ ውሉ ስለሚቋረጥባቸው ሁኔታዎችና ውጤት፣ ተዋዋይ ወገኖች (አከራይና ተከራይ) በውሉ መሰረት ስለሚኖራቸው የኃላፊነት መጠን እንዲሁም ተከራይ በውሉ መሰረት ግዴታውን መወጣት ባይችል ስለሚኖረው ውጤት በውለታ ሰነዱ ላይ በግልጽ መጠቀስ ይኖርበታል።

ምንም እንኳ ውሉ የግድ በጽሁፍ እንዲደረግ የሚያስገድድ የህግ ድንጋጌ ባይኖርም የካዝና ኪራይ ውል ጥንቃቄ የሚፈልገው እና በተዋዋይ ወገኖች መካከል የሚኖረው ግንኙነት ለረጅም ጊዜ ሊቆይ የሚችል በመሆኑ የውል ስምምነቱ ይዘት በጽሁፍ መሆን ይኖርበታል። በዚህ ረገድ በባንኮች በኩል ያለው አሰራር ክፍተት የለበትም። በተለይም ከፍትሐብሔር ሕግ ቁጥር 1725 እና 1726 ጣምራ ንባብ መገንዘብ የሚቻለው የካዝና ኪራይ ውል በተዋዋይ ወገኖች መካከል ለረጅም ጊዜ ጸንቶ ሊቆይ የሚችል በመሆኑ እንዲሁም አሁን ባለው የተለመደ የባንክ አሰራር ውስጥ የካዝና ኪራይ አገልግሎት የሚሰጠው በጽሁፍ የተዘጋጀ ውለታ ደንበኛው እንዲፈርም በማድረግ በመሆኑ የካዝና ኪራይ ውል ይዘት ወይም ውሉ መደረግ ያለበት በቃል ሳይሆን በጽሁፍ መሆን ይኖርበታል። ከዚህ በተጨማሪም ከመንግስት ተቋማት ጋር የሚደረጉ ውሎች የግድ በፅሁፍ

<sup>7</sup> የፍትሐብሔር ሕግ ቁጥር 1678ን ይመልከቱ።



እንዲሆኑ ህጉ ስለሚያስገድድ በተለይም አብዛኞቹ ባንኮች የግል ተቋማት ቢሆኑም የመንግስት የሆኑትን ባንኮች በተመለከተ ግን ምንም አይነት የፎርም ጥያቄ የማያስነሳ ስለሆነ<sup>8</sup> እና የግል ባንኮችንም ቢሆን ባብዛኛው ከነዚህ ተቋማት ጋር የሚደረግ ማንኛውም ውል በፅሁፍ እንዲሆን የተፈለገበት ዋናው የህጉ አላማ ከነዚህ ባንኮች ውስጥ ያሉ ግለሰቦች ከጊዜ ጊዜ የሚቀያየሩ በመሆናቸው እና ውሎቹን ለተተኪዎቹ ለማቆየት ከማሰብ የተነሳ መሆኑ ከግምት ሊገባ ውሉ በፅሁፍ መሆኑ የህግ ድጋፍ ያለው ጉዳይ ነው። በአጠቃላይ የካዝና ኪራይ ውሉ ከላይ የተጠቀሱትን ባከተተ ሁኔታ የሚዘጋጅ እና በተዋዋይ ወገኖች የሚፈረም በሚሆንበት ጊዜ የኪራይ ውሉን በአግባቡ ከማስተዳደር አንጻር ለአከራይ ባንክ ምቹ ሁኔታ ይፈጥራል።

### በካዝና ውስጥ ያሉ እቃዎችን በተመለከተ በፍ/ቤቶች ስለሚሰጡ ልዩ ልዩ ትእዛዞችና አፈጻጸም

በካዝና ውስጥ ካሉ ንብረቶች ጋር በተገናኘ ባንኮች እንዲፈጽሙ በሚል በፍርድ ቤቶች የተለያዩ ትእዛዞች ይሰጣሉ። በፍ/ቤቶች ከሚሰጡ ትእዛዞች ውስጥ በተለይም ባንኩ በአከራየው ካዝና ውስጥ ምን ያክል ግራም ወርቅ ፣ የጌጣጌጦች ዓይነትና ብዛት እንዲሁም ሰነድ እንደሚገኝ ባንኩ በዝርዝር እንዲያሳውቅ የሚሉ ትእዛዞች ይዘወተራሉ። ይህ በባንኩ እና በካዝና ተከራይ መካከል ያለውን የኪራይ ውል ባህሪ ካለመረዳት ወይም በንግድ ህጉ ቁጥር 919 ላይ የተመለከተውን የካዝና ኪራይ ውል አላማ ካለመገንዘብ የተነሳ ሊሆን ይችላል። በዚህ ድንጋጌ መሰረት ባንኩ ካዝናውን በኪራይ መልክ ለተከራይ ከማስተላለፍ በዘለለ ውስጡ ስለሚቀመጠው የተከራይ ንብረት ወይም ዕቃ ሊያውቅ የሚችልበት አሰራርም ሆነ የህግ

