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For Youth Business Innovation Network(4YBIN)

Strategic Plan

2024-2026

January 2024

1. Global Humanitarian Context

Natural and social factors including conflicts, social and political unrest, human rights violations due to undemocratic governments, floods, draught, and outbreak of pandemic diseases among others have been the underlying causes of human sufferings throughout the world. The humanitarian crisis unleashed by these factors disproportionately affect the innocent- women, children, elderly, persons with disabilities and youth with serious impact on the psychological, physical, economic and spiritual makeup and wellbeing of the vulnerable groups. Humanitarian crisis has been responded through humanitarian actions, which are as old as humanity itself. However, humanitarian actions as organized and/or institutionalized human endeavor with the aim of uplifting vulnerable groups from undignified treatment of human beings and ending the all-round human sufferings is a relatively recent phenomena. The United Nations is the leading organization that has been dedicated at orchestrating and organizing states, humanitarian agencies, civil societies and prominent personalities in the effort to act swiftly to humanitarian crisis throughout the world. The UN has been the key actor towards realizing resilient and sustainable world by bringing together conventions, treaties, human, financial and material resources. All these scaled mobilizations aim at ending suffering of human, other species sharing our planet and ecosystems and hence build sustainably resilient, peaceful and prosperous world. It is impressive that we human continue to evolve over the centuries to a point where we embrace a universal consciousness that the planet and all those that habitat it are indivisible and integrated Whole. We have come to understand that an injustice elsewhere is an injustice everywhere, which concerns every human being in all over the world.

Oppressive and undemocratic governments, social and political instabilities leading to outbreak of violent conflicts, terrorism and fundamentalism, outbreak of draught due to climate shock, outbreak of global pandemic diseases, inequitable access to economic and social infrastructures and many more indicate that the world will have to go far more to address the humanitarian crisis and its effect on human sufferings. In other words, preventing and responding to humanitarian crisis elsewhere is still demanding task that should be performed with impact despite of our progress in terms of paradigm, knowledge and resources.

The war in Tigray, war in Sudan, the war in Ukraine and Russia, War between Israel and Palestine are just few of the 21st century humanitarian nightmares adversely affecting the humanitarian landscape of the world. These political crises continue to disproportionately affect the defenseless and innocent human beings indicating that scaled-up and all-inclusive strategies, programming and interventions are required to tackle the crisis and lay the foundation for sustainable, resilient, peaceful and prosperous world.

1.1. Humanitarian Context of Tigray and Ethiopia

Ethiopia is an Agrarian and one of the least developed countries in the world with lowest per-capita income in the world. The total population of the country is more than 100 million, and the young and female population constitutes the bigger share of the population. Food insecurity due to different causes is one the focal problem that Ethiopia is struggling to curb. The country experiences sever food shortfall at household level every year, which obliges Ethiopia to appeal for international help. No year had ever passed in this country without the need for the government to appeal for international communities to extend their kind support for the starved. The number of people in need of emergency aid reached record high of nearly 28 million by 2022. In fact, food insecurity remains defining characteristics of the economic landscape of many Ethiopians.

Armed conflict, population displacements, diseases, governmental failures, drought, and environmental degradation have been exasperating poverty and food insecurity in Ethiopia. The interplay of these complex and often-interrelated problems have been undermining household livelihoods, and consequently threatening safety, well-being, and development of quite considerable Ethiopians.

Food insecurity in Tigray has also been the worst compared to even other regional states of Ethiopia. Food insecurity in Tigray is mainly attributable to the declining agricultural productivity due to heavy degradation of agricultural land and unscientific agricultural management practices. The food insecurity in Tigray stems from population pressure resulting in rapid fragmentation of land to a level that could not support the subsistence living of the households of Tigray.

The impact of poverty-related problem has been affecting strongly the overall wellbeing of children. The detrimental impacts of poverty include inadequate nutritional intake and barriers to access to education and health services.

In addition to the detrimental impacts of poverty on the overall wellbeing of the Tigrean society, the war on Tigray that broke out on November 2020 inflicted catastrophic humanitarian crisis in Tigray. International organizations and the UN documented indescribable humanitarian violations and crisis including human, material and psychological destructions. The resultant exodus of internally displaced people, acute shortage of basic amenities; and the destruction and blockade of basic socio-economic infrastructures are continuing to aggravate humanitarian crisis in the regional state of Tigray. In fact, the war and its scars have a crippling effect on the life of the people of Tigray from all socio-economic backgrounds. However, the war disproportionately threatened the wellbeing of women and children in the

region due to the destruction of social and economic infrastructures. The overall humanitarian situation of the region began to show improvements with the signing of the Pretoria peace accord.

