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EXECUTIVE SUMMARY

This report summarizes key learnings and activities carried out through the IDMAJ (Insertion, Dialogue, Motivation pour l'Action avec les Jeunes) program, a USAID-funded initiative implemented through the International Youth Foundation (IYF) in partnership with youth-serving associations in Algeria. The program was carried out from October 2011 through September 2016 and included a Program Modification in 2014 and three-month no cost extension from June to September 2016.

IDMAJ was a multi-year, \$2.7 million initiative that aimed to develop the skills of young Algerians to help them become more employable and better engaged members of their communities. To achieve this goal, IYF worked in partnership with local NGOs to build their capacity and ownership to design, deliver and sustain quality programs in the areas of employability, entrepreneurship, and civic engagement programming for disadvantaged youth.

The IDMAJ program underwent two main phases of implementation and a program modification based on challenges faced in working with the Government of Algeria (GOA) institutions, key learnings from the operational environment, and guidance provided by the U.S. Embassy in Algiers. Based on these key learnings, IYF modified its programmatic approach to work directly with associations and youth-serving organizations to achieve the overall goal of furthering positive youth development in Algeria. Following the modification that marked the start of the second phase (2014-2016), IYF was able to effectively deploy its resources and implement its activities in a relatively short period of time in order to accomplish the programs' set goals and objectives. It is noteworthy to mention that IYF was finally able to launch IDMAJ's activities in the second phase and that all of the program's outcomes and impact were only achievable thanks to the modifications and the strategy-shift that took place in this phase. By the end of IDMAJ, the program outcomes exceeded the originally planned objectives in terms of beneficiary numbers and impact on the capacity of the program's partner organizations.

Through the work of IYF's national partners, the IDMAJ program achieved the following key outcomes and program results:

- Over 2,500 youth benefited from quality life & employability skills, including community service and entrepreneurship training.
- A total of 2,377 youth completed IDMAJ's core Life Skills training 75% reported significant improvement in interpersonal communications, working and respecting others, and their ability to find employment.
- Expanded PTS to at-risk youth in correctional facilities in the regions of Batna and Oran.
- Introduced partner NGOs on the training and job-placement model by designing and implementing Algeria's first job-placement project within the last phase of the program.
- Ninety-one beneficiaries were placed in jobs, apprenticeships, or internships during the last four months of the program, thanks to the job-placement grant.
- Over 18 youth-serving associations benefited from capacity building training to develop, sustain, and scale locally proven best practice youth training models.
- Over 85 trainers and youth workers were trained in the Passport to Success (PTS) curriculum and methodological approach.

- Expanded programs to 22 wilayas across the Algerian territory, exceeding the initial geographical expansion goals.

The following sections provide an overview of the program activities under IDMAJ in more detail, delving deeper into the activities in each phase, key findings and results, and lessons learned about working on youth programming and employability programs in Algeria.

BACKGROUND & PROGRAM EVOLUTION

Initially called the Algeria Youth Opportunity Program (AYOP), the IDMAJ program was originally created to develop the skills of young Algerians at-risk of joining extremist ideologies to help them become more employable, better engaged members of their communities. IYF initially proposed to work in four communities throughout Algeria by partnering with government institutions and local NGOs to build their capacity to implement high-quality employability, entrepreneurship, and civic engagement programming for at-risk young people, in order to better respond to their grievances and improve their attitude vis-à-vis the authorities at both local and national levels. However, continued bureaucratic delays made it impossible to establish a Memorandum of Understanding (MOU) with the appropriate GOA ministries, and therefore in August 2013, the US Embassy in Algiers recommended that IDMAJ be redesigned to implement programs through a combination of grants and capacity building efforts to Algerian NGO partners.

IDMAJ phase one (2011-2013)

During the first phase, the program implementation focused on developing an MOU with the GOA, as well as launching the pilot program activities that would pave the way for future youth training programs. With the initial approval provided by the GOA, IYF conducted a Training of Trainers (TOT) that benefited 23 trainers from the Algerian government and civil society organizations, including members from the Direction de l'Action Sociale et de la Solidarite (DASS) (under the tutelage of the Ministry of Solidarity) and trainers from Association AnisS. Following the training that took place in Annaba (East of Algiers), the local government agency DASS, with support from IYF, began preparations for youth life skills training sessions. Unfortunately, in late December 2012, IYF was notified that the planned training sessions for youth were canceled at the request of the Wali (Governor), who did not consider the Ministry's notification as sufficient approval for allowing the training programs to launch.

