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IDMAJ Annual Report

October 1, 2014 – September 30, 2015

International Youth Foundation

EXECUTIVE SUMMARY

During the period October 1, 2014 to September 30, 2015, IYF made significant progress towards achieving IDMAJ's objective of expanding opportunities for Algerian youth in the areas of employability, entrepreneurship, and community service. In addition to the full ramp-up of program activities with its existing partners Association Nationale d'Echanges des Jeunes (ANEJ) and le réseau algérien pour la défense des droits de l'enfant (NADA), IYF awarded grants to two new partners, Le Collectif d'Initiation des Activités de Recherche Appliquée (CIARA) and the Oran-based Association Santé Sidi El Houari (SDH). Through these partnerships, IYF was able to widen the geographical scope of its youth interventions to include 20 wilayas in all four corners of the country. In all, IDMAJ is pleased to report that it has reached 778 youth through Life Skills and Civic engagement activities, with 723 of these youth benefitting from direct employability training.

Key highlights from the quarter include:

- **Creating new partnerships with CIARA and SDH:** Through outreach efforts by the IDMAJ team in Algeria, IYF was able to kick off two new initiatives with CIARA (Algiers) and SDH (Oran). Through these partnerships, IYF's Passport to Success (PTS) life skills curriculum is being made available to under-served and at-risk youth from the western-and south-western wilayas of Timmimoune and Tamanrasset, in addition to focusing on out-of-school and vulnerable youth from the densely populated cities of Algiers, Tiz-Ouzou, and Oran.
- **Life Skills for youth in a Juvenile detention and correctional center:** in line with IDMAJ's goal of advancing marginalized youth, IYF's partner NADA successfully completed a PTS training program to youth in a juvenile detention and correctional center in Batna (East). Building on the positive results of the PTS program, the Association "Development for the Future," NADA's partner in Batna, initiated discussions with representatives from one of the local juvenile correctional centers about providing a pilot PTS training. The Center welcomed the idea and selected a group of 22 young men between the ages of 17-28 who had less than 6 months left on their sentences. The PTS trainers shared the lessons with the counseling and rehabilitation staff of the center who provided technical guidance on the specific skills and lesson to focus on as a way of preparing these youth to better re-integrate into society and the job-market after their release. The training was offered over a 5 week period covering lessons that focused on communication, setting goals, conflict resolution, and managing emotions/stress, among others. Both the youth and the Center's staff expressed their satisfaction with the curriculum and delivery approach. While it is difficult to gather information on these youth post-training and after their release given the security and confidentiality concerns as expressed by the center, IYF & NADA plan to continue to follow up with the

center in the hopes of making the Life Skills training program available to a larger number of these youth, particularly since they do not receive any support after their release and usually face social stigma, which highly increases their recidivism rate.

- **Community Service projects:** Following the set-up phase in the first two quarters of this year, NADA was able to start the selection process of its youth community service projects in the second part of the year. NADA initially started working with 29 project teams from Eight wilayas (Algiers, Batna, Tizi-ouzou, Setif, Chlef, Bouira, Saida, Ouargla) to select one project for implementation from each wilaya. Through its regional teams and affiliates, NADA set-up regional selection committees and organized pitching sessions to allow each team to present their idea. Out of these pitching sessions, a total of 8 CS projects were selected (1 project from each region), the projects were selected based on selection criteria developed by IYF and NADA to ensure the transparency of the process. The winning teams from each region were awarded with small fund for the execution of each project and are due to start implementing their projects within the next reporting period. As for the remaining 16 CS projects due to be selected from other regions, IYF and NADA are currently reassessing the feasibility of deploying these pitching sessions and projects in 16 other regions given the amount of operational and organizational capacity required. *(Please find more details in the Challenges & Lessons Learned section below.)*
- **Continued programming and expansion in 20 wilayas:** As mentioned above, IDMAJ's implementing partners exceeded the initial target of providing PTS in 12 wilayas and reached a total of 20 (out of Algeria's 48 wilayas/provinces). In addition to widening the geographical scope, IDMAJ is expanding its youth target to include West-African refugees in Timmimoune as well as University students in Algiers through training programs with SDH. While the set-up phase of the SDH grant took place in Q3 and Q4 of this year, SDH launched its programs in Q1 of FY2016.