However, the improvement in humanitarian situation in the region failed to last long as the region transforms from conflict to climate shocks, locust infestation and climate related hazards including drought and floods. Conflict and climate shocks in Ethiopia resulted in 20 million people in need of humanitarian assistance in 2023 with Tigray being disproportionately affected. The climate related drought and unseasonal rainfall particularly threatens the survival of war-affected farmers in the region particularly in Eastern, Southern and Southeastern zones.

4YBIN and EGOIZIA conducted a rapid need assessment to gain insights into the impact of the drought on the overall humanitarian landscapes of Kilte-awlaelo and Tsirae Womberta rural Woredas and Wukro town in both the host community and IDPs settings. The assessment indicated that the outbreak of the drought exasperated the war induced humanitarian crisis affecting all sectors. The key findings of the assessment are:

Food Security

- 75% and 25% of the households surveyed respectively indicated that their food stock is sufficient for “less than one week” and “two to four weeks.”
- 60% of the assessed households indicated that they lost less than half of their livestock to drought, and 20% of the households reported that they lost more than half of their livestock more than half of their livestock to the outbreak of drought. Furthermore, 12% of the households claimed that they lost all of their livestock to the drought.
- Nearly 63 percent of the households have no additional income generation opportunity.
- The households reported that sale of assets as a major coping mechanism for the drought

The figures above indicate that the outbreak of drought adversely affected the current and future food security of the households in the study and operation areas of 4YBIN. This in turn indicates that a comprehensive humanitarian approach is required to address the emergency and development needs of the drought and war affected areas.

Health

The outbreak of the drought also adversely affected the health of the subject population. The affected populations are increasingly concerned with



- Psychological and mental health due to the interplay of the war and drought
- Pneumonia
- Acute malnutrition
- Diarrhea
- Cholera
- HIV
- Outbreak of Hunger related diseases
- Outbreak of Waterborne diseases

Water Supply

- 100 percent of the households surveyed indicated that the availability of daily drinking water is insufficient. The drinking water per person per day is less than 3 liters.
- 95% of the households assessed indicated that the daily cooking water available is less than 6 liters per day per person

These figures clearly indicated that availability of insufficient drinking and cooking water pose serious health concerns and could possibly trigger the outbreak of waterborne diseases and water shortage health problems unless the problems water supply are unraveled with sense of urgency.

Education

The study indicated that children arrive hungry at schools due to lack of food, which affect the performance of the child students in schooling. Likewise, lack of food is forcing considerable students to arrive late at schools. To be sure, the number of dropouts is more likely to increase geometrically to the extent leading to complete shutdown of schools unless the food insecurity posed by the drought is unraveled with sense of urgency. As a result, drought is posing serious threat to the futures of the students and the socioeconomic development of the war-devastated areas in particular and the region in general. Hence, addressing food insecurity is critical in reversing student dropouts and absenteeism; and to the hopes of students and human capital of the region. With the devastation of the economic system of the war and drought affected areas, acute shortage of educational materials is more likely to discourage from attending schools and best is more likely to lead to poor school performance of affected students.

The survey also found somewhat similar findings in the IDP communities sheltering in Wukro town.

A rapid need assessment conducted by Assefa, Tsegazeab and Abraha (2023), came out with some stunning statistics pertaining the post war status, needs, concerns and aspirations of Tigray youth. Sponsored by Tigray Youth Association, the study

- Revealed that the most vulnerable youths, who are enduring psychological and mental health problems, and physical impairments and injuries are undergoing through economic, social and political hardships. The interaction of trauma, stress, physical injury, joblessness and lack of functioning government, which is leading to pervasive youth hopelessness, is not only affecting their current state of affairs but also their future ambitions and aspirations.
- Findings of the survey indicated that the unemployed youth are the vast majority (81%) of the youth surveyed. The economic collapse, plunder of assets and sale of assets during the war and lack of functioning government are some of the reasons underlying the staggering youth unemployment.
- Indicated the majority, 66 percent, of the youth respondents indicated that they have no political goals and aspirations. Low youths' political ambition is attributable to the restrictions of authorities on youth civic engagements in fear of the emergence of more competent political contestant. Authorities actively discourage youth engagement to conceal their maladministration and corruption. The youth also lack firm political will and courage to influence government authorities to open up the youth civic engagement space.
- Likewise, the overwhelming majority, 78 percent, of the youth have no goals and aspirations to continue education.
- Moreover, the vast majority (86%) of the single youth have no intention and aspiration to build family through marriage in the coming three years. This may be attributable to the pervasive youth hopelessness induced by war inflicted mental trauma and high youth unemployment. Youths' aversion to marriage may also be attributable to the region's economic, social and political conditions, which is less likely to improve in the near future. Still to come, considerable, 40 percent, portion of the youths are likely to cross the border in search of better way of life and opportunities in the developed world. Specifically, the region will lose nearly 4 out of 10 and 6 out of 10 youths that are in their early and prime working ages respectively.
- Generally, the assessment identified lack of good governance and bureaucracy, absence of youth inclusive basic government services, limited access to credit services, substance Abuse; and lack of technical and entrepreneurial skills and work ethic, and political instability and insecurity as