አግባብ የለም። በካዝናው ውስጥ ስለተቀመጠው ንብረት ዓይነትና ብዛት ትክክለኛው መረጃ እና እውቀቱ ሊኖረው የሚችለው ንብረቱን/ዕቃውን ያስቀመጠው ተከራይ ደንበኛ ብቻ ነው። ለዚህም ነው በንግድ ህግ ቁጥር 920 መሰረት ባንኩ ስለካዝናዎች መልካም ሁኔታና ጥበቃ አስፈላጊውን ጥንቃቄ ከማድረግ እንዲሁም የካዝናዎቹን አጠባበቅ/ደህንነት የሚያስጋ ማናቸውም አደጋ የሚያደርስ ከሆነ ተከራዮች ካዝናውን ባዶ እንዲያደርጉ ወይም ንብረታቸውን እንዲወስዱ ከማሳወቅ በቀር በካዝና ውስጥ ስለሚገኙት ንብረቶች ኃላፊነት የሌለበት። ስለዚህ ፍርድ ቤቶች በካዝና ውስጥ ያለው ንብረት መጠን እና ዓይነት ይገለጽ በማለት የሚሰጡት ትእዛዝ ከላይ የተጠቀሰውን የአከራይ ባንክ ግዴታን እና የካዝና ኪራይ ውል ባህሪን ያገናዘበ ሊሆን ይገባል።

በአጠቃላይ የውርስ ሃብት በሚጣራበት ወቅት፣ በፍቺ ወቅት የባልና ሚስት ንብረት በሚጣራበት ጊዜ ወይም በተለያዩ ምክንያት በፍርድ ቤት የአንድ ግለሰብ ንብረት እንዲጣራ በሚል ትእዛዝ በሚሰጥበት ወቅት አከራይ ባንኩ በፍርድ ቤቱ ትእዛዝ ላይ ስሙ በተጠቀሰው ግለሰብ ስም ካዝና የሚገኝ መሆኑን የካዝናውን ቁጥር በመጥቀስ ከማሳወቅ በዘለለ በውስጡ ስለሚገኘው ንብረት ለፍርድ ቤቱ ሊያሳውቅ የሚችልበት የህግ አግባብ የለም። ስለዚህ መሰል የፍርድ ቤት ትእዛዝ ካዝናው ለሚገኝበት አንድ የባንኩ ቅርንጫፍ የሚደርስ ከሆነ ከላይ በጠቀስነው መሰረት በግለሰቡ ስም ካዝና የሚገኝ ከሆነ ቁጥሩን በመግለጽ የማሳወቅ ኃላፊነት ብቻ ይኖርበታል። ምክንያቱም ካዝናውን የመክፈት መብት ያለው ብቸኛ ሰው ተከራዩ ስለሆነ ነው። ሆኖም ተከራይ ሊገኝ ባለመቻሉ ፍርድ ቤት በካዝናው ውስጥ ያለው ንብረት የግድ መጠኑ እና ዓይነቱ እንዲገለጽለት የሚያስገድድ ከሆነ በንግድ ህግ ቁጥር 923(2)<sup>9</sup> ላይ የተመለከተውን አሰራር

<sup>8</sup> የኢትዮጵያ የፍትሕብሄር ህግ አንቀፅ 1724 ን ይመልከቱ።



መከተል ተገቢ ይሆናል። በዚህ ድንጋጌ መሰረት ካዘናው ከፍርድ ቤት የተወከለ ሰው ፊት በግድ እንዲከፈት ተደርጎ በውስጡ ያለው ንብረት ዝርዝር (descriptive report) በዚህ በፍርድ ቤት በተወከለው ሰው እንዲያዝ ተደርጎ ለፍርድ ቤቱ ማሳወቅና ትእዛዙን ተፈጻሚ ማድረግ ይቻላል። ከዚህ ጋር ተያይዞ ሊነሳ የሚገባው ነጥብ ካዘናው በኃይል በሚከፈትበት ጊዜ ሊኖር የሚችል ወጪ ሁሉ ባንኩን አይመለከተውም። ካዘናው በኃይል ተሰብሮ እንዲከፈት ያደረገው ግለሰብ ወጪውን በሙሉ የመሸፈን ግዴታ ይኖርበታል።

በሌላ በኩል በካዘናው ውስጥ ንብረት መኖሩ ተረጋግጦ በግለሰቡ ወጪ እንዳይደረግ ይታገድ የሚሉ ትእዛዞች በተለያዩ ጊዜ በፍርድ ቤቶች ሲሰጡ ይስተዋላሉ። በዚህ ወቅት ትእዛዙ የደረሰው የባንኩ ቅርንጫፍ ሊፈጽም የሚገባው ተግባር በፍርድ ቤቱ ትእዛዝ ላይ በተጠቀሰው ግለሰብ ስም የተከራየ ካዘና መኖሩን በማረጋገጥ ግለሰቡ ካዘናውን እንዳይከፍት ወይም ወደካዘናው ቦታ እንዳይገባ መከልከል ነው። ምክንያቱም ከካዘና ኪራይ ውል ባህሪ አንጻር ባንኩ ካዘናውን ሊከፍት ስለማይችል ነው። እንደ አከራይ ባንክ ሊያደርግ የሚችለው በንግድ ህግ ቁጥር 921(1) ላይ ያለውን የተከራዩን ወደ ካዘናው ቦታ የመግባት መብት መገደብ ነው።

በባንኩ ዘንድ የሚገኘው ካዘና እንደማንኛውም ንብረት የፍትሐብሔር ሥነ ሥርዓት ህጉ በሚፈቅደው መሰረት ሊከበር ወይም በፍርድ ቤት ለተሰጠ ውሳኔ ማስፈጸሚያነት ሊውል እንደሚችል የንግድ ህግ ቁጥር 924 ይደነግጋል። ስለዚህ በፍርድ ቤቶች ከካዘናው ጋር በተገናኘ የሚሰጥ ትእዛዝ ወይም ውሳኔ አፈጻጸም ከላይ በተጠቀሰው መሰረት ይሆናል ማለት ነው።

