

TIGRAY YOUTH ASSOCIATION

# Five Year Strategic Plan of TYA (2017-2021)

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## **1. Background of the Strategic Plan**

The Strategic Plan (2017-2021) is a positive step by the Tigray Youth Association (TYA) in addressing the many underlying challenges facing the youth in Tigray.

Youth issues are multifaceted and this calls for coherent and comprehensive Strategic Planning by the Association. The term “Youth” is used to describe young women and men aged 15 to 35 years, moving between childhood and adulthood and are registered as members to TYA based on the Memorandum of Understanding (MOU) of the association.

This Strategic Plan therefore, sets out the road map that will direct the future course of the Association. It articulates the mission, vision and strategic goals and objectives as well as the strategies that the association intends to follow in the next five years. The goal of the association is to play a vanguard role for up keeping the economic, social and democratic wellbeing of its members and the wider youth community in the region and the country at large

TYA has implemented two five-year strategic plans the ten years. The first from 2008-2010 and the second from 2011-2015. The second strategic plan ended this year. The strategic plans have been evaluated by the consecutive 6<sup>th</sup>, 7<sup>th</sup> and 8<sup>th</sup> general congress of TYA. The last general congress appreciated for the changes TYA achieved the last three years and decided to prepare the third strategic plan of TYA from 2017 -2021.

This Strategic Plan is presented in six chapters. Chapter 1 provides background Information about the strategic plan. Chapter 2 gives an institutional overview of Tigray Youth Association detailing the mandate, core functions, and core Values. Chapter 3 presents a situational analysis of the prevailing social, economic, political, technological and natural environment. It also details the key Stakeholders, challenges facing the youth and provides an analysis of the association’s strengths, weaknesses, opportunities and threats (SWOT). The chapter four details vision, mission, operating principles and Strategic objectives, specific activities and output. Chapter 5 focuses on explanation of implementation assumptions and resources required as well as the mobilization. Chapter 6 presents the implementation matrix and budget.

### **1.2 Rationale for Planning**

The Organization’s growing responsibility to organize the youth and provide service, mobilize the youth to benefit from the current economic and social development, access to educational services and improve the livelihood of its members encouraged it to develop this Strategic Plan to guide its operation for the third time. The plan is the continuation of the last two strategic plans. Besides, the government and stakeholders had adopted new GTP2 starting from year

2016; therefore, this plan helps to synchronize the association plan with the newly drafted policies, strategies and guidelines of the government.

The plan strategically positions and provides a clear sense of direction and purpose into the future for the organization. The strategic plan is prepared based on the new directions given by the 8<sup>th</sup> general congress.

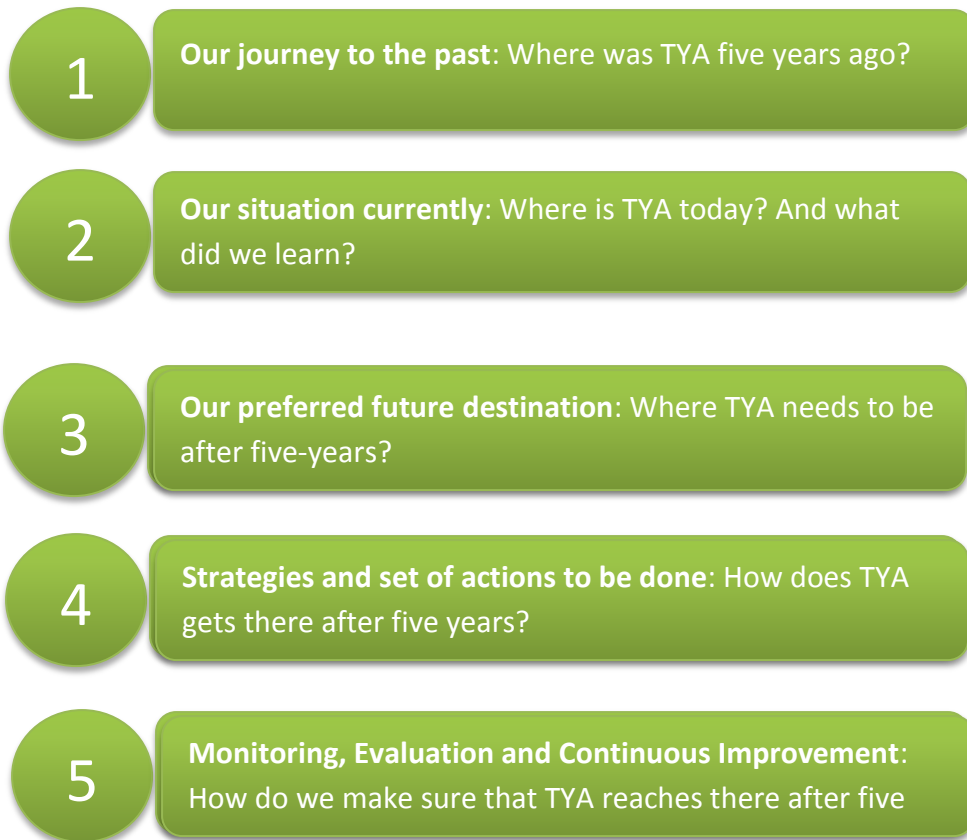
The Plan also ensures the efficient allocation of resources to strategic activities that contribute to the Organizational goal.

### **1.3 The Strategic Planning Process**

This development of Strategic Plan was led by the strategic planning committee, established by TYA, composed of management and technical staff, in close consultation with the youth and stakeholders of association and other partner organizations in the region.

The strategic planning exercises carried out included a situational analysis, conducting a series of discussions with relevant stakeholders, reviewing previous performance of TYA and its polices, systems and documents. The planning committee has also facilitated interactive sessions and interviews with members of the Association, stakeholders, leadership and management and staff of TYA. The USAID Local Capacity Development (LCD) Program offered technical support in organizing and facilitating strategic planning training, strategic analysis and review session sessions for the planning committee.

The participatory discussions were modeled on the following five basic questions:



This participatory discussions and consultative meetings ensured clarity on the organization’s mandate, vision, mission, objectives, operating environment, internal and external capabilities in terms of strengths, weaknesses, opportunities and threats. The strategic review and planning process has achieved a clear set of outcomes in terms of strategic issues, objectives and action plans for the Organization, which has formed the basis for a draft Strategic Plan document that was presented to management of the organization for review and comments.

## **2. Assessment of Internal and External Environment**

This section describes the internal and environment under which the Organization operates. The situation analysis provided insight into the strengths and weaknesses within and opportunities and threats outside the Organization in the face of her vision, mission and goal.

### **2.1. Internal Assessment, Tigray Youth Association**

Whereas in the past government system there was no conducive condition in Ethiopia and especially in Tigray for individuals to form organization to solve common problems they encountered. Thus, there

was not any opportunity for the youth of the nation in general and in our region in particular to organize freely and accomplish what is needed from them, to ask questions that they must get at their young age and to establish their free and democratic association that enables them to be important. Based on this, there was no organization that established by Tigray youths; but after the fall of Derg, organizations of civil societies started to establish in order to solve common problems.

Tigray Youth Association is an association that established at regional level in the late 1983 E.C and started its activity using the constitutional right. at present the association is registered as Ethiopian with a number

Whereas by strengthening and improving from time to time, this association has reached to this level. Now also, as it is essential establishing the Memorandum that helps solve problems of its members, this memorandum has been established. Therefore, we participants of the 7th congress, who were represented democratically from the whole Tigray, proclaimed this memorandum of association to govern the overall activities of the association and to be a supreme law of all organizations that are established under the Tigray Youth Association and to be the law of the association.

Tigray Youth Association (TYA) is a civic society established in 1990G.C with a single chair, table and a donation of 800 typing papers. Currently it has more than 500,000 members, has more than 113 highly motivated and dedicated working staffs, working with more than 10 local and international partners, and has 15 ICT centers and 5 youth centers in the region, more than 12 motor cycles and 3 vehicles. At present TYA manages more than 18-million-birr current capital per year on average. It has its own financial and administrative systems to manage resources. Besides, it has relatively well equipped zonal (7) and regional office and has its own a G+1 building office at Mekelle and start new construction of G+2 youth center at Shire.