major challenges impeding youths' socioeconomic and political aspiration, progress and satisfaction. The assessment also identified construction and construction materials, urban agriculture, small and large-scale farming, mining, and manufacturing and services as the major potential local resources and opportunities for youth livelihood if the fundamental challenges and problems are unraveled.

- The study highlighted that Sexually Transmitted Diseases (STDs) including HIV, unwanted pregnancy and unsafe abortion are increasing at alarming rate. The study revealed that no government and NGOs youth related health awareness education and counseling (related to development and maturation, boy-girl relationships, decision making about sex, gender issues, sexual abuse and exploitation, sexual and contraceptive negotiation, adoption of contraceptive methods, and pregnancy options) services are available to reverse the situation.
- The study identified female, rural male, youth with disabilities and mental health problem, injured veteran youth and student youth as most vulnerable youths in Tigray.

1.2. Humanitarian Response

The humanitarian response to the humanitarian crisis brought about by the interplay of the war and outbreak of drought and flooding in Tigray regional state is so far inadequate as to reverse the situation despite the presence of UN, international, national and local humanitarian organizations. Major international humanitarian organizations halted food distribution in the region on the ground that food items have been used for non-humanitarian purposes. The halting of food and non-food distribution for several months is reported to have resulted in mounting death rates and human sufferings. Moreover, the outbreak of war between Palestine and Israel is diverting away the attentions of humanitarian organizations from Tigray.

More distressing about the situation is the growing controversy between the federal government and Tigray Interim Administration on the nature the humanitarian crisis brought about by the outbreak of drought and flooding in Tigray region. The cabinet of Tigray Interim Administration declared a state of emergency calling humanitarian organizations and the federal government to discharge their humanitarian responsibility of saving the life of affected populations. This indicates the scale of humanitarian crisis due to the drought and the crippling effect of the war is beyond the capacity of the interim administration; and that scaled up and global humanitarian action is required to end human sufferings in the region. This also indicates that the regional state is still in the state of emergency implying that emergency response should be concurrently undertaken with development humanitarian actions.

1.3. Conclusion

Analysis of the humanitarian context of Tigray clearly indicate that the interplay of the war and drought continue to result in scaled humanitarian nightmares affecting most of the region’s population. The analysis also indicates that the number of people with emergency needs following the outbreak of the drought and flooding is on the rise and the causality is alarming. The drought affected the entire economic and social systems both at host and community settings. Further, the humanitarian response is far from satisfactory as to reverse the situation and end human sufferings. It is humanitarian imperative for all governments, UN, international, national and local organizations and the business community to come together in providing strategic, comprehensive, integrated, all-inclusive and participatory packages of interventions to meet both emergency and development needs of war and drought affected people of the region. In light of this humanitarian development, 4YBIN developed this humanitarian strategic plan by redefining its mandates to include emergency to its development mandate.

1.4. Background and Performance of 4YBIN

4YBIN is registered and licensed by the Tigray Region bureau of Justice, as local Charities in accordance with the proclamation N 113/2011 (accreditation issued on 29th December 2022, Certificate N. 05/2015). 4YBIN works in Tigray Region –Ethiopia from December 2022 and opened coordination office in different zones from the main city Mekelle, and established project coordination offices in its current geographic operation areas, including Kilde-awlaelo and Tsirae Womberta Rural Woreda and Wukro town. 4YBIN has finalized its preparations to expand its humanitarian operations in different zonal administrations and establish project coordination offices in major towns, including Adwa, Adigrat, Aksum and shire to expand its humanitarian service outreaches. 4YBIN benefits from the technical and financial support of 4YBIN foundation in the Netherlands. 4YBIN has registered impressive performance, that is, within a year and 2 months since its establishment it managed to provide support to 8,834 HHs. Of which 4,372 are women headed households, 140 and 10 beneficiaries are respectively farmers and youth. 4YBIN with its local partner has managed to mobilize along EUR 219,085 through its completed and ongoing projects within relatively short period. 4YBIN continues to benefit from the technical and financial support of 4YBIN foundation in the Netherlands. 4YBIN has been working with its Spain-based regional partner- EGOAIZIA Associations. Furthermore, 4YBIN has been working closely with different government offices running from the regional to Tabia administrative echelon if the regional state. 4YBIN has also been working with local partners, including HOP, ECC and Wukro St. Mary’s College in executing its projects. Likewise, 4YBIN has benefited from the inputs of various stakeholders and