## ማጠቃለያ

በአሁኑ ወቅት የባንኮች እንቅስቃሴ እና ስራ በፍጥነት እና በከፍተኛ ሁኔታ እየጨመረ ይገኛል። ባንኮች ከመመስረታቸው ጀምሮ ባጠቃላይ የተለያዩ የባንክ እንቅስቃሴዎችን ያከናውናሉ። እነዚህ እንቅስቃሴዎችም በተለያዩ ህጎች ሽፋን ያላቸው ሲሆኑ ህጎቹ በትክክለኛ መንገድ ተግባር ላይ ከዋሉ የባንክ ኢንዱስትሪውን በተጠና እና በተቀላጠፈ መንገድ ለማስኬድ እና ለማሳደግ ሁነኛ መንገድ ናቸው። አንዳንድ የባንክ አሰራሮች ከህጉ ይልቅ በተግባር የሚካሄዱ የዘልማድ አሰራሮች የባንኩን ኢንዱስትሪ የሚጎዱ ናቸው።

የካዘና ኪራይ በኢትዮጵያ የንግድ ህግ ውስጥ በህግ በተደነገጉ ድንጋጌዎች የሚመራ የባንክ አገልግሎት ነው። ነገር ግን በተለያዩ አጋጣሚዎች የካዘና ኪራይን እንደ ዋነኛ የባንክ አገልግሎት ያለማየት አዝማሚያ በባንኮች አካባቢ የሚታይ ሲሆን ህጉ ያስቀመጣቸው አንዳንድ የህጉ አንቀጾችም በተሻለ ሁኔታ መሻሻል ያለባቸው ሲሆን በተግባር ግን በተለይም በጣም በረጅም ጊዜ ውል የተደረጉ የካዘና ኪራይ ውሎች ከህጉ አንፃር ክፍተት ያለባቸው ሆነው ይታያሉ።

ባጠቃላይ ይህን በህጉ ልዩ ትኩረት ተሰጥቶት የተቀመጠ የባንክ አገልግሎት በዘመናዊ መልኩ እና ለደንበኞች ተደራሽ በሆነ መልኩ የማቅረብ እና ከፍተኛ የሆነ የማስተዋወቅ ስራ መስራት ያስፈልጋል። ከህግ አንፃርም ቢሆን የሚዘጋጁ የካዘና ኪራይ ውሎች ደረጃቸውን የጠበቁ እና ህጉ የሚያስቀምጣቸውን የባንኩን መብት ያስከበሩ መሆናቸውን ማረጋገጥ ከህግ ባለሙያዎች የሚጠበቅ ግዴታ ይሆናል።

<sup>9</sup> የኢትዮጵያ ንግድ ህግ አንቀጽ 923(2) ይመልከቱ።



# POINT OF VIEW



## GIVE ME THE MIRROR

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What reasons are there to crave for an encounter with the mirror? Everyone already knows full well about the mirror and its job. Without undue mist and taint – love, hate, or prejudice – it reflects what is shown to it. Incapable of lies, it does not willingly disfigure; nor does it beautify the grossly maladroit. It only pictures rather than propose. The mirror is a faithful servant. Once the mirror reflects, it is impossible to flop. Some may have learnt that

lesson with a price; reaping shame for flouting the mirror. But, the mirror sometimes is totally dumb. Mostly made of glass, it is oblivious of its fragility and therefore foolishly stubborn, proud and fearless. Bold and bereft of subtlety, it cherishes talking eye-to-eye, point-blank unrelenting even in the face of danger. Notwithstanding its annoyingly intrusive cry for action, the mirror is never found lifting a finger in aid. Are those reason enough to avoid the mirror?

Certainly, there must be a few mirrors in corporate corridors and boardrooms. Intuition dictates that reaching out to one should not be too much of a hurdle. On the contrary though, ubiquity of managers, leaders and dignitaries mutually emboldened with stained suits, disfigured faces and wardrobe malfunction is a disturbing drama to watch. Where have all the mirrors gone? How did we gain the valor for public display of our contemptible selves ditching mirrors?

An example of sorts will help understand our collective ostracism towards mirrors. The oft quoted article by "The Economist" on lessons from Enron scandal (February 7, 2002) outlined how the tentacles of the outlandish orgy of corporate culpability, or at least the investigations, spanned from political patronage to bankers indiscretion and particularly collusion of auditors. The result, more or less, was a joint demise.



Another one, the setting up of China Food and Drug Administration (CFDA) in March 2013 led "Forbes" Magazine to revisit (July 26, 2014) the most prominent food safety scandal in China six years back. A baby milk formula by the Sanlu Group had melamine, an industrial waste chemical, deliberately added to baby milk leading to morbidity of 300,000 children (kidney stones) with six fatalities. Apparently, it was only a tip of the iceberg; the chemical was routinely added by many manufacturers. Notwithstanding the fact that regulations did not catch up to industrial expansion, greedy company managers chose to remove the mirror from each other's boardroom only to sustain a domino effect of mergers, acquisitions and flooding of foreign companies and an unfortunate blow to the fledgling domestic dairy industry.