With 4 active grant awards, IDMAJ was able to reach 700 youth over this year alone, representing a significant increase over last year's number of youth reached. This is the culmination of a lengthy and intensive planning process with each of IDMAJ's four partners to get their grant interventions designed, finalized and awarded and demonstrates that persistence pays off notwithstanding the complexities of working and operating in Algeria. Additionally, IYF trained a total of 95 trainers in its flagships PTS program to enable its partners to provide the Life Skills curriculum and integrate it as part of their respective youth-serving programs.

- **Trainer coaching & support:** provides continued support & coaching to the PTS trainers. Following each Training of Trainers (TOT) conducted in Algeria, IYF established a coaching plan with each partner to ensure that

their trainers continue to improve their delivery skills and command of the curriculum. Coaching activities have included support in lesson planning, selecting modules, and developing training schedules that are conducive to youth learning, in addition to peer-coaching among trainers within the same organization.

- **USAID visit to Algeria:** In early May, Idriss Touijer, AOR at USAID-Morocco conducted a monitoring visit to the IDMAJ program in Algeria. The visit included site visits to four Wilayas, meetings with the implementing teams of ANEJ, CIARA, and NADA, as well as meetings with youth who benefited from PTS and Community Service training programs. During this trip, the IYF team took the opportunity to meet with the new U.S Ambassador to Algiers, Joan Polaschik, to brief her on the program's progress and accomplishments. The Ambassador expressed her support of the program, stressing that the IDMAJ program objectives are aligned with both the Embassy's and the Algerian government's goals to support youth advancement in Algeria.

CHALLENGES & LESSONS LEARNED

Despite the significant progress achieved in implementing the IDMAJ program, there are a number of lessons learned from IYF's work with associations and NGOs in Algeria. These include:

- **NGO Organizational and Technical Capacity:** Given the Algerian political environment, NGOs and youth-serving associations have limited exposure to peer organizations in other/neighboring countries (if at all), as well as limited or non-existent experience in working with foreign donors (particularly US-funded organizations). These factors have contributed greatly to the limited organizational and technical capacity of these associations to design programs, plan activities, and deliver them in a timely manner. As a result, IYF has had to invest considerable time and effort in providing operational and technical support to these organizations ranging from support for program design and budget development to support with the day-to-day planning and program delivery.
- **Implementing Community Service projects:** As mentioned above, NADA experienced a number of difficulties and challenges in implementing its CS projects. This was mainly due to its low organizational capacity which has significantly impacted NADA's ability to effectively plan and roll-out a large number of activities over a large geographical area. One area where NADA has struggled is in building strong human resource systems for their interventions. As a result, there has been high staff turnover rate within the organization (which is also a fairly typical phenomena among Algerian NGOs), resulting in program implementation delays. The staff turnover has also meant that it is difficult for the IYF team to effectively intervene and provide assistance to NADA. An important emphasis of next year's work

plan will be a series of structure capacity strengthening workshops focused on organizational capacity and best practice models to organize and deliver effective youth programs.

- **Monitoring & Evaluation:** IYF also put an emphasis on building the partners' capacity in Monitoring & Evaluation by providing activity tracking tools, introducing qualitative and quantitative data collection methods to gather results on the PTS trainings, and using the findings from these tools to inform next program plans. Additional work to build the capacity of partners in the area of M&E and quality assurance is still needed, and IYF will continue to place a heavy emphasis on partner M&E processes in the next year through individualized technical assistance, as well as group capacity building workshops.
- **Youth attendance rates:** Finally, another challenge that program partners have faced is ensuring adequate youth commitment levels for program trainings. IYF has observed that there has been, on average, a 40% drop-out rate from the trainings. This was due to a number of reasons, but mainly as a result of poor recruitment and selection processes from the implementing partners. This in turn has had a negative effect on reaching IDMAJ planned targets for the year. IYF is hopeful to make up some of these losses in the coming year as it works with partners to address and resolve key bottlenecks that are contributing to low training attendance by youth.