TYA is re-registered and licensed by the Agency as an Ethiopian Society in accordance with the Charities and Societies Proclamation No. 621/2009 and issued the certificate bearing the number 2117 on Feb 4, 2014 valid until Feb3 / 2017.

Since its establishment twenty-five years ago TYA has been active in: mobilizing youth participation, benefit and involvement in local economic, social and environmental protection. Besides, work in Capacity building; of the youth by facilitating improved skill and participation in education and networking, linking of the youth with innovative practices, youth based association and CSO having interest and belief that youth (32 %population ) is the population dividend to the country overall developments. The present youth is the asset and resources to promote economic growth and attain sustainable development.

The current mandate of the association is derived from the charity and society law of Ethiopia Proclamation No. 621/2009 section four chapters 55. Accordingly, to the law "Society" means an association of persons organized on non-profit making and voluntary basis for the promotion of the rights and interests of its members and to undertake other similar lawful purposes as well as to coordinate with institutions of similar objectives. According to the law, the society is responsible to give service for the member youth.



The core functions include:

- To enable the young persons to play their role in building development and democracy effectively and increase their benefits from the development gradually
- To alleviate the economic, social and psychological problems of the youth
- To protect the human rights of the youths and to enable the youths to play their role in enhancing rule of law
- To improve the relations and unity of the youth as well as tolerance and discussion among the youth when there exist differences
- To enable the youth to be disciplined and improve their sense of hardworking and creative culture

In order to execute its mandate and core functions, the association is currently organized into three core departments namely: Department of Youth mobilization, Department of Youth economic development and department of social development

Two supportive department project management, preparation, and Administration and finance departments support the departments.

## 2.2. Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

### 2.2.1 Strengths and Weaknesses Identified in the Internal Environment

Strength	Weakness
<b>Governance, Leadership and Organizational Sustainability</b>	
<ul style="list-style-type: none"> <li>• Shared, clear and written vision and mission existence</li> <li>• Existence of strong organizational structure stretching from the region to the group level</li> <li>• The continuous growth in the membership of the Association and strengthening</li> <li>• Availability voluntaries, peer to peer mobilization and improved joint voice</li> <li>• The existence of policies and system manuals;</li> <li>• Strong collaboration with government</li> <li>• Strong and diversified board</li> <li>• Increased acceptance by the community and government</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Limited effort in promoting the participation of youth in drafting new policies, guidelines</b></li> <li>• Limitations in networking and partnership</li> <li>• Limitation in effective utilization of manpower;</li> <li>• Lack of leadership capacity at lower level</li> <li>• Lack of strategic motivation to members, supporters, staffs and board, even in giving ID card to members</li> <li>• Woreda TYA leaders mostly are busy in the commitment of stakeholders rather than their association</li> <li>• Limitations in using vision and mission at community level</li> <li>• Membership concentrated more in rural area but less in urban (weak in urban youth mobilization)</li> <li>• Less focus in organizing the early adolescents (15-year-old) as a base to the association membership development</li> </ul>
<b>Financial Management and Resource Mobilization</b>	
<ul style="list-style-type: none"> <li>• Availability of financial policies and procedures</li> <li>• Domestic resources mobilization is strong</li> <li>• Collecting membership fee continuous, transparent and effective</li> </ul>	<ul style="list-style-type: none"> <li>• Limitation in new business Development</li> <li>• Limitation implementation of procurement policy</li> <li>• Gaps in internal control systems and practice</li> <li>• Gaps in fixed asset management</li> <li>• Poor resources mobilization</li> <li>• <b>Unavailability of dependable youth based financial institutions like the women has (ADEDAY)</b></li> <li>• <b>Unavailability of continuous risk assessment excesses and action plan to solve it</b></li> </ul>

Human resources management	
<ul style="list-style-type: none"> <li>• Transparent systems in recruitment and HR management</li> <li>• Good commitment and will by staff and volunteers</li> </ul>	<ul style="list-style-type: none"> <li>• Some essential positions are not staffed</li> <li>• Staffs lack capacity</li> <li>• Lack of staff development strategy</li> <li>• Limitation in the implementation of HR policy</li> <li>• Lack of structured salary and job grades</li> <li>• Lack of policy for security of equipment and assets</li> </ul>
Infrastructure and office facility	
<ul style="list-style-type: none"> <li>• Have its own office</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of equipment and office space at woreda and <a href="#">kebele</a> level</li> <li>• Insufficient and lack of recreational facilities</li> <li>• Lack of transport at woreda level</li> <li>• Shortage of vehicles at regional</li> <li>• In sufficient ICT establishment</li> <li>• Poor data management</li> <li>• Sufficient internet and equipment facilities</li> </ul>
Program Design, Monitoring, Evaluation	
<ul style="list-style-type: none"> <li>• Good experiences in stakeholders joint planning and evaluation</li> <li>• Focus on benefiting the member's youth</li> <li>• Strong in utilization of the existing available opportunities targeting youth (organize and facilitating youth to use the existing employment opportunities)</li> <li>• Implementation of IGAs for unemployed youth</li> <li>• Little effort in linking the youth with the local market</li> </ul>	<ul style="list-style-type: none"> <li>• Weak effort in solving the problems of youth encountered during the organizing phase of youth (SHG or cooperative establishment)</li> <li>• Weak in making organized effort to solve the youth need in working land and land for house</li> <li>• Weak and limited emphasis in sustainable project design</li> <li>• <b>Weak linkage between training and consequent supply of necessary inputs to start efficiently the work</b></li> <li>• Weak in evidence based programming and setting base line information and scaling up projects</li> <li>• Lack sufficient systems, tools and capacity in M&amp;E</li> <li>• Lack of continuity-,_in depth and focus of M&amp;E on organized youth and programs</li> </ul>

	<ul style="list-style-type: none"> <li>• Week experiences joint monitoring</li> <li>• Poor capturing &amp; documenting best practices</li> <li>• Poor focus in transforming and supporting the IGA groups given with seed money</li> </ul>
<b>Partnership, ICT and KM</b>	
<ul style="list-style-type: none"> <li>• The association serve as a bridge to link the youth and government development partners</li> <li>• Active participation in regional forum and networks at regional level</li> <li>• Hands on experiences of Projects</li> </ul>	<ul style="list-style-type: none"> <li>• Weak networking and partnership in nation and international</li> <li>• Weak reporting and information exchange with partners</li> <li>• Lack of partnership &amp; stakeholders involvement strategies</li> <li>• Weak partnership among sectors and TYA example agriculture, and mining sectors in Gantaafeshum woreda do not give focus in mainstreaming and solving the youth issue</li> <li>• Weak trusts of stakeholders in giving and revolving loan to youth</li> <li>• Weak technical support of the government in managing poultry management as IGA example Humenra</li> <li>• Overlapping meeting among stakeholders rather than giving effective and coordinated services</li> </ul>

### 2.2.2 Opportunities and Threats Identified in the External Environment

Key Factors	Opportunities	Threats
<b>Political</b>	<ul style="list-style-type: none"> <li>• Presence of favorable government policies and good political will in the issues that TYA is dealing with</li> <li>• GTP 2 and aligned sectoral plans have indicated focus on youth mobilization, participation and benefiting</li> <li>• The establishment of youth sub group at rural and urban community level opportunities to participate and benefit the youth</li> </ul>	<ul style="list-style-type: none"> <li>• Gaps in implementing pertinent policies and strategies, especial youth package implementation at the ground level is with full of problems</li> <li>• Some government offices (stakeholders) are not be as supportive as they are expected to be and less accountability for their wrong doing and poor accountability mechanism of the service givers</li> <li>• Growing nepotism, discrimination, inefficient service delivery and governance of local administrators to the youth in delivering service</li> </ul>