Of course, the mirror implied here, at its most basic level, is the humility to face criticism. It is not about policing but a process of mutual exhortation. Leadership, particularly combined with the heights of hierarchy, is a rather lonely journey. Very few people get the audacity to talk to leaders placed higher in the structure of an organization or system. More troubling however is that very few such leaders have the courage to listen, let alone summon the mirror. In contemporary business and organizational leadership arena, asking for the mirror is tantamount to inviting trouble. Several leaders failed in the scale of fetching the mirror and mounting it in a rightful place. And this precisely is disconcerting, alarming.

Let's look at a few reactions of leaders when facing mirrors that betray the deeper reasons why people might shun the mirror. First, there are those who carry an inordinate sense of self-worth. Oftentimes, such leaders find their confidence is tarnished by the slightest of intrusions. Well meaning, they probe, both the intent and person of the mirror, reading too much between the lines. Alas; in the stark, loose-loose choice of self-blame versus bashing mirrors, instincts take over and failure to see constructive outcomes generally reigns.

Others are more systematic and bring their heads

into play. They buy into what the mirror says, outright. They accept that not all criticism is about the leadership; but a blemish, on any part of the organization is not something to tolerate. Zealous, they indulge in cycles of improvement – process re-engineering, organizational change, visioning exercise and plethora of initiatives that trickle into a hurricane, destabilizing everyone. For such leaders, blind spots are detected in processes, not in persons. 'Analysis' becomes the king. If 'analysis' finds any of the people blind, then, even people are equally candidates of re-engineering as the processes.

While too much of a parallel between people and processes is a concern, the lack of analysis by some other leaders is even more damning. Such have the penchant to knock the head out if the mirror reveals stain in the forehead. They 'throw out the baby with the bath water' as the traditional saying goes. The response may not be because they are shallow. In fact, the reason is the 'goal.' Driven by achievement, such leaders tend to get the goal at all costs. Eventually, 'at all costs' becomes a self-fulfilling prophecy. Isn't the number of leaders who cost organizations everything and all a sight to behold?

Yet others take their emotions out of the situation and focus on the grime revealed by the mirror. Deliberations start, mostly by externalizing leaders. Several facets of the blot are drawn and laid bare. By 'taking the bull by the horn,' they save face by defacing others, multiplying hornless bulls. The bulls maintain their head, but cannot keep it high, for a moment. Working with downtrodden, languishing bulls becomes a drag on organizational effectiveness. The greater danger is when the bulls later grow back their horns.

However, none of the above leaders are as sinister in their motives as the last breed we turn to considering. These shun mirrors because the latter constantly remind that the taint present outside actually oozes out of the filth inside. They summon support from the above type of leaders to expel mirrors from their way; in fact, from everywhere. Their motive is



decidedly self-serving. For such wayward leaders, compromising dignity is an 'honorable' way to riches, power and wisdom.

One wonders whether such a breed is a lost tribe in leadership. Leaders abusing their position of power are a real pain. What would we say or feel about leaders selling their souls and humanity to gain money, power and position? Certainly, an expedition

acting tough on themselves or anyone. The humility of facing a different point of view is what sets aside successful people from the rest.

Humility includes the boldness to accept that our best of intents can sometimes go astray and the courage to acknowledge that success can be bred in the womb of failure. More importantly, humility does not jump and bark on the mirror but seeks its cooperation to



to discover such a lost tribe is not the call of this piece. Rather, let's halt by urging the tribe members themselves to discover what is left of their worth. We must warn though. Dignity is cheap when selling but punitively high in price when buying back. Good luck in redeeming.

In closing, a word or so to the rest of leaders who might have inadvertently displaced the mirror from their presence. Criticisms, even if negative, can be used constructively by avoiding too much of empathy, analysis or rushing to action. What precludes leaders from capitalizing on the opportunity is a trait that is in short supply, humility; what we call here ditching the mirror. Leaders do not have to prove anything by

reveal taints every time they appear. It halts the self-indulgence that is chewing away relationships and the all-important critics.

It is not the duty of the mirror to clear the dust; it is the duty of the bearer instead. However, humble people courageously acknowledge the role of the mirror. It goes without saying that they share the credit, wealth and power with those who helped lift organizations together. They understand that gratefulness is the road to greatness. Covering the taints up is what dwarfs our reach. 'You won't make it if you fake it' to use the words Bill George employed in a recent (December 8, 2015) issue of the "Harvard Business Review".





## ሰው ሲያቅድ...

(አጭር ልቦለድ)

አንተነህ ይግዛው

ጳጉሜ ተጋመሰች::

ጋዜጠኛው በረጅሙ ተንፍሶ ሰዓቱን ተመለከተ -  
5:53 ይላል::

“ሜሎዲ ካፌ በረንዳ ላይ እንገናኝ” ብሎ የቀጠረው፤ ታዋቂው ድምጻዊ ኪሩቤል ወርቁ ከግማሽ ሰዓት በላይ ዘግይቷል:: “ቃል” የሚል አዲስ አልበሙን ሊለቅ የተዘጋጀው ድምጻዊ ኪሩቤል፤ ለጋዜጠኛው የገባውን ቃል ሳያፈርስ አልቀረም:: ከአሁን አሁን ይመጣል እያለ፤ አሻግሮ መንገዱን ሲያማትር የቆየው ጋዜጠኛው፤ ተስፋ ወደመቁረጡ ተቃርቧል::