beneficiaries in developing and executing its interventions and developing humanitarian strategic plan. To develop its human and institutional capacities and thereby discharge its humanitarian mandates, 4YBIN has provided training on Strategic Humanitarian Management by internationally renowned consultant-Mr. Fernando. This program was sponsored by EGOAIZIA associations and was very useful in developing this strategic humanitarian plan. Moreover, 4YBIN has been working to enhance its pool of human resource and currently has _____ staff working as permanent, temporary and volunteers. Here under is the summary of the projects, partners, beneficiaries, sponsors of 4YBIN’s interventions. Likewise, the summary of 4YBIN’s Strengths and Weaknesses is given in the subsequent table.



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SN	Project Title	Location	Partner	Period	Budget	No of Beneficiary	Donor	Status
1	Providing Emergency Lifesaving Response through Food Security & Livelihoods	Woreda Tsirae-Womberta, Tigray Region of Ethiopia	EGOAIZIA - Association	1 st of October 2023 until the 31st of March 2024	36,000EUR	600 HHs(50% women)	The Provincial Council of Gipuzkoa	Ongoing
2	Rehabilitation of the psychosocial well-being and productive fabric of war survivors of Easter Zone of Tigray Region Ethiopia	Kilte-awlaelo and Wukro Woredas of Eastern Zone of the Tigray region in Ethiopia	EGOAIZIA, HOP	12 months, starting December 2023	80,000EUR - 4YBIN-ET	8024 vulnerable HH 50 % women	AVCO – Basque Cooperation Agency for Development	Ongoing
					78,000 EUR- HOP			
3	4YFAPE – For Youth Farmer Aspiration Program through Entrepreneurship	Tsirae Womberta, Tabia Mesanu in Tigray region of Ethiopia	ECC, Wukro St. Mary’s College, BoA, 4YBIN -NL	12 months, starting October 2023	5890 EUR	10 Young farmers (50 % eomrn_	Multiple individuals from The Netherlands	Ongoing
4	Provision of Agricultural inputs for war-affected households	Tsirae Womberta, Tabia Mesanu in Tigray region of Ethiopia	EGOAIZIA	2 Months	4095 EUR	40 Farmers	Private Fund from Spain	Completed
5	Christmas Campaign	Tsirae Womberta, Tabia Kihen in Tigray region of Ethiopia	4YBIN-NL	Immediately	1800 EUR	100 Vulnerable farmers affected by drought	Multiple individuals from The Netherlands	Completed

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6	4YPIFE - For Youth Poultry Income through Female Entrepreneurship	Tsirae Womberta, Tabia Kihen in Tigray region of Ethiopia	EGOAIZIA	3 Months	13,500 EUR	60 women	Private fund from Spain	Preparation
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1.5. Summary of Strengths and Weakness Analysis

Cluster	Thematic area	Score (0-5)	Strengths	Weaknesses
1. Identity and Mission	1. Values Mandate*	2	<ul style="list-style-type: none"> There is statement of value mandates 	<ul style="list-style-type: none"> Not shared equally among the members of the organization
	2. Purpose*	2	<ul style="list-style-type: none"> There is a statement of purpose regardless of its quality 	<ul style="list-style-type: none"> Not shared equally among the members of the organization
	3. Leadership*	3	<ul style="list-style-type: none"> It has been working to institutionalization 4YBIN by designing processes and SOP 	<ul style="list-style-type: none"> Early stage at succession planning and developing successors
	4. Attitudes*	3	<ul style="list-style-type: none"> Conducted Need Assessment Developed Project accordingly 	<ul style="list-style-type: none"> NAP assessment should have been the nature of the assessment
2. Managerial Capacities (Hard How)	1. Finances*	2	<ul style="list-style-type: none"> Progress in soliciting funds is satisfactory 	<ul style="list-style-type: none"> Heavy Reliance on External Sources of finance
	2. Human Resources	2	<ul style="list-style-type: none"> Human Resources and Manuals Available 	<ul style="list-style-type: none"> Inadequate Number of Staff
	3. Logistics	3	<ul style="list-style-type: none"> The procedure is in place and is being in application 	<ul style="list-style-type: none"> Have no stores
	4. Time management	4	<ul style="list-style-type: none"> Responsive and proactive 	<ul style="list-style-type: none"> But needs further improvement b/c this is an issue of saving lives
	5. Analytical*	3	<ul style="list-style-type: none"> Revalidated our mandates from analyzing the operating context 	<ul style="list-style-type: none"> All management will have to go extra miles in developing their analytical capacities
	6. Strategizing*	2	<ul style="list-style-type: none"> Appreciation of the need to have strategy and strategizing Strategic Document 	<ul style="list-style-type: none"> It should be fine tuned and refined further