	<ul style="list-style-type: none"> <li>Regional and local government provides necessary supports when there is a need</li> <li>Participatory government system and improved interest of government to work with youth;</li> <li>Acceptance by society and government at large</li> </ul>	<ul style="list-style-type: none"> <li>Conflict of interest of the community to give the hill side land to the youth and poor administrative effort to solve this problem</li> <li>Inefficient delivery of land and credit to youth on time</li> <li>Undemocratic and enforcing of stakeholders to youth to work without interest and its consent</li> <li>Even if Youth smugglers are known and identified, they receive clear coverage and supported by the government officials and they are not ready to take appropriate measure on time(Maikadrera)</li> </ul>
Economic	<ul style="list-style-type: none"> <li>Availability of improved hill sides and mining sites in most of the woredas and inset and gold mining in western Tigray</li> <li>Availability of potential livestock sector resources (fattening, fishery, poultry and milking, beehive ...Etc.) to use as IGA options</li> <li>Huge opportunity of formal and informal employment in the western zone by individual investors and establishment of agro processing hubs</li> <li>Opportunities of urban small and micro enterprise promotion opportunities in growing Semi urban and urban towns</li> <li>Continuous economic growth in the region opens new employment and income growth</li> <li>Expansion of urban agriculture and improvement in the rural agriculture transformation</li> <li>Improving expansion of electrification and rural connectivity and infrastructure (water, constructions and mobile) of in the region</li> <li>The availability of land for rent to work with</li> </ul>	<ul style="list-style-type: none"> <li>Limited interest and working culture of youth at the hill side distributed to the youth</li> <li>Limited livelihood and employment opportunities for youth, especially post TVET and tertiary education</li> <li>Weak linkage between opportunities, studies and practicability of economic activities and poor planning</li> <li>Weak market linkage for youth IG groups</li> <li>High inflation rate and increasing living cost</li> <li>Insufficient access to and linkage with economic and market opportunities for youth</li> <li>Shortage and limited access to loan and availability of interest not to repay loan on time at some youth</li> <li>Insufficient technical support to the youth groups and resources</li> <li>The loan size, disbursement procedure and implementation loan disbursement is not uniform from place to place as a result sense of hopelessness is growing</li> <li>Widespread Landless youth in rural areas and low opportunities in formal employments in urban areas like Humaera</li> <li>Shortage of Youth Friendly Microfinance Institutions ,20:80 principles is a burden to the unemployed youth</li> <li>Poor interest of the youth to work with IGA group and no options for those in need to work individually and low interest to repay loan on time</li> <li>Low wage rate of government projects as compared to the minimum wage rate in the areas_(Humera)</li> </ul>
	<ul style="list-style-type: none"> <li>Availability of model youth conveyed livelihood</li> </ul>	<ul style="list-style-type: none"> <li>Growing university graduated unimpeded youth both in rural and urban areas</li> </ul>

<p><b>Social</b></p>	<p>change</p> <ul style="list-style-type: none"> <li>• Increased the number youth who seek changes from time to time</li> <li>• Improved educational opportunities for youth to change social norms, most of the rural youth above grade 10</li> <li>• Improving health care seeking behavior</li> <li>• Enhanced awareness and concern by youth – to participate in development efforts in their community</li> <li>• Youth is a ‘demographic dividend’ in both the country and the regional context –as youth covers more than 32% of the total population –can speed up development by mobilizing youth</li> <li>• Availabilities and expansion of universities in the region</li> </ul>	<ul style="list-style-type: none"> <li>• Traditional norms that undermines the contribution of youth and women exists</li> <li>• Rural urban migration and trafficking of persons increasing (illegal migration). High interest to out migrate from their origin place and low awareness about the destination place</li> <li>• Un willingness of the youth to work in group and high interest to be rich quickly</li> <li>• Lack of youth friendly service providers in the region</li> <li>• Growing substance abuse and juvenile delinquency</li> <li>• Growing housing problems both in rural and urban</li> <li>• Youth have an elevated vulnerability to different health issues in Ethiopia, including but not limited to sexual and reproductive health issues, HIV/AIDS, maternal health</li> <li>• Youth faces substantial challenges in the makeover from education to employment and job creation</li> <li>• There are gaps in equipping youth with the necessary tools and entrepreneurial attitude</li> <li>• Dependency and hopelessness</li> <li>• Negative attitude towards the work-culture that lead to illegal immigration; exposure to high risk behavior resulting in drug abuse and addiction, and HIV/AIDS incidence</li> <li>• Donors dependency and priority to social projects</li> </ul>
<p><b>Technological</b></p>	<ul style="list-style-type: none"> <li>• Rapid changes in technologies and introduction of new tools and techniques that can transform work</li> <li>• Access to information communication technology is becoming less difficult in the region</li> </ul>	<ul style="list-style-type: none"> <li>• High cost of acquisition and maintenance of the ICT infrastructure due to rapid technological changes.</li> <li>• Weak ICT establishment and readiness to implement changes in the near future</li> <li>• Low attitudinal awareness in applying new technologies</li> </ul>
	<ul style="list-style-type: none"> <li>• The federal and regional government has a clearer guidance in administering and regulating the CSOs</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of clear guidance and rule in distribution of the land for house construction and most of the youth without house to lead smooth livelihood</li> </ul>

<p><b>Legal</b></p>	<ul style="list-style-type: none"> <li>• Charities and societies legislation that provides clear guidance and allows the CS's to engage in income generating activities</li> <li>• Conducive government policies like youth policy and package, rural development, Industrial Development Strategy (IDS)</li> </ul>	<ul style="list-style-type: none"> <li>• Cooperative law is sophisticated and take time and not simple in accommodating the youth need</li> <li>• <b>Cooperative law rule needs a revision to accommodate the youth interest to organize at different level</b></li> <li>• Charities and Societies legislation reduced scopes due to the restriction to mobilize resources from abroad above 10%</li> <li>• Lack of clear and proper guidance rules and regulation related to Charities and Societies</li> <li>• Unavailability of strong youth association in national level</li> </ul>
<p><b>Environmental</b></p>	<ul style="list-style-type: none"> <li>• Ethiopia key play in global climate change leadership and the green growth</li> <li>• Increasing availability of rehabilitated lands</li> <li>• Clear environmental policy</li> </ul>	<ul style="list-style-type: none"> <li>• Global warming and climate change</li> <li>• Recent drought caused by <i>Elnino</i> in the region may cause a setback livelihood in some areas and hence may impede full participation of the target community in TYA activities</li> <li>• <b>Growing environmental pollutions and poor recycling effort</b></li> </ul>

### 3. Stakeholders and Strategic Analysis

#### 3.1 Stakeholders Analysis

Stakeholders are individuals or organizations that may either be affected by strategic Choices made or can affect the outcome of the proposed strategies. Key stakeholders identified include:

##### 3.2.1 Description of Internal Stakeholders Expectations and Actions Needed

Internal Stakeholders	TYA's Expectations from the Stakeholders	Stakeholders' Expectations from TYA
Board members	<ul style="list-style-type: none"> <li>To be supported on strategic issue</li> <li>Lead according to MOA</li> <li>Timely approval of budget and plan</li> </ul>	<ul style="list-style-type: none"> <li>TYA to be a model society to the region</li> <li>Improve financial and managerial position</li> <li>Improve programmatic intervention</li> </ul>
Member youth	<ul style="list-style-type: none"> <li>Members implement their duties</li> <li>Members to participate the association activities, community activities</li> <li>Take the services render by TYA</li> </ul>	<ul style="list-style-type: none"> <li>the right to get any benefit equally Any member has the: to know the Association's present situation and procedures: a right to elect and be elected: Any member has the right to freedom of expression, to oppose and support at meetings and congresses</li> <li>Any member has the right to present criticisms to any leadership at any level of the Association when mistakes are observed, and the right to exclude and replace by another to the leadership if it is accepted by the majority</li> <li>Any member has the right to terminate his/her membership on own willing</li> <li>Any member has the right to create and present constructive ideas that may proceed the Association</li> </ul>
Staff members 7	<ul style="list-style-type: none"> <li>Work according to the work discipline of TYA</li> </ul>	<ul style="list-style-type: none"> <li>The work place to be fair, secure</li> <li>The organization to steadily grow</li> </ul>
Volunteers	<ul style="list-style-type: none"> <li>Volunteering their knowledge to the benefit of the association</li> </ul>	<ul style="list-style-type: none"> <li>To give them recognition and certification</li> </ul>
Target beneficiaries	<ul style="list-style-type: none"> <li>Be interested to participate at the selected activity</li> <li>Work in group rather than individually I to maximize and facilitate resources use effectively</li> </ul>	<ul style="list-style-type: none"> <li>Solve their problems with the help of TYA</li> <li>To be a social capital for their livelihood improvement</li> </ul>