ትናንት ምሽት ለኪሩቤል ደውሎለት ነበር:: አዲሱን አመት በማስመልከት ለህትመት በሚበቃው የጋዜጣው ልዩ ዕትም ላይ ሊሰራው ስላቀደው ነገር አወያይቶት ነበር:: በጋዜጣው ላይ የመልካም ምኞት መግለጫ እና የአዲስ አመት ዕቅዳቸውን እንዲያስተላልፉ ከመረጣቸው ታዋቂ ግለሰቦች አንዱ እንደሆነ ነግሮት ነበር:: ኪሩቤልም ግብዣውን በደስታ ተቀብሎ፤ ሜሎዲ ካፌ እንገናኝ ብሎ ቀጥሮት ነበር - አልመጣም እንጂ::

ጋዜጠኛው ሲያመነታ ቆይቶ፤ ምነው ዘገየህ ሊለው ወደ ኪሩቤል ደወለ::

ኪሩቤል ቁርጡን ነገረው::

“ሶሪ ፍሬንድ!... የአልበሜ ጉዳይ ቢዚ ስላደረገኝ መምጣት አልቻልኩም!... ሌላ ጊዜ ብናደርገውስ?...” አለው::

“ጥ... ጥሩ!...” አለ ጋዜጠኛው ንዴቱን ለመሸሸግ እየሞከረ::

ጋዜጠኛው ተናደደ::

ጋዜጣው ማተሚያ ቤት ሊገባ ሁለት ቀናት ብቻ እንደቀሩትና፤ ጉዳዩ አስቸኳይ እንደሆነ ነግሮት ነበር:: እሱ ግን፤ ቃለ-መጠይቁን ሌላ ጊዜ እናድርገው የሚል የጅል ጥያቄ ጠየቀው::

የአዲስ አመት መልካም ምኞቱን እንዲያስተላልፍና ዕቅዱን እንዲገልጽ የቀረበለትን ግብዣ፤ ለሌላ ጊዜ ቢሆንስ ብሎ ማራዘም ምን ማለት ነው?...

ይህቺኛዋ ጳጉሜ ሄዳ፤ ሌላ ጳጉሜ ስትመጣ እንገናኝ ማለት አይደለምን?...

አንድ አመት ሙሉ ታገሰኝ ማለት አይደለምን?...

ስልኩን ዘግቶ በንዴት ተነፈሰ::

ከቢሯቸው ክብብ ቡና ዋጋ ሶስት እጥፍ ዋጋ የተቆረጠለትን፤ በይሉኝታ ተጠፍንጎ ያለ ዕቅዱ አዝዞት ፈጥኖ የቀረበለትን፤ የቅንጡዎችን የሜሎዲ ካፌ ቡና በንዴት ጨለጠው::

መረረው::

ውሃ ሊጠይቅ ወደ አስተናጋጇ ዞር ሲል፤ አይኖቹ ጥግ ላይ የተቀመጠ ሰው ላይ አረፉ:: ጥቁር ማኪያቶ በጉማማ ጭስ የሚያወራርደውን ሰው በጥርጣሬ አየው:: የሆነ ቦታ እንደሚያውቀው እርግጠኛ ነው:: የት እንደሚያውቀው ለማስታወስ ሞከረ::

ጋዜጠኛው ተሳካለት::



ሲጋራውን እየማገ አቀርቅሮ ሲያነብ የሚያየው ይህ ሰው ጆኒ ነው። በአጋጣሚው ተገረመ። አምና በዚህ ወቅት ተገናኝተው ነበር። መገናኘታቸው ብቻም አይደለም ጋዜጠኛውን የገረመው። የተገናኙት ለተመሳሳይ ጉዳይ መሆኑ ጭምር እንጂ።

ጆኒ ታዋቂ ሰዓሊ ነው። አምና በዚህ ወቅት የአዲስ አመት መልካም ምኞቱን እንዲያስተላልፍና የአዲስ አመት ዕቅዱን እንዲገልጽ ጠይቆት፤ በፈቃደኝነት አጭር ቃለ መጠይቅ አድርገው ነበር። ቃለመጠይቁም በጋዜጣው የአዲስ አመት ልዩ ዕትም ላይ ለንባብ በቅቶ ነበር።

“ለምን ዘንድሮም አልጠይቀውም?...” ሲል አሰበ ጋዜጠኛው።

ሃሳቡን መላልሶ አጤነው። ከሩቤል ቀጠሮውን ስለሰረዘ፤ ሌላ ታዋቂ ሰው ከመጠየቅ ወደኋላ ሊል አይገባውም። ጆኒም ከከሩቤል ያልተናነሰ ዝነኛ ሰው ነው። ከሩቤል ያልመለሰውን ጥያቄ፤ ወደ ጆኒ ሊያዞረው ይችላል።

እርግጥ አምና በዚህ ወቅት፤ መልካም ምኞቱንና የአዲስ አመት እቅዱን ጠይቆት፤ ፈቅዶ በዝርዝር ነግሮት ነበር። ካልጠፋ ታዋቂ ሰው፤ ዘንድሮም እሱን መጠየቅ አግባብነት ላይኖረው ይችላል። ቢሆንም ከጊዜው መጣበብ አንጻር፤ ሌላ ታዋቂ ሰው ከሚፈልግ፤ ከፊቱ ያገኘውን ጆኒን ቢጠይቀው ምንም አይደለም።