The following section provides a detailed breakdown of the deliverables for FY 2015:

IDMAJ Goal: *A greater capacity for local organizations to provide unemployed/out of school youth (ages 18-35) with increased access to effective employability, entrepreneurship, and community service programs that support their active participation in the job market.*

Outcome 1: Improved models of life skills, employability and entrepreneurship, and community service training programs

COMPONENT	ACTIVITIES	KEY DELIVERABLES	STATUS AS OF SEP 30, 2015
<p>Indicators 1.1 & 1.2</p> <p><i>Enhanced models related to positive youth development in employability, entrepreneurship, and community service</i></p>	<ul style="list-style-type: none"> • Obtain USAID approval and award at least 3 FOG grants or follow on grants to support employability, entrepreneurship, and community service activities. • Support granting partners to develop framework and implementation plans to integrate IDMAJ training programs and youth models • Conduct site visits to partner organizations to review/develop service models 	<ul style="list-style-type: none"> • 4 grants already awarded • Awarding of Ciara Grant (Q2) • Awarding of SDH Grant (Q2-Q3) • Awarding of follow-on grants (Q4) • Partner implementation plans developed (Q2-Q4) 	<p>Completed:</p> <ul style="list-style-type: none"> • 2 Ciara grants awarded in Q2 • 1 SDH grant awarded in Q3 • 1 ANEJ follow-on grant developed in Q4 to be awarded in the quarter • Partner implementation plans are developed and are continuously updated as needed

Outcome 2: NGO service providers strengthened to meet minimum standards for effective youth development programming

<p>Indicators 2.1 & 2.2</p> <p><i>Enhanced competencies of youth development professionals and volunteers in how to deliver effective youth programs</i></p>	<p><u>Life Skills and Employability</u></p> <ul style="list-style-type: none"> • Conduct 2 Passport to Success TOT's for IDMAJ partners and 1 PTS refresher course • Provide coaching and follow-up support for trainers • Integrate certification protocols as part of trainer professional development and quality assurance process • Conduct at least one additional capacity building workshop for partners on minimum standards for effective youth programming 	<ul style="list-style-type: none"> • PTS TOT conducted (Q2, Q3) • PTS refresher (Q4) • Coaching activities(Q2-Q4) 	<p>Completed:</p> <ul style="list-style-type: none"> • 2 PTS Training Of Trainers (TOTs) conducted for SDH and CIARA. IYF also included ANEJ trainers in the TOT provided to CIARA based on a request from ANEJ to train additional trainers • 1 PTS refresher is planned for Q1 of 2016 Q1: the refresher will be part of the ANEJ follow-on grant • Coaching to PTS trainers has been stressed in the 2 TOTs and has been integrated in partner milestone deliverables.
	<p><u>Entrepreneurship</u></p> <ul style="list-style-type: none"> • Assess entrepreneurship training needs of partners and design tailored capacity building activities for partners • Organize and deliver Entrepreneurship training workshop • Provide coaching and follow up support for trainers and 	<ul style="list-style-type: none"> • Partners TOT conducted (Q3) • E-ship curriculum is made available to partners (Q3) • 8 trainers trained 	<p>Completed:</p> <ul style="list-style-type: none"> • Completed (Q1 of 2016): this activity was completed in early October 2015.

	partners		
	<u>Community Service</u> <ul style="list-style-type: none"> • Complete community service program activities with NADA • Conduct work sessions with NADA to develop enhanced service model • Provide coaching sessions/refresher courses to NADA trainers 	<ul style="list-style-type: none"> • Community service model and implementation plan complete • Capacity building/coaching activities completed for partner 	<p><i>Completed:</i></p> <ul style="list-style-type: none"> • IYF developed Community Service implementation & delivery models with NADA and provided follow up technical support and coaching; actual completion of all program activities related to this community service capacity building was not completed – see below for further details

Outcome 3: Targeted youth in selected localities have expanded options for gainful employment through the acquisition of market-driven employability, Entrepreneurship, and community service