### 3.2.2. Description of External Stakeholders and Expectations

External Stakeholder Category	Expectations of TYA from the Stakeholders	Expectations of the Stakeholders from TYA
<b>Primary External Stakeholders</b>		
<ul style="list-style-type: none"> <li>• Youth and sport bureau</li> <li>• Agriculture Bureau</li> <li>• Micro and small enterprise agency</li> <li>• Dedebit Microfinance Institution</li> <li>• Health bureau</li> <li>• Education Bureau</li> <li>• Universities</li> <li>• TEVT</li> </ul>		
<b>Secondary External Stakeholders</b>		
<ul style="list-style-type: none"> <li>• Bureau finance</li> <li>• Bureau construction</li> <li>• Bureau of labor &amp; social affairs</li> <li>• marketing promotion of Tigray</li> <li>• Justice bureau</li> <li>• Bureau of security and administration</li> <li>• Land administration and environmental protection</li> <li>• Cooperative agency</li> </ul>		
<b>Tertiary External Stakeholders</b>		
<ul style="list-style-type: none"> <li>• Police commission</li> </ul>		

### 3.2.3 Description of Collaborators and Expectations

External Stakeholder Category	Expectations of TYA from the Collaborator	Expectations of the Collaborators from TYA
<b>Donors</b>		
<ul style="list-style-type: none"> <li>• USAID</li> <li>• CCRDA</li> <li>• Global fund</li> <li>• Save the children</li> <li>• UNICEF</li> <li>• UNDP</li> <li>• CSSP</li> </ul>		

<ul style="list-style-type: none"> <li>• ESAP2 /PBS</li> <li>• GIZ</li> <li>• HANA Foundation</li> <li>• Embassies</li> </ul>		
<b>National Networks and Organizations</b>		
<ul style="list-style-type: none"> <li>• Youth Federation</li> <li>• EFFORT</li> <li>• Melese Academy</li> <li>• Women Association</li> <li>• Farmers Association</li> <li>• ACSOT</li> <li>• REST</li> <li>• TDA</li> <li>• Tigray Disability and War Veterans</li> </ul>		
<b>Other Collaborators</b>		
<ul style="list-style-type: none"> <li>• Partnership forums</li> <li>• Council forums</li> <li>• Illegal migration committee</li> <li>• FBO</li> </ul>		

## The Role and Possible Contributions of Our Stakeholders

**Internal stakeholders:** individual target beneficiaries Board, staffs: help in generating new ideas, frame the plan, implement the project, hold ownership, and assure sustainable benefits of the project. Beneficiaries' labor and financial resources is a base to the organization to develop.

**External stakeholders** at each level: identifying new practical ideas to their implementation on the ground and provide inputs for the formulation of projects, plans of action, Effective implementation of projects depends on convergence and coordination of action with concerned woreda level sectors offices play a crucial role in the implementation of the projects. They help has to develop joint plan at each level and mainstream the plan to their sectors plan. They help us creating synergy to our effort. They assess the feasibility and practical applicability of projects generated at the regional level and articulates woreda-specific needs and concerns to the Association. They also provide technical, logistical and other support for implementation and consultations organized at the woreda and regional level. The key stakeholders help especially in creating new employment opportunity to the youth, give technical support for organized youth.

**Collaborators (NGOs and Civil Society Organizations (CSOs):** charities, International organizations and CSOs support the TYA in a variety of ways ranging from requesting, accepting project proposal, sharing knowledge and skills. They often fund TYA, which support the Government in the implementation of strategic plan and GTP2. They also assist TYA in conducting training and capacity building workshops and commissioning studies. They help us as to effectively implement address the target beneficiaries and capacity building of TYA to improve its implementation capacity.

### **What Do We Want from the Stakeholders?**

TYA expectations from its stakeholders are in line with the support they can offer. The type of support provided by stakeholders will be delineated in joint plan of action at each year and Project proposal type based on their own mandate and agreed in memorandum of understanding.

### **What Do Stakeholders Want from Us?**

**Primary stakeholders (individual target beneficiaries Board, staffs):** For smooth implementation of TYA activities all need TYAA to work accordingly to the guidelines given by the boards. For the implementation of project, they expect clear guidelines of the project. They also demand flexibility in the implementation of projects to accommodate their specific issues and concerns. Within the context of budget allocation for the implementation, they need to solve all related problems. All services and program of TYA should be delivered equitably, transparently with acceptable standards to the member's youth

**Secondary stakeholders and Collaborators (charities, international organizations and Civil Society Organizations (CSOs)):** Partners would like to be heard by the Government on various issues and the latter address concerns and their concerns. They want to us to prepare competitive project proposal and accountable to them. They lobby with the Government for the enactment of legislation regarding pressing concerns in this sector and demand greater accountability, transparency to the constituency. They would like to see better coordination and convergence between the project and stakeholders on matters of concern. They would like TYA to overcome time lags in decision-making and implementation and improve its implementation capacity with internationally accepted standards of financial and program management. The partners also expect the TYA to improve the monitoring and evaluation of projects. Besides, they would like to increase their participation in the formulation of better project, which can promote the GTP2 of the Government. They would like to offer increased financial, technical and logistical support to the Government and in-turn would like to demand greater acceptance of their own mandate. These organizations press TYA for timely release of grants and funds and expand its scope of work. They would like to see increased coordination

and convergence on issues of common concern. They could demand a quick response or comment on matters of pressing concern.

### **3.2 Strategic Issue Identified with the Member Youth**

During the Strategic planning exercises, the following strategic issues are identified and put in priority focus with the youth and stakeholders. The issues are first collected from the secondary data collected from reports and evaluation platform conducted the last three years. Furthermore, the strategic plan committee further developed the issues conducting in-depth interview with the youth, even if the extent and intensity of the problems varies from woreda to woreda, the following are identified and developed by the as key challenges and issue of the member youth.

#### **Key Strategic issue**

- Growing un employment both in rural and urban areas
- Limited access to finances, resources , market & information
- Access to Skill and vocational trainings
- Illegal migration and trafficking
- Attitude and social norms: gender, child marriages, SRH, poor youth friendly services, Juvenile delinquency
- Poor voluntarism, participation and sense of ownership
- Lack of clear Resources mobilization strategy
- Access to Information and communication
- Capacity limitation of leaders and youth
- Sustainable Environment al conservation and youth development
- Shortage of recreational areas and library for reading
- Youth with especial needs
- Membership development
- Partnership, networking and knowledge management
- innovation and sustainability (best practice scale up)
- Limited reach and coverage of services delivery

#### **Unemployment**

A high level of un- and underemployment is one of the critical socio-economic problems facing Tigray and Ethiopia in large. While the labor force grows, with an increasing proportion of youth, employment growth is inadequate to absorb labor market entrants. As a result, youth are especially affected by unemployment.

Moreover, young people are more likely to be employed in jobs of low quality, underemployed, working long hours for low wages, engaged in dangerous work or receive only short term and/or informal employment arrangements.

There are about 151,000 youth who graduate from various universities ready to enter the job market every year in the country. However, due to the slow economic growth, drought; lack of skills; low availability of investment, capital, risk absorption capacity and financial management skills; limited market accessibility; and the absence of youth in decision making or implementation of policies and demand for experience by potential employers affecting them and 50 % remain unemployed at present. There is need for TYA to address these unemployment problems and create an environment where the youth can exploit their potential through value adding initiatives. Youth employment is a pressing issue in tigray where almost two-thirds of the population is younger than 25 years. Disguised unemployment is a feature of the rural labor market while open unemployment is prevalent in urban areas. Indeed, Tigray has about 50 per cent of the youth labor force unemployed.