ጋዜጠኛው ፈራ ተባ እያለ ወደ ጆኒ አመራ።

“አስታወስክኝ?...” እጁን ለሰላምታ እየዘረጋ ጠየቀው።

“ኖ!... አ... አይ ሚን...” ጆኒ እላቂ ሲጋራውን መኮስተሪያው ላይ እየደፈጠጠ፤ ግራ በመጋባት አንጋጠ እያየ መለሰለት።

“አክቼዋለ ረጅም ጊዜ ሆኖናል!” ፈገግ እንዳለ ጨበጠው።

“ይ... ይሆናል...” አሁንም ግራ ተጋብቷል ጆኒ።

“መቀመጥ ይቻላል?...” ወደ ባዶው ወንበር ጠቆመ።

“አፍኮርስ!” እንዲቀመጥ ጋበዘው።

“የሚገርም አጋጣሚ ነው!... ምናልባት ካልረሳህ አምና በዚህ ወቅት...” ብሎ ጀመረና የእውቂያቸውን ሰበብ መተረክ ቀጠለ።

“ኢትዝ አሜዚንግ!... በጣም ተሰውጠሃል!... ጋዜጠኝነት ተስማምቶሃል ማለት ነው?...” ጆኒ ተገርሞ ጠየቀው።

ሲያወሩ ቆዩ።

“በጣም ይቅርታ ግን!... አጋጣሚውን ለመጠቀም ብዬ ነው... አንድ ሁለት ሶስት አንቀጽ አጠር አድርገህ መልካም ምኞትክንና የአዲስ አመት ዕቅድክን ከነገርክኝ በቂ ነው!...” በስተመጨረሻ ጋዜጠኛው እያግባባ ጠየቀው።

ጆኒ አመነታ። ባለፈው አመት መናገሩን በማስታወስ፤ የዘንድሮው መደጋገም ይሆናል ሲል አስተባበለ።

ጋዜጠኛው አልተረታም። ያለፈው አመት አምና ማለፉን ጠቅሶ፤ ለዘንድሮው ደግሞ ቢሰጥ ችግር እንደሌለው ተናገረ።

ጆኒ አሳበበ። ስለአዲሱ አመት የሚያወራበት ጥሩ ሙድ ላይ አለመሆኑን አዲስ ሲጋራ እየለኮሰ ገለጸ።

ጋዜጠኛው እንደዋዛ የጆኒን ሲጋራ አያት። ከሲጋራዋ ጭስ ውስጥ አዲስ መላ እየተጥመለመለ ሲወጣ ታየው። ደስ አለው።

“አሪፍ አይዲያ መጣልኝ!... ስለአዲሱ አመት ለመናገር ጥሩ ሙድ ላይ ካልሆንክ፤ ለምን ስለአሮጌው አመት አናወራም?...” አለው በደስታ ተውጦ።

“ማ... ማለት?...” ሰዓሊው ግራ ተጋብቶ መልሶ ጠየቀው።

ጋዜጠኛው ፈጥኖ አልመለሰም።

እንዴትስ ፈጥኖ ሊመልስ ይችላል?...

አሪፍ ያለው ድንገተኛ ሃሳቡ፤ ከለኮስከው ሲጋራ ላይ ብልጭ ያለ ነው ብሎ ይንገረው?...

“አምና በዚህ ሰዓት ስጠይቅህ እኮ፤ በአዲሱ አመት ሲጋራ የማቆም እቅድ እንዳለህ ነግረኸኝ ነበር!?... አልተውክም እንዴ?...” ብሎ ያስቀይመው?...

በፍጹም!...

ተለሳልሶ ጠየቀው።

“ለምን ካለፈው አመት እቅድህ ምን ያህሉን እንዳሳካህ ጠይቄህ ጋዜጣችን ላይ አናወጣውም?...”

ጆኒ ከጭሱ ጋር እየተጫወተ ዝም አለ።



“አይሻልም?...” በልመና ድምጽ ጠየቀው፡፡

“አሪፍ ሃሳብ ነበር... ግን... ሰዓት የለኝም...” ታዋቂው ሰዓሊ ሰብብ ፈጠረ፡፡

“አታሰብ!... እኔም ከኤዲተሬ ጋር ቀጠሮ ስላለብኝ፤ ብዙ ሰዓት አልፈጅም!” አለና ምላሹን ሳይጠብቅ መቅረጹ-ድምጹን ከኪሱ አውጥቶ አፉ ስር ለገታት፡፡

ቃለ-መጠይቁ ተጀመረ፡፡

“ታዋቂው ሰዓሊ የሃንስ ታዬ... ያለፈው አመት ላንተ እንዴት ነበር?”

“አ... አሪፍ ነበር!”

“ለአመቱ ከያዝካቸው እቅዶችህ ምን ያህልን አሳካህ?”

“ብዙዎቹን ያሳካሁ ይመስለኛል!... ለመዘርዘር ትንሽ ያስቸግራል...”

“ለምሳሌ ባለፈው አመት በዚህ ወቅት ስጠይቅህ፤ አገር አቀፍ የስእል ኤግዚቢሽን የማዘጋጀት እቅድ እንደነበረህ ገልጸህልኝ ነበር፡፡ ተሳካልህ?”