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Cluster	Thematic area	Score (0-5)	Strengths	Weaknesses
	7. Planning and Programming	3	<ul style="list-style-type: none"> • Good Start 	<ul style="list-style-type: none"> • But not cascaded into functional units
	8. Programme Management * (includes M&E)	1	<ul style="list-style-type: none"> • Monitoring is ongoing 	<ul style="list-style-type: none"> • Evaluation (Not Applicable)
	9. Knowledge Management	2	<ul style="list-style-type: none"> • Instant communication platform- Whatsapp, website- in place • Attracted new talents • Attracted Partners 	<ul style="list-style-type: none"> • We have a long way in creating a learning organization.
	10. Governance and decision making*	4	<ul style="list-style-type: none"> • Clearly Governance System • Decision Making Processes and Authorization Matrix 	<ul style="list-style-type: none"> •
	11. Organisational Structure and processes	3	<ul style="list-style-type: none"> • There is a structure 	<ul style="list-style-type: none"> • But some positions remain vacant due to budget
	12. Networking and alliance building*	4	<ul style="list-style-type: none"> • Created Networks at international, local partners, government organs and civil society associations faster than its age 	<ul style="list-style-type: none"> • Needs further consolidation with UN agencies
	13. Communications	1	<ul style="list-style-type: none"> • Websites 	<ul style="list-style-type: none"> • No clearly spelled out Communication plan
	14. Advocacy	0		<ul style="list-style-type: none"> •
	15. Risk Management	1	<ul style="list-style-type: none"> • Safety and Security Policy is in place 	<ul style="list-style-type: none"> • No comprehensive Risk Management Plan
	16. Institutional Resilience	1	<ul style="list-style-type: none"> • Clear intentions of enhancing the institutional resilience- in terms of Generating its own resources to expand its activities, retain its key staff 	<ul style="list-style-type: none"> • Mere intention-should be translated to a concrete plan
3.- Approach, Commitmen	1. Gender Approach*	3	<ul style="list-style-type: none"> • Gender Policy- 100 of our beneficiaries are women 	<ul style="list-style-type: none"> • Staffing?

Cluster	Thematic area	Score (0-5)	Strengths	Weaknesses
t (Soft How)	2. Conflict sensitiveness	1	<ul style="list-style-type: none"> Limited only to projects and program 	<ul style="list-style-type: none"> High level?
	3. Rights based Approach	3	<ul style="list-style-type: none"> Programs are designed following RBA 	<ul style="list-style-type: none"> A lot remains to be done in terms of making it shared, consistent and coherent
	4. Connectedness, Resilience & DRR	3	<ul style="list-style-type: none"> Core Value and Practice of 4YBIN 	<ul style="list-style-type: none">
	5. Highly Vulnerable Individuals / Groups	3	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
4.- Technical Expertise (What)	1. Clusters' Competencies	1	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Inadequate participation in Cluster meeting Sphere standards not uniformly familiar across its members
	2. Standards' compliance & accountability	3	<ul style="list-style-type: none"> On Test 	<ul style="list-style-type: none">
	3. Quality Control management	0	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
5.- Size Capability (How much)	1. Organizational volume	2	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
	2. Financial capacity /autonomy	1	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
	3. Sustained investment and evolution		<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Not Applicable
	4. Human Resources available	1	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
	5. Geographical outreach	2	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">

1.6. Identification of Beneficiaries and Stakeholders

1.6.1. Beneficiaries of 4YBIN

The beneficiaries of For Youth Business Innovation Network (4YBIN) include all humanitarian crisis affected people in need of emergency services and potential youth and female entrepreneurs seeking our services to start their own enterprises. The first group is further categorized into affected people in the host communities and IDPs. Geographically speaking, the main beneficiaries of 4YBIN are affected people in Kilde-awlaelo and Tsirae Womberta rural Woredas and Wukro town. In essence, the beneficiaries of 4YBIN include rural and urban affected populations. However, the scope of operations of 4YBIN will expand to other zones and Woredas in this strategic planning period.

