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with



**Ethiopian Electric Power (EEP)**

**Selection of Consultants**

-

**Request for Expressions of  
Interest (REOI)**

**Consultancy Services for Change Management  
Needs Assessment**



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**October 2026**

**CONSULTING SERVICES FOR CHANGE MANAGEMENT NEEDS ASSESSMENT**  
**Request for Expressions of Interest**

*Country: Federal Democratic Republic of Ethiopia*

*Name of the project: Change Management Needs Assessment*

*Ref. EEP/FP-1/CS/04/2026*

*Grant No.: CET1135 05*

*Client: Ethiopian Electric Power*

Ethiopian Electric Power (EEP) has received a financing from the European Union ("EU"), the management of which has been delegated to the Agence Française de Développement ("AFD"), and intends to use part of the funds thereof for payments under the following project: Change Management Needs Assessment.

**1. Summary of Change Management Need Assessment**

**1.1 Background**

Ethiopian Electric Power (EEP) is implementing the RISED (Renewable, Integrated, Sustainable Energy & Digitalization) program aimed at modernizing the national power grid, enhancing renewable energy generation, and improving digitalization and capacity development. Major components include grid modernization (substation automation, STATCOM installation, NLDC expansion), grid rehabilitation (transformer workshop, emergency restoration), digitalization (OPGW expansion, predictive maintenance), renewable energy generation (Ashegoda Wind Farm rehabilitation, IPP support), and capacity strengthening (EEP Training Centre phase II with gender mainstreaming and change management programs).

The program's success depends not only on technical and infrastructure improvements but also on EEP's ability to transform its organizational systems, workforce, culture, and leadership to align with new operational demands. To support this transformation, EEP plans to conduct a Change Management Needs Assessment aimed at evaluating the organization's readiness for change and designing a tailored change management strategy. The assessment will analyse leadership commitment, staff readiness, communication flow, stakeholder engagement, and resistance to change while identifying the skill gaps and capacity-building needs required to drive transformation. The assessment will employ recognized change management models such as ADKAR, Prosci, Kotter's 8-Step Model or other relevant change management models and apply both qualitative and quantitative assessment methods, including interviews, surveys, focus groups, and document reviews.

**1.2 Objectives of the Assessment**



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The aim of the change management needs assessment is to:

- Assess organisational readiness for change: leadership commitment, employee openness, communication, and skills.
- Identify or evaluate affected areas: departments, roles, systems, and processes.
- Understand stakeholder needs and resistance to shape engagement strategies.
- Define required support mechanisms: training, resources, leadership roles, and communication systems.
- Develop a tailored change management strategy aligned with EEP's context and strategic goals.
- Mitigate risks and improve the success rate of change initiatives.
- Align efforts with EEP's strategic vision and capacity-building programs, especially the curriculum of the future EEP's Training Centre.
- Build internal capacity by training the Organizational Change Management Office, including overseas exposure.

### 1.3 Scope of the Change Management Needs Assessment

The assessment's scope extends across all EEP business units, including Transmission, Generation, Engineering and Construction, and Finance and Resource Management, ensuring each unit's specific needs and challenges are captured. Key assessment areas include: Organizational Readiness Analysis, Stakeholder Analysis, Capacity and Skill Gap Assessment, Change Impact Analysis, Communication and Engagement Review, Risk and Resistance Analysis, Implementation Action Plan and Change Strategy Roadmap and Change Management Capacity Building.

### 1.4 Expected Deliverables

The consultant will produce both general and business unit specific deliverables:

- ✓ **Inception Report:** Outlining methodology, frameworks, and initial organizational context.
- ✓ **Business Unit Deliverables**

For each of the four major units (Transmission; Generation; Engineering & Construction; Finance & Resource Management) the following deliverables are required: Best Practice Documentation, Antecedent Factors Assessment, Stakeholder Analysis, Change Readiness Assessment, Training & Capacity Needs Assessment, Change Needs Proposal Report, Action Plan for Implementation and Quarterly Progress Reports.

- ✓ **Crosscutting Deliverables**

In addition to business unit-specific outputs, the assignment will deliver crosscutting activities such as:

- Training for EEP counterpart and Change Management Office teams.
- Comprehensive documentation package (data, templates, reports, analytical tools).
- Global Exposure Program for up to five staff, followed by a post training report.



- Final consolidated report summarizing findings, strategies, and implementation roadmap.

## 2. Selection of Applicants

Ethiopian Electric Power hereby invites Applicants to show their interest in delivering the Services described above.