### **Empowerment and Participation (lack of voluntarism, participation and sense of ownership)**

One of the greatest challenges in Youth Empowerment and participation is how to ensure that young people are passionate about causing transformation in Tigray. Youth Empowerment and Participation is the essential force for causing such transformation. Young people need a youth branded platform from where they can speak powerfully, take appropriate action, and inspire belief that will have a catalytic impact all over the region through youth-led development initiatives. Youth empowerment and participation is a dynamic cycle. Overall, it is anticipated that the outcome of Youth Empowerment and participation is strong contribution to National prosperity, economic competition and reduced unemployment. When empowered, young people can contribute greatly towards good governance and democracy with a passionate desire to be catalyst for regional Development. TYA will be a catalyst for youth empowerment and participation helping the youth to be organized under the umbrella of TYA for different economic, social and democratic value addition initiatives. Through this initiatives TYA will promote the voluntary participation of the youth in community development and ensure the ownership of the transformation of their regional growth

### **Access to Financial Resources**

Traditional financial institutions have avoided lending to youth due to their relative inability to comply with the high transaction costs, difficulty in assessing and managing their risk profile, and lack of the required financial documentation as well as collateral. The Debebit credit and saving institutions in partnership with various government stakeholders and other rural finance institutions are managing the Micro and small Enterprise Development to the youth. This loan is focused targeting the whole community and not tailored to address the youth problem specifically. The loans are tried to enhance the youth to develop with focus on self-employment via entrepreneurship initiatives. Youth can access these funds either as individuals or as groups and the collateral to secure the duties borrowed have been made affordable in the sense that they can be in form of group guarantee, guarantee by parents, relatives or and even community leaders. With these tough regulations of the financial institutions , TYA should have to work with the stakeholders to easily accessed the existing loan by the youth and advocate the government to established additional youth fund focused to finance youth enterprises with low interest rate and be able to work towards the realization of members youth life goals that were hindered by the tough regulations that have in the past barred them from accessing credit facilities

and improve income ,reduce unemployment and poverty.

### **Poor access to skills and vocational training**

Most of the university students graduated with degrees is without a practical skill of their specific discipline they graduated. Most of the unemployed educated youth are white collar, in need of employment generation from the government. The TEVT system of education was geared to imparting appropriate skills to enhance self-employment. Most of the youth either drop out of school or graduate without necessary skills for self-employment. Many girls drop out of school due to pregnancy. The country's training institutions are also either inadequate or lack the essential facilities and technology to prepare students for the challenging market demands. In most cases, there is no linkage between the training institutions and either the formal or informal sector. The youth trained in universities cannot, therefore, be immediately absorbed into the job market. Besides this, society's attitude towards the informal sector discourages many youth from venturing into it, as they do not want to be regarded as failures in life. Therefore, TYA as a youth focused organization access to vocational training for unemployed youth should be taken as important strategy for the organization.

### **Illegal migration and human trafficking**

Youth illegal Migration is best understood as one of the strategies adopted by individuals, households or communities to enhance their livelihoods and /or to accumulate their wealth. It is a central livelihood strategy for many poor households where social networks play a key role in facilitating transactions in sharing information. Of course, the extent to which individuals and groups use migration as household livelihood strategy is determined by the capital asset possession. Thus, the level of access to and control over human, social, cultural, political, economic and environmental capital characterizes the intensity of exclusion from, or inclusion in, processes of legal or illegal out-migration. Migration is often a household decision, rather than an individual decision, and has a strong impact on how a household allocates labor in the absence of one or more of its members. But most of the youth migrants in the area decide alone.

Currently, high illegal youth migration to Saudi-Arabia is the dominant livelihood strategy of the people in the area, exposing migrants to severe and complex problems. While intermediaries get significant amounts of money by trafficking migrants, exposing migrants to untold suffering has psychological and socio-economic impact on the livelihood of families and the community in particular and the country at large. TYA should have to work with the stakeholders to present the growing illegal migration and reduce its impact to the local economy.

### **Attitude and social norms: gender, child marriages, SRH, poor youth friendly services, Juvenile delinquency /Health/ and Drugs abuse**

The current organized community or popular mobilization should continue, evolve and be tailored according to the need of the majority. The key question in empowering the community in a sustainable and effective manner is “how can we keep the community in health?”. Ultimately, the community should be empowered to produce its own health and play its vital roles in the health sector with the spirit of ownership. Health posts, health centers and primary hospitals constitute primary health care units responsible to provide the EHSP to an average of 5000, 25,000 and 100,000 people respectively. The facilities are equipped and manned according to the standards set at each level. The health extension program is serving as a platform to link the community with the PHCU which is being further enhanced through networks of the Health Development Army (HDA). The coordinated effort of the above mentioned structures and respective functions under the district health offices is the principal means to achieving the desired service coverage. The recent estimate shows that only 12% of the health facilities are youth friendly.

In addition to this, health has become a major issue among the youth. Apart from the traditional health problems like malaria, tuberculosis and the more conservative sexually transmitted diseases, the exponential spread of HIV/AIDS and drug abuse have become issues of major concern. Mental health is increasingly becoming a common problem among the youth. Depression, anxiety, eating disorders, psychosis and substance abuse are also becoming leading mental problems among the youth. Furthermore, reproductive health is one of the issues with the greatest impact on the youth. Some related problems and side effects include teenage pregnancies and abortion. Other common health problem is acute respiratory infections. Current health facilities are also not youth-friendly. As such, there is a need for facilities that offer preventive and curative health services for the youth. Information on health should be made available to the youth too.

Besides, in recent years growth in crime, drug and substance abuse among the youth in Tigray is growing. Alcohol, cigarettes and khat, have remained the most popular abused substances. There is a fast emerging trend of injecting drug use especially narcotic. Moreover, abuse of drugs is highly associated with the risks of contracting HIV/Aids and other sexually transmitted diseases especially among the youth.

Violent attacks, including rape and juvenile delinquency are increasingly being associated with the youth these days. Over 50% of all the convicted rapes are s young people aged between 16 and 25 years. TYA must therefore collaborate with other stakeholders to research, advocate and create mass awareness that would assist youth in the region to overcome the challenge.

### **Leisure, recreation, and community service**

Leisure, recreation and community service are important for the psychological and physical development of the youth. It contributes to their personal development by promoting good health, personal discipline, leadership and team building skills. It also provides opportunity for appreciation, participation and creative experience in leisure, music, art, dance, drama crafts, novelty events service and cultural activities. This helps engaging the youth to make good use of their leisure time, express their beliefs and values as well as promote and preserve local art and culture for the benefit of the

future youth. However, current investment in leisure and recreation has not reflected its importance. The sector suffers from inadequate funds and facilities while the talented youth lack motivation and are often exploited by organizations. Due to these constraints, it has not been possible to tap fully the talents of many youth. Therefore, TYA has to do its own activity to help reduce the problems

### **Information and Communication Technology**

Information and Communication Technology (ICT) may arguably be the most powerful tool for social and economic change. Rapid and continuing growth and development in ICT is transforming the ways in which youth live and work. Using internet for example, youth can get access to both domestic and international education and job opportunities on line. They can also share interests with peers and with the SGG established by the youth, can even advertise their products and get market information on any business of their choice. Due to lack of access to information and communication technology (ICT) especially in rural areas, youth cannot exploit their career, business and education opportunities. There is need for TYA to take advantage of benefits associated with ICT to foster youth development.

### **Youth with Special Needs**

The categories of youths with special needs have been identified as the: Unemployed youth; Out of school youth; Female youth; Youth infected and affected by HIV/Aids; Street youth; physically, and mentally challenged youth; and Youth in difficult circumstances. The association will adopt an affirmative action of **5 percent** in its programmes in favor of youth with special needs.

### **Youth and Environment**

Degradation of the environment, through pollution, poor waste management and deforestation, are major challenges for Tigray. With the destruction of water catchments, depletion of natural resources, soil fertility and pollution of rivers and destruction of plants and animals, the youth cannot be assured of quality life in the future. The need to conserve the environment has become increasingly important and many youth organizations are engaged in activities to protect the environment such as tree planting, participating 20 days in free labor contribution, conservation, management of nursery conservation of wildlife and agro-forestry. TYA, therefore, has to contribute its part in mobilizing the youth to benefit from the existing conservation effort and utilize the natural resources to solve the existing economic problems of youth.