“ምን ይሳካል!?... በኤግዚቢሽኑ ላይ የማቀርባቸውን ስዕሎቹን አዘጋጅቼ ጨርሼ፤ አዳራሽ አልፈቅድልኝ ብለው ሳላቀርብ ቀረሁ!... ከእኔ የሚጠበቀውን ሁሉ በእቅዴ መሰረት አከናውኜ ብጨርስም፤ በቢሮክራሲ ሳቢያ እቅዴ ሳይሳካ ቀርቷል!... እውነቱን ነው የምልህ!... ጥበብ በቢሮክራሲ ገመድ እየታነቀች ስትቃትት የምትኖርበት አገር ውስጥ ነው ያለነው!... ያሳዝናል!... እኛ አገር ጠቢብን እና ሚስጥር ኪስን ከጉዳይ የሚጥፋቸው ሰው የለም!” አለና ከደረት ኪሱ የመዘዛትን ሌላ ሲጋራ ለኮሳት፡፡

ጋዜጠኛው ከሲጋራዋ ውስጥ ሌላ ጥያቄ መዘዘ፡፡

“ሌላው ዕቅድህ ደግሞ፤ በአዲሱ አመት ሲጋራ ማቆም ነበር... እሱስ?”

“በየት በኩል አቆማለሁ!?... እስኪ አንተን ልጠይቅህ?... ትልቅ ተስፋ ያደረግህበት፤ ሌት ከቀን የደከምክበት፤ ለወራት የለፋህበት ኤግዚቢሽን በቢሮክራሲ ሳቢያ ተሰናክሎ ሲቀር፤ ሲጋራ ይቅርና ሱረት አታጨስም?”

“እሱስ እውነትክን ነው!... ሌላው ደግሞ... ባለፈው አመት ስጠይቅህ... በአዲሱ አመት ከእጮኛህ ጋር ትዳር መስርተህ አዲስ ህይወት የመጀመር እቅድ

እንዳለህ ነግረኸኝ ነበር...”

“ማን?... እኔ?...” ሰዓሊው ደንገጥ ብሎ አቋረጠው፡፡

“አ... አዎ!... ት... ትዝ ይልህ እንደሆን... በህዳር አካባቢ ወደ እጮኛህ ቤተሰቦች ሽማግሌ ለመላክና...”

“አ!... እሱን ነው እንዴ?... እሱማ ምን ሆነ መሰለህ... እጮኛዬ አንተ ያደረግክልኝን ቃለ-መጠይቅ ከጋዜጣችሁ ላይ አንብባ በነጋታው እሳት ለብሳ እሳት ጎርሳ መጣችና፤ ጥንብ እርኩሴን አውጥታ አትሰድበኝ መሰለህ?!...”

“ለ... ለምን?... ”

“ካስታወስክ... ቃለ መጠይቁ መጨረሻ ላይ... ‘ለመላው የኢትዮጵያ ህዝብ መልካም አዲስ አመት እመኛለሁ’ ብዬ አልነበር?... እሱን አንብባልህ... ‘እኔ ሜላት ከዘጠና ምናምን ሚሊዮን ህዝብ ጋር ተደባልቄ መላው የምባል ተራ ሰው አይደለሁም!... ስሜን ጠርተህ ሃገረ ኒው ይር ብትለኝ ምን ይጎድልብሃል!?...’ ብላ ሰድባኝ በቆምኩበት ጥላኝ ሄደች!... ከዚያች ቀን ጀምሮ አይቻት አላውቅም!” አለና ሲጋራውን አጥብቆ መጠጣት፡፡

ጋዜጠኛው በግዜታ አናቱን ወዘወዘና ወደ ሌላ ጥያቄ ተሻገረ፡፡

“እሺ ታዋቂው ሰዓሊ የሃንስ ታዬ... ሌላው ደግሞ... ‘አዲሱ አመት ያስቀየምኳቸውን ሰዎች ይቅርታ የምጠይቅበት የይቅርታ አመት ይሆናል’ ብለኸኝ ነበር...”

ሰዓሊው ፈገግ ብሎ ጣልቃ ገባ፡፡

“አይደል?... ” ሃፍረት ነገር ተሰምቶታል፡፡

“እንዴት ነው ታዲያ?... ምን ያህል ያስቀየምኳቸውን ሰዎች ይቅርታ ጠየቅክ?... ” ፈገግ ብሎ ጠየቀው፡፡

“በእውነቱ እንደዛ ያልኩት እንኳን፤ ሌሎች ሰዎች ሲሉ ስለሰማሁ ብቻ ነበር!... የምሬን ነው የምልህ!... እኔ በተፈጥሮ ሰው ማስቀየም አልወድም፡፡ ያስቀየምኩት ሰው የለም!... ምናልባት ቅድም ትታኝ ሄደች ያልኩህን እጮኛዬን ካገኘኋት፤ ይቅርታ እጠይቃለሁ፡፡ ዛሬ እዚህ ካፌ የመጣሁት ራሱ፤ ምናልባት ባገኛት ብዬ ነው...” አቀርቅሮ የማኪያቶ ሲኒውን ማሽከርከር ቀጠለ፡፡

ጋዜጠኛው ያለፈውን አመት ቃለመጠይቅ ለማስታወስ እየሞከረ ሌላ ጥያቄ ሰነዘረ፡፡



“ሌላው ደግሞ... ‘በአዲሱ አመት የተቸገሩትን ለመርዳት ዕቅድ አለኝ ብለኸኝ ነበር። ይሄኛው ዕቅድህስ ተሳካ?...”

ሰዓሊው ረጅም የመደነቅ ሳቅ ሳቀ።

“አቦ እናንተ ጋዜጠኞች ደግሞ!... ለጨዋታ ያህል ያልኩህን ሁሉ ጽፈኸዋል እንዴ?...”