This Request for Expressions of Interest is open to:

☒ Consulting firms

☐ Individual consultants

☐ NGOs

☐ Joint Venture between NGO(s) and consulting firm(s)

Eligibility criteria to AFD financing are specified in sub-clause 1.3 of the "Procurement Guidelines for AFD-Financed Contracts in Foreign Countries", available online on AFD's website: <http://www.afd.fr>.

The Applicant shall submit only one application, either in its own name or as a member of a Joint Venture (JV). If an Applicant (including any of the JV members) submits or participates in more than one application, those applications shall be all rejected. However, the same Subconsultant may participate in several applications.

If the Applicant is a JV, the expression of interest shall include:

- ☒ a copy of the JV Agreement entered into by all members,

or

- ☒ a letter of intent to execute a JV Agreement, signed by all members together with a copy of the Agreement proposal,

In the absence of this document, the other members will be considered as Subconsultants.

Experiences and qualifications of Subconsultants are not taken into account in the evaluation of the applications.

Interested Applicants must provide information evidencing that they are qualified and experienced to perform those Services. For that purpose, *documented evidence of recent similar services (since 2016) shall be submitted. A maximum of ten (10) past experiences shall be presented by Applicants.*

**Determination of the Applicants will be based on the criteria's listed in the below table:**

For each experience submitted by the Applicant, check the boxes of the criteria which are met by the experience<sup>1</sup>.



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Applicant Name: \_\_\_\_\_

| CRITERIA                                                                                                                                                                              | EXPERIENCE<br>A | EXPERIENCE<br>B | EXPERIENCE<br>C | etc... | TOTAL |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|-----------------|--------|-------|
| 1. Experience in conducting consulting service which has a project duration of at least twelve (12) months                                                                            |                 |                 |                 |        |       |
| 2. Experience in conducting Change Management Needs Assessment                                                                                                                        |                 |                 |                 |        |       |
| 3. Expertise in the area of organizational readiness assessment, cultural transformation, leadership development                                                                      |                 |                 |                 |        |       |
| 4. Prior experience working in Sub-Saharan Africa (especially in Ethiopia or East Africa in the energy sector: power generation, transmission, and power infrastructure development). |                 |                 |                 |        |       |



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Determination of the similarity of the experiences will be based on:

- The contracts size;
- The nature of the Services: "technical assistance";
- The technical area and expertise: "change management", "capacity building programs"
- The location: "in Sub-Saharan Africa", "in the Client's country" (Ethiopia) or other.

Ethiopian Electric Power shall not analyse CVs of experts' profiles at this stage.

For a JV, its leader (regardless of its country of incorporation) and any other member that has its registered office outside the Client's country shall fulfil each of these criteria.

An application that does not meet any of these requirements will be rejected.

Among the submitted applications, Ethiopian Electric Power will shortlist a maximum of six (6) Applicants, to whom the Request for Proposals to carry out the Services shall be sent.

The Consultant will be selected in accordance with the Quality- and Cost-Based Selection (QCBS) method set out in the Procurement Regulations.

### 3. Guidelines for the Expressions of Interest

Expressions of Interest should be submitted in one (1) hard copy and one (1) soft copy in PDF format in a USB flash drive.

In order to ease the evaluation process, it is required that the application documents do not exceed Eighty (80) pages written in English language, gathered in one (1) file with a maximum size of 10 MB.

The expression of interest file shall include, at a minimum:

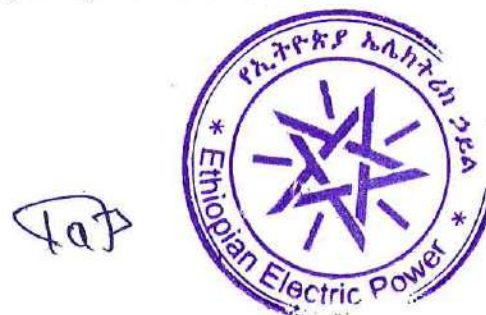
- The letter of expression of interest signed by the Applicant or representative of the JV;
- The copy of the co-contracting (joint venture) agreement (if relevant);
- The presentation of the main Applicant (legal existence, organizational chart & staff, financial statement/turnover over the last 5 years etc., certificate of non-bankruptcy if available);
- The relevant past and ongoing references of the Applicant since January 2016 (see "Determination of the similarity of the experiences above") with brief description (year(s) of implementation, duration of Services, brief description...)
- A concept note of up to Two (2) pages describing briefly the understanding of the service, its methodology, its organization including articulation of international and local expertise, its recommendations and prerequisites;
- The signed Statement of Integrity, Eligibility and Social & Environment responsibility (see appendix).