### **Lack of clear Resources mobilization strategy and poor membership development**

Weak partnership, networking and knowledge management



## 4. Strategic Frame Work

### 4.1 Vision

To empowered youth with in to be productive, responsive, healthy, self- confident; and capacitated youth generation

### 4.2 Mission

To advance the wellbeing of member youth using social, democratic and economic right of the youth reserved in the constitution through participatory youth development initiative program approach

Goals

To play a vanguard role for up-keeping the economic, social and democratic wellbeing of its members and the wider youth community in the region and the country at large using the following specific goals

- To enable the young persons to play their role in building development and democracy effectively and increase their benefits from the development gradually
- To protect the human rights of the youths and to enable the youths to play their role in enhancing rule of law
- To alleviate the economic, social and psychological problems of the youth
- To improve the relations and unity of the youth as well as tolerance and discussion among the youth when there exist differences
- To enable the youth to be disciplined and improve their sense of hardworking and creative culture

### 4.3. Mandates

**As per the charity and society law of the Ethiopian government TYA as a national society has the following mandates:**

- Carries out extensive youth focused promotional and mobilization activities
- Strengthens organizational capacity to ensure sustainability through: collecting membership fee, giving capacity building trainings, represent the youth at any youth issue, provide support to help each other among the youths
- Facilitate access to economic empowerment of the youth: access to credit schemes, provided different trainings, expand services

- Show efforts to realize the availability of recreational centers and libraries both in quantity and quality where the youths may entertain in their spare time and get education as well as counseling services and, mitigate health problems of the youths specially, focuses on HIV/AIDS and Enables the youths to participate in sport and art activities
- Creates conducive environment in collaboration with government and non-government organizations
- Encourages the sense of hard working and creativity of the youth and enable the youth to be self-reliable and without dependency syndrome thereby to be able to solve their problems themselves integrating with the region's development
- Shows effort to eliminate harmful traditional practices and work for social empowerment
- Shows effort to protect the constitutional rights of the youth and to enable the youth know their human and democratic rights sufficiently and to have confidence on the rule of law.
  
- Participates in income generating activities, as much as the government policy, law and procedures allow, to achieve the objectives of the association
  
- Creates network with other associations and bodies that have similar objectives and contributions what is needed from it
- Manage finance, human and materials resources needed to manage its youth focused programs
- Sets activity plan which enable to accomplish the objectives of the association, and implement and monitor
- Executes any other things that are not stipulated but are related with the association's objectives

#### 4.4 Values

**The five core values of the association (TYA) are the following:**

1. Self-reliance and self-esteem of the youth to carry country leading responsibility
2. Strong heartfelt trust to the organization to develop through using own resource, knowledge, material and capability
3. Equal rights of youth to benefit from the country's political, economy and social amenities
4. Active participation of youth in decision-making procedures and process and their self-determination in the country development endeavor all levels
5. Strong collaboration and partnership with associations, civil society, Charitable organizations, societies, international NGOS, Bilateral organization and individuals having similar objective and vision

## 4.5 Operating Principles

In the conduct of its operations, the TYA shall be guided by:

1. Acting strictly according to the rules of the memorandum of the association
2. Ensure equity in benefits opportunities and equal participation in any youth development issue
3. Effectively collaborate with government, individuals, civic society organizations, communities, and local administrations to achieve objective of the organization
4. Ensure good governance of the association through practising transparency and accountability to member youth in practicing functions of the association, utilizing resources in terms of sources and uses; respecting decisions of Board of directors and general assembly
5. Promote mutual learning and development of the association through continuous joint planning, joint monitoring and evaluation, joint implementation, Supervision and mentoring of activities with stakeholders
6. Promoting individual and collective responsibility in discharging operations of the Organization;
7. Commitment of leaders, staffs, members to the vision, mission and objectives of the Organization;
8. Promotion of the spirit of voluntarism in environmental protection, community development, participation in local economy and social development
9. Mainstreaming the activities, efforts of the organization with the policies and programs of the government at each level

## 5. Goals, Strategic Objectives and activities

### Goal 1. Promote Youth Participation

#### Strategic Objective 1.1: Develop and strengthen the leadership capacity of youth, leaders and staffs and association

##### Activities:

- Provide leadership training to leaders every year
- Provide leadership training to staffs every year
- Plan preparation (region, zone, woreda tibia & youth development group)
- Conducted performance evaluation of at region, zone, woreda tbaia & youth development group)
- Conducted leaders newly election at woreda, zone and regional level
- Conduct regular tya meetings
- Conducted board meeting
- conducted general assembly meeting
- Yearly operational plan prepared
- conducted youth council meetings
- Management meetings conducted
- Performance evaluation meeting conducted
- Succession plan developed

##### Outputs:

- Enhanced leadership skills leader
- Enhanced leadership skills, attitudes and communication and management skills (board, management bodies, succession planning, youth development army, etc...
- Performance evolution documented at each level ted
- Elected and replaced leaders at each level
- Consensus built with leaders at each level
- Board meeting Decisions documented
- General assembly meeting (9<sup>th</sup>) preparation, conducted and final decision documented
- Implementation plan document at each level
- Council directions, decisions and guidelines documented
- Management and operational decisions documented
- Team work build and sessions to improve performance owned
- Leaders prepared at each level for replacement

## **Strategic Objective 1. 2: Expand the membership base of TYA (at community, TEVT College, University, high schools)**

### **Activities:**

- Nominate and register new association members
- collect fee from senior association members
- Register collaborative members and collect fee

### **Outputs:**

- List of new association members documented at woreda and regional level
- Financial resources of TYA strengthened
- List of collaborative members at each level

## **Strategic Objective 1.3. Increase opportunities of civic participation and community services among youth**

### **Activities:**

- Identify good governance agenda every year
- Mobilize youth for community activities
- Mobilize youth for environmental protection activities
- Mobilize Participation of youth in Elections (99 %)
- Participation of youth in Elections observation

### **Outputs:**

- List of good governance agenda produced each year to be worked with
- Mobilized youth and contribution of community labor
- Mobilized youth list and on environmental conservation
- Amount of Birr value added to the regional GDP
- list of mobilized youth for election
- list of mobilized youth and trained for observation

## **Strategic Objective 1.4. Improve the effective youth participation in all structure of decision making (tabia, woreda and regional councils)**

### **Activities:**

- Effort to elect the youth at council (regional, woreda and kebele )
- Representation at implementation cabinet

### **Outputs**

- Youth represented, elected to participate at council at each level
- List of youth participated at implementation cabinet

### **Strategic Objective 1.5. Improve youth leadership and involvement in Transparency and accountability of services delivery**

#### **Activities:**

- Implement and make contract agreement to work accountability project at selected woreda
- Capacity building in principles of social accountability
- conduct dialogues groups Discussion
- Interface meeting conducted at woreda level
- operational action plans prepared
- Reports delivered to Counsels at each level on accountability issue s
- Participate in good governance command post at each level
- Provide youth leaders training in principles of accountability and transparency
- Established good governance and development Agenda each year
- Assessment report delivered to Counsels at each level on accountability issues

#### **Outputs:**

- Agreement made with partners
- youth involvement in Transparency and accountability of services delivery
- Problems identified in services delivery and action plan to improve
- Conesus reach between service givers and service takers at each sector
- Operational plan document prepared and improved service deliver
- Decision taken by the council meeting at each level
- Problems submit to and solved by the command post at each level
- leaders involvement in Transparency and accountability of services delivery
- Number of good governance Issues identified and planned to be negotiated with stakeholders
- sectorial problems solved for youth and received feedback from government

### **1.5. Best practice collected and scaled up**

#### **Activities:**

- Best practice identified and produced
- Experience sharing conducted
- Motivating model youth working groups and members
- Media promotion program (events)
  - Sponsorship events
  - Press release quarterly to radio Program

**Outputs:**

- Best practice document documented
- Improved knowledge sharing
- Youth motivated to be member of association
- Awareness created on the performance of TYA

**Goal 2: Improve Livelihood and Economic Opportunities for Youth****Strategic Objective 2.1. Promote youth and facilitate participation in Agricultural economic empowerment activities****Activities:**

- Mobilize and facilitate the youth to benefited from Agriculture related on farm enterprises
- Identifying rural job and wealth creating opportunities like honey production, fattening, etc.
- identifying unemployed youth
- Conducting awareness creation on the opportunities
- Establish cooperatives and create loan access to start
- Facilitate technical training

**Outputs**

- Unemployed youth have established their own livestock honey production and fruit cooperatives
- Market volume of hillsides product increased
- Gross margin increased

**Strategic Objective 2.2. Promote youth and facilitate participation in off farm and non-agricultural economic empowerment activities****Activities:**