COMPONENT	ACTIVITIES	KEY DELIVERABLES	STATUS AS OF SEP 30, 2015
<p>Indicators 3.1 & 3.2</p> <p><i>Targeted youth completing one or more IDMAJ program trainings</i></p>	<ul style="list-style-type: none"> • Complete roll-out of PTS youth trainings through NADA and ANEJ to target a total of 900 youth nationwide • Commence PTS youth trainings for CIARA and SDH 	<ul style="list-style-type: none"> • Approximately 1150 youth trained in life skills: (through sept 2015) <ul style="list-style-type: none"> ○ 400 trained by ANEJ ○ 500 trained by NADA ○ 200 trained by CIARA ○ 50 SDH 	<p>Ongoing:</p> <ul style="list-style-type: none"> • As of the end of Q4, IYF provided Life Skills training to a total of 723* young men and women: <ul style="list-style-type: none"> ○ 318 youth trained by ANEJ ○ 243 youth trained by NADA ○ 162 youth trained by CIARA ○ SDH launched its training programs towards the end of Q4 so IYF plans to report on their activities and beneficiary targets within the next quarter. <p>It is worth noting that both CIARA and SDH were unable to reach their training targets given that both grants began in earnest towards the end of Q3 instead of Q1 as originally planned. The delays were due to:</p> <ul style="list-style-type: none"> ➢ Delays in receiving the required USAID sub-grant approvals ➢ Once approved, the initial sub-grant payment took 4 weeks to reach the grantees (standard processing times for Algerian banks for all first payments received from abroad) ➢ Once approvals and funds were obtained, the partners had to modify their training plans and postpone program activities after Ramadan and summer break (August) <p>In the coming year (Q1 of 2016), IYF will continue to work with the partners on updating their implementation plans in order to reach the</p>

			number of youth to be trained.
<p>Indicator 3.3</p> <p><i>Youth participants showing improved life skills competencies</i></p>	<ul style="list-style-type: none"> Integrate PTS M&E approach and tools into life skills programming to assess impact of life skills training on youth (youth retrospective survey, focus group interviews, and possibly trainer observation form) Develop data collection plan to implement youth competency assessment tools Share summary report of PTS results with partners 	<ul style="list-style-type: none"> Youth retrospective surveys completed (Q3-Q4) Youth Focus Group Interviews (Q3) <p><i>Surveys and Focus Groups to be conducted on a sample basis per partner</i></p>	<p>Ongoing:</p> <p>To date, the following PTS M&E tools have been administered:</p> <ul style="list-style-type: none"> Youth retrospective surveys have been administered with CIARA and ANEJ beneficiaries IYF conducted 2 Focus Group workshops to gather qualitative data from beneficiaries and the impact that the training program has on youth post-training. <p>Administering assessment surveys on a regular basis has been challenging due to a number of reasons (low operational/organizational capacity of partners in certain regions including inability to send information/survey copies from remote regions, and low-literacy rates of trained youth to complete surveys). Within the next year, IYF plans to work with its partners on institutionalizing M&E practices as part of their training programs by providing M&E training workshops to the partners' program teams.</p>
<p>Indicator 3.4</p> <p><i>Targeted youth completing community service projects</i></p>	<ul style="list-style-type: none"> Deliver community service training workshops with implementing partners in targeted Wilayas as identified by partner. Select finalist community service projects to be implemented in 	<ul style="list-style-type: none"> 20 community service workshops are delivered to youth by NADA (4 workshops per region – 5 regions) (Q1-Q3) 24 CS projects are 	<p>Incomplete:</p> <ul style="list-style-type: none"> Starting in Q3 and by the end of Q4, NADA selected a total of 8 Community Service projects out of 28 CS projects submitted in 7 wilayas; Alger, Batna, Bouira, Ouargla, Saida, Setif, and Tizi-Ouzou.

	<p>coordination with NADA</p> <ul style="list-style-type: none"> • Award selected projects and launch community service projects 	<p>implemented/selected for award (4/region) (Q3-Q4)</p>	
<p>Indicator 3.5</p> <p><i>Target Wilayas to reach underserved areas</i></p>	<ul style="list-style-type: none"> • Assess need of youth programming in different parts of the country and determine target Wilayas based on need 	<ul style="list-style-type: none"> • IDMAJ programs are available in 12 Wilayas (with focus on rural/south) mainly in Adrar, Algiers, Annaba, Batna, Biskra, Chlef, Laghouat, Ouargla, Oran, Saida, Setif, Tipaza, and Tizi Ouzou 	<p>Completed</p>

Crosscutting Components: Grants, Program Management, Reporting and Communications