1.6.2. Stakeholders of 4YBIN

The stakeholders of 4YBIN represent all actors, which contribute to realization of 4YBIN’s mandates and vision and development and implementation of its strategic objectives. The stakeholders of 4YBIN include but not limited to

- UN, international, regional, national and local humanitarian organizations
- Institutional and individual Donors
- Business Community
- Governments including federal, regional, zonal, Woreda and Tabia
- Implementing international, Regional (EGOIZAI and 4YBIN NL), national and local partners
- Local communities and influential community and religious leaders
- Youth Association, Women Association and Farmers Association

1.7. Planning Matrix

SN	Beneficiaries	Their Needs	Their Influence
	War and Drought Affected Host Communities (Women, Children, Persons With Disabilities, Elderly and Female)	<ol style="list-style-type: none"> 1. Psychosocial and trauma healing support 2. Food including nutritious food for children and animal feed 3. Short Term Training and Socioeconomic support to help affected people engage on productive activities 4. Skills improvement training 5. Provision of School Meals 6. Educational materials for vulnerable children 7. Creating convenient School Environment (Class Rooms, Access to potable Water, Blackboard, Student chairs and table, access to text and reference books, library and labs) 8. Water (potable water and for animals also) 9. Maintenance of water walls and pumps 10. Medication and hygienic materials 11. Agricultural inputs 	High



		12. NFIs	
	War and Drought Affected IDPs	<ol style="list-style-type: none"> 1. Psychosocial support and trauma healing to all affected member of communities 2. Food Support (Basic food for all people in need of food assistance, Nutritious food for children, pregnant and lactating mothers) 3. Short-term training and economic support to help SGBV survivors and economically disadvantaged women and girls 4. Clothes 5. NFIs- sleeping bags and shelter 6. Medication 7. Dignity kits and hygiene items 8. Potable water 9. Educational materials 	High
	Ambitious Youth and Female	<ul style="list-style-type: none"> • Provision of mental and psychological support • Provision of Life-Saving Healthcare Services • Provision of Socio-economic Support • Provision of efficient public services • Provision of working facilities • Promotion of Community, Government and Stakeholders' Youth Voice and GBV Advocacy • Provision of entrepreneurial and life skills training • Facilitating Seed Capital • Increasing public engagement on education • Providing physical fitness and sporting facilities • Provision of Decent Work by attracting private companies • Provision of youth centered health services 	High

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1.8. Revalidation: Mission/Mandate, Vision and Principles

1.8.1. Mission

The mission of 4YBIN is saving the lives of vulnerable groups by responding to their humanitarian needs, and ultimately transforming the living standards of economically disadvantaged communities through the promotion of entrepreneurship and enterprising culture particularly amongst the youth and female.

1.8.2. Vision

Vision of 4YBIN is becoming the leading Ethiopian national NGO in providing responsive humanitarian support and excellent entrepreneurship and business incubation support to the youth within 10 years.

1.8.3. Goals

Goal of 4YBIN is to provide vulnerable groups with timely humanitarian assistance and provide the youth with comprehensive support packages to start their own businesses including business idea generation, business plan development, entrepreneurship and technical training, technology selection, financing startups and creating market linkages.

1.8.4. Principles

4YBIN is deeply convinced that its mission, vision and goals have meaningful impact on vulnerable communities only if all of its behaviors are governed by universal humanitarian principles that are instrumental in creating just and harmonious world. To this effect, any pursuit by any member and/or affiliated organizations shall not have any effect, in fact is sufficient condition for termination of relationships with 4YBIN, if it contradicts with the core principles of 4YBIN. Here under follow 4YBIN's core principles:

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Humanity First: 4YBIN prioritizes humanity above everything else and operates based on the fundamental understanding that all human beings belong to one family regardless of minor differences in culture, economic background and geographical settlements. Being human being alone is sufficient condition for receiving the humanitarian aids and development services of 4YBIN.

Impartiality: 4YBIN shall not under any circumstances discriminate vulnerable people on the basis of their ethnicity, religious affiliations, gender, culture, color, nationality and any other profile/background with which the beneficiaries indentify.

Neutrality: 4YBIN does not side with any political group or government and shall not be, in any way, instrument of governments or political groups of varying forms.

Human Dignity: 4YBIN respects the dignity and inalienable human rights of all people and shall not, in any way, regard disadvantaged/vulnerable groups including youth and female of any sort as destined to misfortunes.

Sustainable Improvement of Life: 4YBIN’s strategies shall focus on permanently improving the life situation our support recipients and ensures that this materializes by maintaining durable relationships with its beneficiaries.

Participatory: 4YBIN upholds that its strategies, program interventions and projects only succeed if participation of all stakeholders at all phases of the project life cycle is ensured. 4YBIN shall ensure that all stakeholders are involved in developing long-term strategies, implementation and evaluation of the strategies.

Accountability: 4YBIN’s strategies, decisions, actions and activities of any sort shall be accountable to donors providing resources and beneficiaries seeking our support.

Need Based and Competitive: 4YBIN’s strategies, programs, projects and interventions shall be based on objective assessments of the needs, interests and demonstrated experiences and excellence of the youth seeking support.