ጋዜጠኛው ለሰዓሊው ጥያቄ የፈገግታ መልስ ሰጠና ወደ ሌላ ጥያቄ ተሻገረ።

“አ... ሌላም ነገር አስታወስኩ... ትዝ ይለኛል... ‘በአዲሱ አመት ላሊበላ እና አክሱምን የመሳሰሉ የቱሪስት መስህቦችን የመጎብኘት እቅድ አለኝ’ ብለህ ነበር። የትኞቹን የቱሪስት መስህቦች ጎበኘህ?...”

“እውነቱን ለመናገር የተቻለኝን ጥረት ሳደርግ ብቆይም፤ እስካሁን ድረስ የትኛውንም አልጎበኘሁም...”

“ስለዚህ እሱም አልተሳካም ማለት ነው?...” ጋዜጠኛው ተገርጧል።

“ለምን አይሳካም?... ይሳካል እንጂ!... ምን ማለትህ ነው?...” ሰዓሊው ተናዷል።

“ማ... ማለቴ... ያው አመቱ አልቋል ብዬ ነው...”

“ምንካህ?... ዛሬኮ ገና ጳጉሜ ሁለት ነው!... ዛሬ ማታ በአውሮፕላን ተሳፍሬ፤ ነገ ላሊበላን ጎብኝቼ፤ ከነገ ወዲያ ጧት አዲስ አበባ ከተፍ ማለት ያቅተኛል?...”

“አ... አረ አያቅትህም!... ምናልባት የአውሮፕላን ትኬት ካጣህ ብዬ ነው...” ለማስተባበል ሞከረ።

ሰዓሊው በንዴት ጦፎ ሰዓቱን ተመለከተና አስተናጋጂን ፍለጋ በፍጥነት ዞር አለ።

“ታዋቂው ሰዓሊ የሃንስ ታዬ... በስተመጨረሻም... አዲሱን አመት በማስመልከት ለጋዜጣችን አንባቢያን የምታስተላልፈው መልዕክት ይኖራል?...”

“አለኝ እንጂ!... በጣም አለኝ!... ‘አንዳንድ ግለሰቦች አመት ሊቀየር ሲል ጠብቀው፤ የአዲስ አመት ዕቅዳቸውን በተመለከተ የሚናገሩትን ነገር በሙሉ የምር አድርጋችሁ አትውሰዱት’ ስል ለጋዜጣችሁ አንባቢያን መልዕክቴን አስተላልፋለሁ...” አለና ወደ አስተናጋጆቹ ዞሮ ጮህ ብሎ በንዴት ተናገረ።

“ማነሽ አስተናጋጅ?... እቸኩላለሁ አላልኩሽም!?... ቢል አምጪልኝ!?...”



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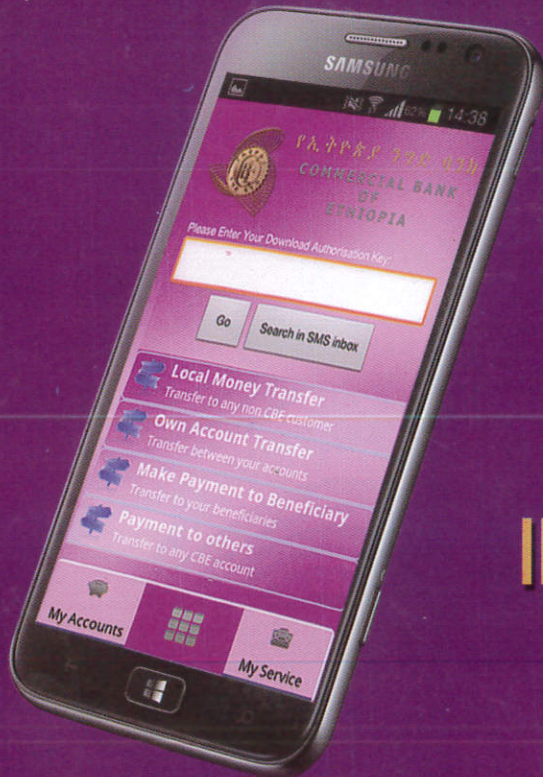
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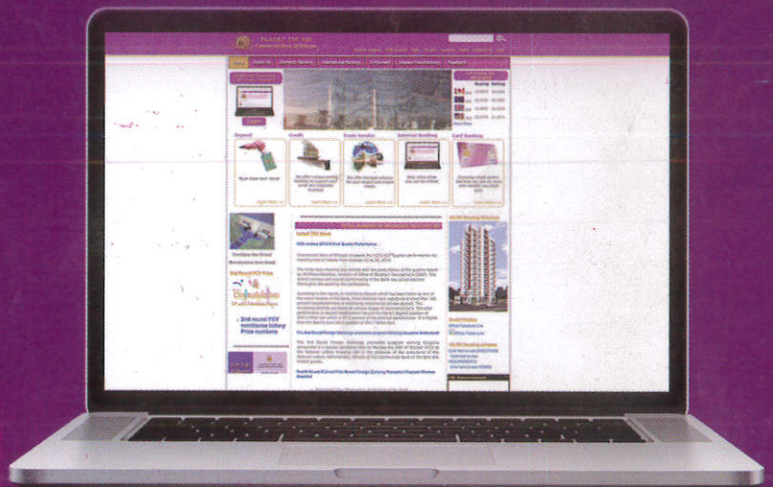


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