COMPONENT	ACTIVITIES	KEY DELIVERABLES	STATUS AS OF SEP 30, 2015
<p>Grants</p>	<p>Continue grant implementation through:</p> <ul style="list-style-type: none"> • ANEJ HQ through August 15, 2015 • ANEJ regional through Dec 31, 2015 • NADA HQ through Dec 31, 2015 • NADA Regional through Dec 31, 2015 <p>Award new grants to new partners:</p>	<ul style="list-style-type: none"> • CIARA grant awarded (Q2) • SDH grant awarded (Q2-Q3) • CIARA-Training II grant awarded (Q4) 	<p>Completed:</p> <ul style="list-style-type: none"> • CIARA grant awarded in Q3 • SDH grant awarded in Q3 • CIARA follow-on grant: given the delays encountered in launching the first grant, IYF and CIARA had to re-adjust the timeline of the implementation plan. IYF will first assess CIARA's ability to reach its initial grant goals then determine the feasibility of a second-grant. • IYF has just received USAID approval for a follow-on grant to ANEJ that will be rollout as part of next year's activities.

COMPONENT	ACTIVITIES	KEY DELIVERABLES	STATUS AS OF SEP 30, 2015
	<ul style="list-style-type: none"> • CIARA Feb 2015 • SDH Mar/April 2015 		
<p>Program Management</p>	<ul style="list-style-type: none"> • Conduct monthly program monitoring site visits to partners, in addition to on-going technical assistance • Quarterly financial and program reports submitted to USAID • Convene partners for knowledge exchange and program updates on quarterly basis • Implement M&E assessment tools/surveys • Gather and analyse M&E data obtained 	<ul style="list-style-type: none"> • Grantee program monitoring site visits (monthly) • USAID financial and program reports (Quarterly) • All partners meeting in Q3 and Q4 • Assessment tools used and data gathered by IYF • Data analysed and input in M&E/target tracker 	<p>Completed:</p> <ul style="list-style-type: none"> • Site visits are conducted regularly • All USAID financial reports are submitted on time on a quarterly basis • First all partner meeting was held in Q4 • First all partner meeting held in Q4, second to be planned for Q1 2016 • Assessment tools were integrated into implementation: <ul style="list-style-type: none"> ➤ <i>Sample data received to date shows positive attitude change from respondents. For example, 75% of beneficiaries indicated a positive change in their communication skills and managing emotions, and 77% of respondents indicated increased ability to make decisions, while 79% reported positive change in respecting themselves and others. IYF plans to continue administering assessment tools in order to obtain additional data from different regions and from a larger sample pool of youth.</i>

COMPONENT	ACTIVITIES	KEY DELIVERABLES	STATUS AS OF SEP 30, 2015
Communications & Outreach	<ul style="list-style-type: none"> • Begin preparing grantee closing events, as well as stakeholders learning to be held Q4 or Q1 of FY2016 • Document program impact and develop 3 success stories to be used for outreach and external audiences • Develop outreach plan to potential leverage partners and private employers as part of scaling activities in 2016 	<ul style="list-style-type: none"> • Partner Learning Event (tentatively Q4) • 2 or 3 Success Stories are developed: <ul style="list-style-type: none"> ▪ One SS on partner capacity building (Q2) ▪ One SS of youth impact (Q3) ▪ One SS from employer (Q4) • Outreach materials developed and available for use (Q2-Q4) • Outreach to leverage partners (Q4) 	<p>Complete:</p> <ul style="list-style-type: none"> • Partner Learning event will planned for 2016 due to delays in getting the CIARA and SDH grants up and running • Two success stories developed and shared with partners, USAID, and on social media and IYF website (attached with this report) • During Q3, IYF lead a number of Outreach meetings with new potential partners, including funders to explore ways to help sustain program activities. Discussions regarding the sustainability of the IDMAJ program with program partners and potential new funders will continue in 2016.

Description	FY15 Expenditures October 1, 2014 – September 30, 2015
1. PERSONNEL	\$626,563
2. FRINGE BENEFITS	\$139,184
3. TRAVEL & TRANSPORTATION	\$116,608
4. EQUIPMENT	-
5. SUPPLIES	\$4,711
6. GRANTS	\$398,327
7. CONTRACTS	\$98,476
8. OTHER DIRECT COSTS	\$28,068
Subtotal Direct	\$1,411,938
<i>Indirect</i>	\$286,497
TOTAL	\$1,698,435