The Expressions of Interest must be submitted in a written form to the address below in person and by email no later than **November ,11, 2026 at 4:00 pm local time** (Addis Ababa, Ethiopia). And the proposal shall be valid for 90 days.

The submittals should be presented in English.

*Note: In addition to the Email submission the applicants must submit One (1) original hard copy and One (1) electronic version on a flash drive physically or by courier to the address below.*

**The address referred to above is:**  
Ethiopian Electric Power (EEP),  
International Procurement & Logistics Office



Attn: Eng. Tsion Birhanu,  
Executive officer, International Procurement & Logistics  
Yeka Sub-city, Woreda 09, (Kotebe),  
Ethiopian Electric Power Compound, Block No. 09, Room No. 203  
Addis Ababa, Ethiopia  
E-mail: [tsion.birhanu@eep.com.et](mailto:tsion.birhanu@eep.com.et), [tsionnaod@gmail.com](mailto:tsionnaod@gmail.com)

**Copy to**

**Tadesse Biru, International Procurement, Manager**  
Email: [tadesse.biru@eep.com.et](mailto:tadesse.biru@eep.com.et), [foreignprocurement1@gmail.com](mailto:foreignprocurement1@gmail.com)  
Yeka Sub-city, Woreda 09, (Kotebe),  
Ethiopian Electric Power Compound, Block No. 09, Room No. 105

**For EOI Submission;**

Mrs. Atsede Maereg Procurement Officer  
Email: [atsemaereg21@gmail.com](mailto:atsemaereg21@gmail.com)  
Yeka Sub-city, Woreda 09, (Kotebe),  
Ethiopian Electric Power Compound, Block No. 09, Room No. 106

EEP shall confirm within 24 hours the receipt of each Expression of Interest file received. In the absence of such confirmation received from the Client within 24 hours after sending its Expression of Interest file, the Applicant is invited to request receipt confirmation of its Expression of Interest file from the Client.

Request for clarification have to be sent in a written form exclusively to the Client, not later than ten (10) Working days (from Monday to Friday, 8:30 AM to 5:00 PM local time) before submission.

Answers will be sent to all potential Applicants having withdrawn the Request for Expression of Interest from dgMarket.

An application that does not meet the above listed requirements will be rejected.

*The Statement of Integrity, Eligibility, and Environmental and Social Responsibility form is also available on the DG Market website and EEP Website, attached as an appendix to the Request for Expressions of Interest notice.*

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**Appendix to The Request for Expressions of Interest  
(To be submitted with the application, signed and unaltered)**

**Statement of Integrity, Eligibility and Environmental and Social Responsibility**

Reference name of the Bid/Proposal/Contract signed<sup>1</sup> \_\_\_\_\_ (the “Contract”)

To: \_\_\_\_\_ (the “Contracting Authority”)

1. We recognize and accept that Agence Française de Développement (“AFD”) only finances the projects of the Contracting Authority subject to its own conditions, as set out in the Financing Agreement that directly or indirectly binds it to the Contracting Authority. The Contracting Authority retains exclusive responsibility for the preparation and implementation of the procurement process and performance of the Contract. Consequently, no legal exists between AFD and our company, our joint venture, and our subcontractors. The Contracting Authority may also mean the Client, Employer or Purchaser, as the case may be, for the procurement of works, goods, plants, equipment, consulting services, or non-consulting services.
2. We hereby certify that neither we, nor any person acting on our behalf,<sup>2</sup> nor any of the members of our joint venture, nor any of our subcontractors, are in any of the following situations:
  - 2.1 Being bankrupt, wound up or ceasing our activities, having our activities administered by the courts, having entered into receivership, or being in any analogous situation arising from any similar procedure;
  - 2.2 Having been, within the past five years, subject to a final administrative sanction, a final conviction issued by a competent authority, or any other non-court resolution<sup>3</sup> having notably an extinctive effect on public action, either (i) in the country where we are constituted, (ii) in the country of performance of the Contract, (iii) in the context of the procurement or performance of an AFD-financed Contract, (iv) pronounced by a European Union institution, or (v) pronounced by a competent authority in France, for:
    - a) Prohibited Practices, as defined in Article 6.1 below, or for any other offence committed in the context of the procurement or performance of a Contract (in the event of such sanction, conviction or non-court resolution, we may attach additional information to this Statement of Integrity, such as a compliance program, showing that we (or the person acting on our behalf, the member of our joint venture, or our subcontractor) consider that this sanction, judgement or non-court resolution is not relevant in the context of the Contract, where applicable);
    - b) Participation in a criminal organization, terrorist offences or offences related to terrorist activities, child labor, or other offences related to human trafficking;
    - c) Having created an entity in a different jurisdiction (i) with the the intention of avoiding tax or social obligations, or any other legal obligation applicable in the jurisdiction of its registered office, central administration or principal place of business, or (ii) for being an entity created with the intention of avoiding such obligations;
  - 2.3 Having been subject within the past five years to a Contract termination fully settled against us for significant or persistent breach of our contractual obligations during the performance of the Contract, unless this termination was challenged and dispute resolution is still pending or has not confirmed a full settlement against us;

<sup>1</sup> In the case of a Contract already signed to be refinanced.