- Mobilize and facilitate the youth benefited from off farm and non-farm related enterprises
- Identifying mining areas together with stakeholders to engaged youth
- Mobilize and facilitate youth benefited from trade sectors
- Number of youth linked and benefited from large and medium industries
- Agro-Processing linked youth

### **Outputs:**

- Off farm and non-farm micro-enterprises have been established
- Trade sector and manufacturing micro –enterprises established
- Income of youth increased at a significant level

### **Strategic Objective 2.3. Facilitate entrepreneurship skill training and other vocational skill training**

#### **Activities:**

- Facilitated to receive trained in entrepreneurship
- Facilitated to receive vocational skill training
- Formation of network linked with markets
- Number youth provided entrepreneurship training

### **Outputs:**

- Technical and vocational skills of unemployed youth are developed
- Number of youth linked to market opportunities
- Number of youth gained business management training

### **Strategic Objective 2.4. Facilitate the youth to be organized and access to credit and organized**

#### **Activities:**

- Number youth provided entrepreneurship training
- Create accessed rural loan (Dedebit and other rural financial institutes)
- Amount of revolving fund supplied to youth groups
- Amount of birr allocated for revolving fund (Million)
- Amount of birr returned for revolving fund (Million)
- Number youth groups participated in saving
- Amount of birr saved (Million)
- Establish youth micro finance

### **Outputs:**

- Loan access created
- Number of youth received loan
- Amount birr revolved
- Amount birr saved



- Institutions of youth micro financed established

### **Strategic Objective 2.5. Facilitate the linkage of youth to the market**

#### **Activities:**

- Link organized SHG transferred to cooperatives
- Lined SHG and cooperatives linked with local markets Trainings
- SHG participated in the Market exhibition in the region
- SHG participated in the Market exhibition in the national level
- Create accessed rural loan (DEDEBIT and other rural financial institutes) for market credit

#### **Out puts:**

- Market access created
- Market linkages through different strategies—(Mobile information networking, integration with private sectors, cooperatives....)

### **Strategic Objective 2.6. Advocate government to avail youth enterprise development fund (YEDF)**

#### **Activities:**

- Number of youth accessing the YEDF

#### **Outputs:**

- Youth owned fund created

### **Strategic Objective 2.7. Collect, Document and Scale-up Best Practice**

#### **Activities**

- Identifying best practice

#### **Outputs**

-

## **Goal 3: Improve Reproductive Health and Wellbeing for Youth**

### **Strategic Objective 3.1. Improve access to comprehensive reproductive health information and services to the youth to reduce the rate of HIV/AIDS and STI infections among the youth**

#### **Activities:**

- Provide youth education on HIV /AIDS
- strengthen HIV /Aids clubs
- Peer educators Training provided
- Sessions conducted on Vulnerable groups
- conducted VCT
- condom distributed ('000)
- CSW trained
- Other vulnerable group session attended
- Support PLWHA association established and strengthened

#### **Outputs:**

- Establish and enhance the utilization of youth friendly VCT centers in target centers
- Train peer educators on Counseling Skills on HIV/AIDS to educate the youth;
- Conduct community based campaigns and support programs to sensitize and destigmatize youth on HIV/AIDs;
- Improved participation of peer educators on guidance and counseling at community level
- Promote responsible sexual behavior;
- Link HIV positives youth to ARVs

### **Strategic Objective 3.2. Improved youth health friendly service at youth centers and mainstreaming with health centers**

#### **Activities:**

- Facilitate YFSS services utilization at Health center
- Strengthen youth centers with indoor and outdoor games
- Provide youth center services
- Conduct dialogues at youth centers on issue of youth Development

#### **Outputs:**

- Improved youth friendly health services
- Mainstreaming of youth health issues done;
- Youth centers ready to give service

- Improved participation of youth at youth centers

### **Objective 3.3. Reduced and prevent illegal youth migration and child trafficking**

#### **Activities:**

- Provide awareness creation training to potential migrants
- Provide awareness training for returnees
- Facilitate linkage of returnee with employment generation
- Conduct dialogues discussion with the youth
- Identify and document Best practices

#### **Outputs:**

- Creation and strengthening of effective partnership with illegal migration prevention committee
- Improved the perception of migrants on cause and consequences of illegal migration
- Improved the participation of youth in local economy initiative
- Improved documentation best practice

### **Strategic Objective 3.4. Improve health-seeking behaviors of youth**

#### **Activities:**

- Facilitate the youth to participate at health packages
- Conducted Dialogue session at youth centers
- Facilitate blood donation events to the youth

#### **Outputs:**

- Increased level of awareness on health issues among youth in Health packages
- Promoted the participation of Youth on health issue
- Creation and strengthening of effective partnership

### **Strategic Objective 3.4. Improve the mental and psychological health of youth**

#### **Activities:**

- Awareness created on consequences of drug and alcohol use
- Assessment made on the prevalence of Drug abuse

#### **Outputs:**

- Drug abuse prevention and awareness created
- Enhanced mental and physical health

### **Strategic Objective 3.5. Improve the educational performance of youth and leaders**

#### **Activities:**

- Facilitate the youth to participate on illiteracy program
- Establish new partnership with the GoV and private Universities
- Provide Free Scholarship sponsorship for poor youth and leaders of TYA
  - In master degrees
  - in First degrees
  - In Diploma
  - In certification
- Provide Free Scholarship sponsorship for leaders of TYA in Third degrees
- Facilitate the participation of association in quality improvement initiatives
- Participate at stakeholder education command post meeting

#### **Outputs:**

- Promoted the participation of youth in literacy programs
- MOU established with four government and five private universities
- The educational level of beneficiaries' youth improved
- Third degree participants identified and awarded
- Participate in parent and school committee of schools
- Provide and includes the ideas of youth at command post meeting

### **Strategic Objective 3.6. Promoted cultural adoptions of youth**

#### **Activities:**

- cultural adoptions of youth
- Motivate for those Tirighna literature writers
- Support and strengthening cultural clubs

#### **Outputs:**

- Tigrigna language writers motivated
- Cultural sport strengthens and health of youth promoted
- Events Celebrated

## **Goal 4: Improve Organizational Capacity and Sustainability of TYA**

### **Strategic Objective 4.1. Improve the internal resources and membership base of the Association**

#### **Activities**

- Collect membership fee annually
- Generate income as IGA (sale of ID, house rent etc )
- Assess donations
- Donation of new field car
- donation new field motorcycles
- Donation of materials for woreda and office
- Donation of computers
- Purchase new cars
- Conduct fund raising events at aa and regional capital necessary

#### **Outputs:**

- Membership fee collected annually
- Sales and IGA income collected (house rent, youth center rent ,sale of id etc)
- Donations (car, motors ,computers etc)
- Sponsorship developed and resources collected
- Association car owned its own car
- images of the association communicated to the larger public

### **Strategic Objective 4.2. Expand the grant resources base of the association**

#### **Activities:**

- Create non-governmental partnership
- Prepare RM strategy
- Developed systems and strategies
- Strengthen and open Addis Ababa office to facilitate the fund raising activity
- Assign liaising fund raising coordinators at aa office
- Prepared competitive proposal for fund tainting for government bilateral rs
- Prepared competitive proposal for non-governmental organization
- Prepared project proposal for corporate partners
- Newly developed web site of the organization opened
- Purchased motorcycle for the woreda office as motivation
- Purchased field cars for the head office and zone as motivation scheme
- Partnership developed

**Outputs:**

- Prepared RM strategy with the participation of the leaders
- Operation of TYA strengthened
- Establish and fund raising unit at Addis Ababa being operational
- New staffs assigned
- Prepare grant proposal for government partners organization
- Prepare grant proposal for non -government organization
- Prepared grant proposal for corporate partners (effort, factories, etc....)
- Social media image building started and external communication strengthened
- Transport service of TYA strengthen

**Strategic Objective 4.3. Establish new Youth centers as a strategy for income generation****Activities:**

- Construct new youth centers
- Receive new youth centers from youth Bureau and conduct joint action plan
- Income collection from youth centers ("000)

**Outputs**

- Constructed new youth centers at Humera; Wukero ,Adigrate ,Mekelle and Kuha
- Youth centers received from youth and sport Bureau & administered by TYA
- Financial Resources raised from the youth Centers constructed by TYA