Environmental Stewardship: 4YBIN ensures that the environment is clean, green and healthy for human and life of all species that share our planet, and that our behaviors be it individually or in group shall work with determination to ensure environmental sustainability.

2. Strategic Themes and Results

4YBIN identified two strategic themes and results for the humanitarian strategic planning period in consonant to its mandates and aspirations. The first theme is provision of efficient and responsive humanitarian services to reduce human sufferings in the region. The second strategic theme is to build resilient and sustainable economic growth through the promotion of youth and female entrepreneurship.

3. Strategic Objectives

4YBIN identified 13 strategic objectives linked in a cause and effect relationships to accomplish the strategic themes and results and hence contribute to the realization of its mandates and aspirations. The cause and effect relationships between these objectives describe the value creation process of 4YBIN. The strategic objectives of 4YBIN are selected to ensure balance on four perspectives namely: Beneficiaries perspective, financial/resources perspective, humanitarian process perspective and learning and growth perspectives. The following table summarizes the 13 strategic objectives from the four perspectives for the humanitarian strategic planning period.

Perspectives	Strategic Objectives
Beneficiaries	Expand Humanitarian Action Outreaches
	Enhance Youth and Female Entrepreneurship and company formation
Financial	Increase revenue



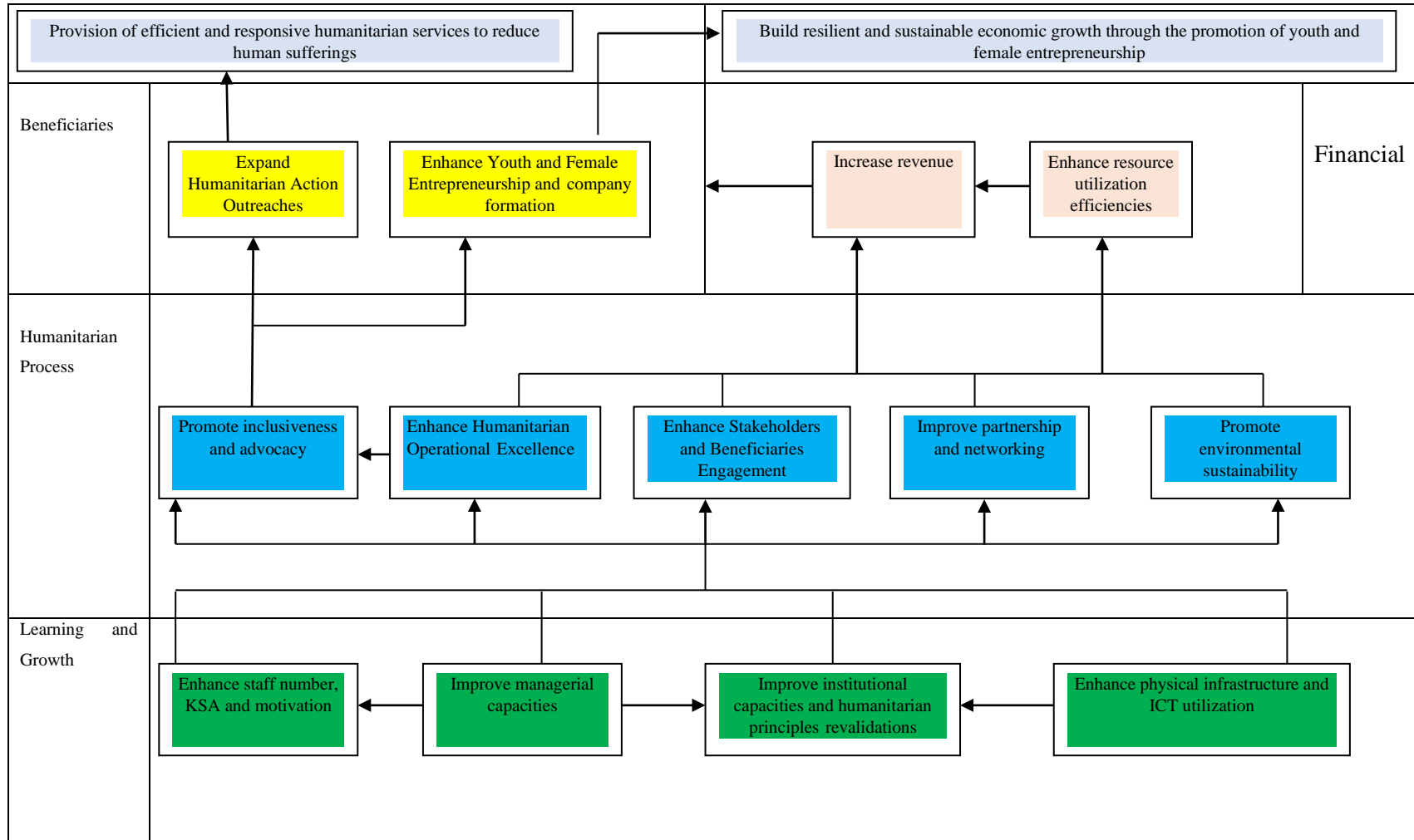
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	Enhance resource utilization efficiencies
Humanitarian Process	Enhance Humanitarian Operational Excellence
	Enhance Stakeholders and Beneficiaries Engagement
	Improve partnership and networking
	Promote inclusiveness and advocacy
	Promote environmental sustainability
Learning and Growth	Enhance staff number, KSA and motivation
	Improve managerial capacities
	Improve institutional capacities and humanitarian principles revalidations
	Enhance physical infrastructure and ICT utilization