<sup>2</sup> Directors, (including any person who is a member of the administrative management or supervisory body, or with powers of representation, decision or control), employees, or agents (be them declared or not).

<sup>3</sup> Including the Judicial Public Interest Agreement (CJIP), a decision following an Appearance on Prior Recognition of Guilt (CPRC), a negotiated resolution agreement, or any other similar form of transaction terminating criminal proceedings.

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- 2.4 Having been declared ineligible by one of the multilateral development banks signatories to the Mutual Recognition Agreement of 9 April 2010<sup>4</sup> (in the event of such ineligibility, we may attach additional information to this Statement of Integrity showing that we consider that such ineligibility is not relevant in the context of the Contract, where applicable);
- 2.5 Not having fulfilled our fiscal obligations relating to the payments of our taxes or social contributions in accordance with the legal provisions of our country of incorporation or of the country of the Contracting Authority;
- 2.6 Having created falsified documents or committed misrepresentation when providing the information requested by the Contracting Authority in the context of the procurement and award process for this Contract.
3. We hereby certify that neither we, nor any party acting on our behalf<sup>5</sup>, nor any members of our joint venture, , , nor any of our subcontractors, nor any of our direct or indirect shareholders, nor any of our subsidiaries acting with our knowledge or consent:
- a. Are directly or indirectly subject to, controlled by a person or an entity subject to, or acting in the name or on behalf of a person or entity subject to **individual sanctions measures** adopted by the United Nations, the European Union and/or France;
  - b. Are directly or indirectly subject to, controlled by a person or an entity subject to, or acting in the name or on behalf of a person or entity subject to **sectoral sanctions measures** adopted by the United Nations, the European Union and/or France;
  - c. Are ineligible for the implementation of the Project owing to any other international sanctions measures pronounced by the United Nations, the European Union or France.
4. We hereby certify that neither we, nor any party acting on our behalf,<sup>2</sup> nor any of the members of our joint venture, nor any of our subcontractors, are [nor have been (*in the case of refinancing for a Contract already awarded*)] in any of the following situations of conflict of interest:
- 4.1 Being a shareholder controlling the Contracting Authority or a subsidiary controlled by the Contracting Authority, unless the resulting conflict of interest has been brought to the attention of AFD and resolved to its satisfaction.
- 4.2 Having business or family relations with a member of the Contracting Authority's services involved in the procurement process or the supervision of the resulting Contract, unless the resulting conflict of interest has been brought to the attention of AFD and resolved to its satisfaction;
- 4.3 Controlling or being controlled by another applicant, bidder or consultant, or being under common with another applicant, bidder or consultant, receiving subsidies from another applicant, bidder or consultant, or granting subsidies to another applicant, bidder or consultant, directly or indirectly, having the same legal representative as another applicant, bidder or consultant, maintaining direct or indirect contacts with another applicant, bidder or consultant allowing us to (i) have given and/or give access to information contained in our respective applications, bids or proposals likely to distort competition (ii) influence them, or (iii) influence the decisions of the Contracting Authority;
- 4.4 Being engaged for a consulting services mission which, by its nature, is or may be in conflict with the mission envisaged for the Contracting Authority;
- 4.5 Having prepared ourselves, being or having been associated with a natural or legal person who has prepared, specifications, terms of reference or other documents that have been used for the procurement process in question, and that contain provisions likely to favor an application, bid or proposal;
- 4.6 Having or having had access to, having prepared ourselves, being or having been associated with a natural or legal person who has or has had access to or prepared,

<sup>4</sup> World Bank, Inter-American Development Bank, African Development Bank, Asian Development Bank, and European Bank for Reconstruction and Development.

<sup>5</sup> Directors, (including any person who is a member of the administrative management or supervisory body, or with powers of representation, decision or control), employees or agents (be them declared or not).