**Strategic Objective 4.4. Strengthen the leadership capacity of the leaders staffs in PM, M&E, communication and, leadership through providing short term trainings****Activities:**

- Conduct leaders and staffs training in country
- Conduct leaders and staffs training outside the country short term

**Outputs:**

- Leaders and staffs capacitated in Leadership and Participatory Program Management skills in and outside the country

**Strategic Objective 4.5. Strengthen the Digital devise of the association****Activities:**

- Established new ICT centers and strengthened the existing one

- Provide Training to youth in ICT and entrepreneurship
- Provide social media management training

**Outputs:**

- Information technology infrastructure strengthens
- Capacity of youth improved
- Communication capital of leaders improved

**Strategic Objective 4.6. Improve the partnership as a strategy to improve the skills, knowledge and information base of the association with networks, forums and Federations**

**Activities:**

- Conduct partnership forums every year
- Review partnership every year
- Participate in regional forums and net works
- Generate new participation creation in national forums and net works
- Promote the participation of youth in forums
- Prepare stakeholders and community mobilization strategy

**Outputs:**

- Information base of the association strengthen
- Partnership improved
- National level partnership and knowledge sharing improved
- collaboration with communities strengthen

**Strategic Objective 4.7. Expand the coverage and scope of the association**

**Activities:**

- Establish youth association outside Ethiopian in Europe and USA, Canada
- Establish youth association outside Tigray region

**Outputs:**

- MOU of establishments of youth associations outside Ethiopia
- Establishment document outside Tigray Region

**Strategic Objective 4.8. Improve the quality of services through Monitoring and evaluation of programs, strategies and projects**

**Activities:**

- Conduct supportive supervision by the management and staffs

- Conduct joint supportive supervision and M&E with main stakeholders by the management
- Prepare service delivery standards
- best practice collected and documented each year in audio and video documentary
- Flayers prepared
- Booklets prepared

**Outputs:**

- Quality of program implementation improved
- knowledge sharing & performance improved
- Service delivery standards improved
- Documentation improved
- Mass communication promoted

**Strategic Objective 4.9. Establish Network with in the country and outside (china and South Korea)**

**Activities:**

- Net work with national organization created
- Establish network with the China, Korea and Israel Youth association

**Outputs:**

- Partnership established with common goal organizations
- Youth Association established outside Tigray region

**Goal .5 Cross cutting issue**

**Strategic Objective 5.1. Promote Gender equity**

**Activities:**

- Conducting gender analysis
- Conducting gender mainstreaming
- Promoting membership of Women in the association

**Out puts**

- Gender gap identified
- Gender gap identified
- Gender awareness
- created Number of girls' members of the association increase



## **Strategic Objective 5.2.Improve the awareness of youth in climate issues and NRM**

### **Activities:**

- Facilitate youth dialogues and discussion on shared interest around natural resource management and climate issues
- Support learning events and forums that facilitate dialogue among key NRM stakeholder at local and systems level
- Facilitate for rehabilitating degraded areas

### **Out puts**

- Informed citizen on climate issues created
- shared interest and consensus created
- Climatic and NRM sensitive stakeholder
- NR development improved

## **Strategic Objective5.3. Promote Child protection and child right**

### **Activities:**

- Training child with special need
- Awareness creation on the child right issue
- Supply feed for poor children
- OVC support in educational materials
- Conduct dialogues on issue of child right, trafficking
- School empowerment in child protection
- Establish child clubs

### **Outputs:**

- Create awareness for child right
- Emergency feed support to children
- OVC supported
- Consensus created on issue of child right protection
- Schools empowered in issue of Children
- Institutionalized child right issue

## **Strategic Objective 5.4.Disability mainstreaming**

### **Activities:**

- Prepare disability mainstreaming manual
- Target disabled person as program beneficiaries

- Assess the youth centers plan is disability friendly
- Provide free scholarship for disabled persons

**Outputs:**

- Disability mainstreaming manuals developed
- Disabled persons participated in TYA Programs
- Mainstreamed disability issue in construction of youth centers
- Shared interest and consensus created with the target group

## 6. Implementation Assumptions

### 6.1 Critical Success Factors

The successful implementation of this Strategic Plan shall be characterized and measured by the availability of the critical success factors outlined in the table below.

These success factors include: leadership, financial resources, communication, human resources, and conditions of service, equipment and organizational structure.

<p><b>Leadership</b></p>	<p><b>Financial Resources</b></p>
<ul style="list-style-type: none"> <li>• Follow the decisions of the 8<sup>th</sup> general congress</li> <li>• Follow the by law of the association</li> <li>• Respect all principles of the association</li> <li>• Visionary and inspiring: oriented to transformation</li> <li>• Effective and competent</li> <li>• Collaborative with the stakeholders at each level (joint plan, joint implementation, Joint M&amp;E is expected from the leadership at all level )</li> <li>• Build accountable and transparent leadership</li> <li>• Strong and determined leadership</li> <li>• Team building at each level</li> </ul>	<ul style="list-style-type: none"> <li>▪ Adequate fund raising from membership fee and stakeholders' contribution</li> <li>▪ Produced competitive project proposal and share the non-governmental resources</li> <li>▪ Internal control will be implemented as per the board decisions</li> <li>▪ Timely budget preparation and approval by the board</li> <li>▪ Well and effective budget -managed expected</li> <li>▪ Strengthen the finical management system with professionalism</li> </ul>
<p><b>Communication</b></p>	<p><b>Fixed asset management and Equipment</b></p>
<ul style="list-style-type: none"> <li>▪ Timely and reliable</li> <li>▪ Timely performance evaluation conducted</li> <li>▪ Appropriate and relevant</li> <li>▪ Use local mass media to scale up best practice</li> </ul>	<ul style="list-style-type: none"> <li>▪ Implemented the board approved fixed management manuals at each level</li> <li>▪ Transport need to the association will avail on time</li> <li>▪ Modern, standardized and serviceable</li> <li>▪ Reliable and durable</li> <li>▪ Well recorded and managed</li> </ul>
<p><b>Human Resources</b></p>	<p><b>Service Delivery</b></p>
<ul style="list-style-type: none"> <li>▪ Committed, qualified and representative youth leaders assigned at each level</li> <li>▪ Qualified and competent professionals</li> <li>▪ Results-oriented and accountable HR management</li> <li>▪ Motivated and pro-active</li> <li>▪ Voluntarism respected at each level</li> <li>▪ Disciplined and trustworthy</li> </ul>	<ul style="list-style-type: none"> <li>▪ Focus to solve the good governance problems of the youth</li> <li>▪ High quality and youth need based</li> <li>▪ Client-focused</li> <li>▪ Efficient and effective</li> <li>▪ Relevant and timely</li> </ul>

<ul style="list-style-type: none"> <li>▪ Remove dependent and unqualified manpower at each level</li> </ul>	
<b>Conditions of Services</b>	<b>Organizational Structure</b>
<ul style="list-style-type: none"> <li>▪ All approved manuals will be implemented</li> <li>▪ Conducive and relevant</li> <li>▪ Focus to be youth friendly services</li> </ul>	<ul style="list-style-type: none"> <li>▪ Appropriate and cost-effective structure approved by the board will used</li> </ul>

## 6.2. Resource Requirements and Mobilization

The resources that the association will require to implement the Strategic Plan were also estimated. Funding for the Strategic Plan will be partly met through the membership contribution, government contribution and externally raised budget. However, given that the association will be operating within limited budget sources from the membership fee. This budget is not sufficient to cover the Administration cost of the Association; full realization of the strategic objectives will largely depend on the additional fund raising, donation and development partner’s support. For feasibility of the plan TYA will draft and prepare a resources mobilization strategy for the implementation of the plan period

The organization has kept a total budget birr **239.9 million** income collection, **3.9 Billion** birr as free labor contribution and total income of birr 4.5 Billion birr with in the five year period .And will expended birr **119 and 93 Million** birr as program and administrative cost respectively .Finally, it is planned to contribute a net value addition of birr **3.9 Billion** to the regional GDP. (See detail budget plan in table 6.3)

## **7. Implementation Matrix and Budget**

### **7.1 Implementation Matrix**

### **7.2. Resources Requirement for the Five Year**