4. Cause and Effect Relationships of Strategic Objectives



5. Strategic Objectives, Key Performance Indicators, Targets and Initiative/Projects

The table below summarizes the strategic objectives from each perspective, key performance indicators, targets and initiative/projects to be implemented to achieve the strategic objectives and targets and hence realize the strategic themes and results and thereby accomplish the mandates and aspirations of 4YBIN over the coming three years.

Perspective	Strategic Objective	Key Performance Indicator	Targets			Initiative/projects
			2024	2025	2026	
Beneficiaries	Expand Humanitarian Action Outreaches	Number of Households	10,000	14000	18000	Humanitarian Project Implementation
		Number of beneficiaries	50,000	70,000	90,000	
		Woredas Reached Out	5	10	15	
	Enhance Youth and Female Entrepreneurship and company formation	Number of youth and female established enterprises	10	20	30	Entrepreneurship Promotion Project
		Number of jobs created	60	120	180	
		Number of goods and services produced	10	20	30	
Finance	Increase Revenue	Total Revenue Generated (ETB)	60,000,000	90,000,000	120,000,000	Sponsorship Program and Interest Free Loan Recovery Project
Humanitarian Process	Enhance Humanitarian Operational Excellence	Humanitarian Response Cycle Time (in months)	4	3	2	Planning and Scheduling project
	Enhance Stakeholders and Beneficiaries Engagement	Number of Stakeholders and Beneficiaries engagement workshops	10	15	20	Engagement Program
		Engaged Number of stakeholders and beneficiaries	300	500	700	
	Improve partnership and networking	Budget raised from donors and partners (ETB)	50,000,000	70,000,000	90,000,000	Partnership and Networking Program
		Number of Projects executed with partners	3	4	6	
	Promote inclusiveness and advocacy	Percent of women beneficiaries	50	52	53	Advocacy and Inclusiveness Program



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		Percent of children beneficiaries	20	25	27		
		Percent of persons with disabilities	4	5	6		
		Percent of elderly beneficiaries	3	4	5		
		Percentage of women holding managerial positions	10	20	30		
	Promote environmental sustainability		Percentage of green purchases	30	50	80	Green Purchasing and Green Projects
			Number of project implemented on sustainable environment	1	2	3	
		Green Area coverage (%)	20	30	40		
Learning and Growth	Enhance staff number, KSA and motivation	Number of staff hired	10	20	30	Human Resources Development	
		Percentage of staff trained	75	85	95	Sphere Mastery Project	
		Number of incentive packages implemented	1	2	3		
	Improve managerial capacities	Percentage of managers trained	80	85	95	Management Development Project	
		Number of strategic improvement projects implemented	2	3	5		
	Improve institutional capacities and humanitarian principles revalidations	Percentage of humanitarian processes with standard operating procedures	85	95	100	Institutional Development and Governance Project	
		Good Governance Index	3	4	4.5		
		Number of initiatives implemented to revalidate humanitarian principles	3	6	8		
	Enhance physical infrastructure and ICT	Percentage of humanitarian processes automated	50	60	70	Physical Infrastructure Development Project and ICT	



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	utilization	Staff to computer ratio	1:03	1:02	1:01	Project
		Internet Access in Giga Bite	10	20	30	
		Number of Transportation Vehicles	1	2	3	

 The logo for 4YBIN features a stylized green figure with arms raised, positioned above the text "4YBIN" in a bold, red, sans-serif font. The entire logo is set against a bright yellow rectangular background.	For Youth Business Innovación Network	www.4ybin.ngo info@4ybin.ngo www.facebook.com/4ybin.ngo
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6. Budgets

To implement the project over the coming three years it requires a budget of ETB 270,000,000.00 including an administrative cost of 20 percent of the project costs. The source of finance to execute the project is expected to come from donors and internal revenue generation projects and schemes.