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specifications, plans, calculations, studies, or other documents that have not been communicated to all the applicants, bidders or consultants in the context of the present procurement procedure, and which thereby confer us an unfair competitive advantage;

- 4.7 In the case of a procurement procedure for works, plants, equipment or goods, having been selected ourselves or proposed to be selected (or any of our subsidiary companies having been or being proposed to be selected) to carry out supervision or inspection of the services in the context of this Contract.
5. If we are a state-owned entity or a public enterprise, to participate in a competitive procurement process, we certify that we have legal and financial autonomy and that we operate under commercial laws and regulations.
6. In the context of the procurement and performance of the Contract:
- 6.1 Neither we, nor any party acting on our behalf,<sup>2</sup> nor any members of our joint venture, nor any of our subcontractors, have committed or shall commit a Prohibited Practice as defined in the document entitled "AFD Group's Policy to Prevent and Combat Prohibited Practices" available on AFD's Website.<sup>6</sup>
- 6.2 Neither we, nor or any party acting on our behalf,<sup>2</sup> nor any members of our joint venture, nor any of our subcontractors, shall acquire or provide [have acquired or provided (*in the case of refinancing for a Contract already awarded*)] in sectors subject to an embargo by the United Nations, the European Union or France.
7. We hereby undertake to, and we undertake to ensure that any party acting on our behalf,<sup>2</sup> any members of our joint venture, and any of our subcontractors undertake to:
- 7.1 Comply with the environmental standards recognized by the international community, including the international conventions for the protection of the environment and, in particular, take all reasonable steps to avoid or limit negative effects on vegetation, biodiversity, soils, groundwater and surface water, and on persons and property resulting from pollution, noise, vibration, traffic and other effects resulting from our activities, in accordance with the laws and regulations applicable in the country of performance of the Contract.
- 7.2 Implement measures to mitigate environmental and social risks when they are indicated in the environmental and social management plan provided by the Contracting Authority, and ensure that the emissions, surface discharge and effluents produced by our activities respect the limits, specifications or requirements applicable to the Contract.
- 7.3 Respect the rights of workers related to wages, working hours, rest periods and vacations, overtime, minimum age, regular payments, compensation and benefits, in accordance with the standards recognized by the international community, including the fundamental conventions of the International Labour Organization (ILO), in accordance with the laws and regulations applicable in the country of performance of the Contract; indicate these elements in a document annexed to the employment contracts of our employees and made available to the Contracting Authority; and respect and facilitate the rights of workers to organize themselves and set up a complaints management mechanism for direct or indirect workers.
- 7.4 Implement practices for non-discrimination and equal opportunities, and ensure the prohibition of child labor and forced labor.
- 7.5 Keep a record for each member of the local staff recording the hours worked by each person, the type of work, the wages paid and the training undertaken, and ensure that these records are available at all times to be inspected by the Contracting Authority and the authorized representatives of the government, in accordance with the laws and regulations applicable to the protection of personal data in the country of performance of the Contract.
8. We, any party acting on our behalf,<sup>2</sup> the members of our joint venture, our subcontractors, our direct or indirect shareholders, and our subsidiaries, authorize AFD to conduct investigations and, in particular, inspect the documents and accounting records relating to the procurement and performance of the Contract, including, but not limited to, our internal processes and rules related to the respect of international sanctions pronounced by the United Nations, the European Union and/or France, and to have them verified auditors appointed by AFD.

<sup>6</sup> For informational purposes, this policy can be accessed via the following link: <https://www.afd.fr/en/combating-corruption>.

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9. We declare that we have paid, or that we shall pay, the commissions, benefits, fees, gratuities or charges relating to the procurement procedure or the performance of the Contract to the following third party/parties (for example, an intermediary/agent)(\*):

| Name of beneficiary | Contact details | Purpose | Amount (indicate the currency) |
|---------------------|-----------------|---------|--------------------------------|
|                     |                 |         |                                |
|                     |                 |         |                                |
|                     |                 |         |                                |

(\*): If no amount has been paid or is to be paid, indicate "None".

10. We undertake to promptly inform the Contracting Authority, which shall inform AFD, of any change of circumstance regarding the sections above, including in case of any sanctions or embargo measures adopted by the United Nations, the European Union and/or France, after we have signed the present Statement.

Name: \_\_\_\_\_ In the capacity of: \_\_\_\_\_

Duly empowered to sign in the name and on behalf of:<sup>7</sup> \_\_\_\_\_

Signature: \_\_\_\_\_

Dated: \_\_\_\_\_



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<sup>7</sup> In the case of a joint venture, insert the name of the joint venture. The person signing the bid, proposal or application on behalf of the bidder, consultant or applicant, shall attach a power of attorney from such bidder, consultant or applicant.