Following the halt of program implementation in Annaba, the focus was shifted to the finalization and signature of the MOU between IYF and the Ministry of National Solidarity, Family, and the Condition of Women (MNS). After months of delays from the GOA side, and in light of projections of continued MOU delays, the focus of the program was shifted from partnering with GOA administration to developing a revised program design with NGO partners, concentrating on employability, entrepreneurship and civic engagement through community service activities. The geographic focus shifted as well to potentially include locations in the south, at the request of the US Embassy. In late September 2013, IYF held a series of successive meetings with three potential NGO partners to design and implement youth interventions to be funded under IDMAJ. By the beginning of FY2014, IYF submitted a Program Modification request to USAID that included a revised program strategy and a No-Cost extension (NCE) to allow IYF additional time to begin the granting process with its partners and launch program activities. IYF received approval

for the submitted Program Modification, thus marking the end of the first phase and launching the second phase of the IDMAJ program.

IDMAJ Phase two (2014-2016)

Revised program strategy: The focus of the revised program strategy was to work in partnership with existing youth-associations to increase their local organizational capacity to provide quality training programs in the areas of employability, entrepreneurship, and community service activities. To achieve that, IYF sought to build partnerships with Algerian associations with existing experience in the areas of employability, entrepreneurship, and civic engagement. Through the IDMAJ program, these partners would be able to provide high-quality training and services in the following main IYF programs. As part of IDMAJ's modified program, IYF planned to make these programs available to a total of 2,050 Algerian youth around the country:

- Life Skills training for youth to improve their employability skills, including leadership, teamwork, and problem-solving skills, and understand their ability to take control of their future on personal and professional levels.
- Entrepreneurship training and support to allow other youth to earn a sustainable income through self-employment and wherever possible, to create small businesses creating jobs for other young people.
- Civic engagement/community service projects that allow youth to become positively engaged in their communities and feel that they are making contributions in their environment. This includes helping young people identify issues around them and raise the awareness of other citizens and youth around those issues.

The approved program modification included the attached Results Framework, Results Framework narrative and Performance Monitoring Plan (PMP).

IDMAJ implementing partners: Thanks to the guidance of the U.S. Embassy in Algiers, IYF met with a number of local associations and youth-focused NGOs to identify the appropriate partners for the program. In this preliminary assessment phase, IYF identified the following associations as potential partners:

- Association Nationale des Échanges entre Jeunes (ANEJ)
- Les Scouts Musulmans d'Algérie (SMA)
- The Association of Algerian Women Entrepreneurs (SEVE)

However, following numerous meetings, program design workshops, and following an extensive legal and financial due diligence process, IYF determined the following organizations as its core implementing partners:

ANEJ: Association Nationale des Échanges entre Jeunes (ANEJ) is a non-profit organization that focuses on youth advancement through promoting youth-focused activities, citizenship, and volunteerism. The association has 5,000 member-associations structured with offices in 15 wilayas across Algeria. ANEJ's members are local associations that are independent structures funded by their respective local municipalities and Ministry of Youth and Sports regional delegations. The independence of the member associations and partnership with local authorities allows ANEJ to reach youth in different areas,

especially remote and underserved communities, and effectively utilize available resources and existing structures for its projects.

Through its partnership with IDMAJ, IYF worked to support and strengthen ANEJ's capacity in providing employability and entrepreneurship programs to Algerian youth. Through IYF's employability and entrepreneurship training programs, ANEJ members and staff were equipped with new skills and tools that allow them to better accompany and guide both young job-seekers and aspiring entrepreneurs. IYF provided ANEJ trainers with PTS and entrepreneurship training, in addition to providing training in coaching skills to help ANEJ coaches better accompany early-stage entrepreneurs through the various phases of business creation. ANEJ, in turn, was able to provide these training programs locally through its regional offices or member associations located in different parts of the country. ANEJ' project goal was to reach about 400 youth, aged between 18-30 years old, in four wilayas: Annaba, Adrar, Bejaia, and Tébessa. By the end of their grant, ANEJ had reached 4041 beneficiaries.

NADA: le Réseau Algérien pour la Défense des Droits de l'Enfant, is a national network of NGOs that focuses on children's and youth rights. The network was established in 2004 to serve as an advocate for children's rights and provide programs that support becoming healthy and engaged members of their communities. Through its partnership with IYF, NADA planned to offer Passport to Success (PTS) training programs to 400 young men and women in different parts of Algeria. In line with NADA's mission, the PTS programs offered are focused around community engagement through the development and implementation of community service projects. To date, NADA has already trained youth in 12 wilayas across the country. NADA's initiative eventually surpassed its original goal by reaching over 428 beneficiaries nationwide.

CIARA: Le Collectif d'Initiation à des Activités de Recherche Appliquée, is an independent vocational training organization based in Algiers. IYF's partnership with CIARA focused on providing work-readiness and Life Skills as an integral part of CIARA's vocational training programs to 400 youth, a target that was also reached by the end of the grant. CIARA's project also included IDMAJ's first job-placement component, helping CIARA establish a link between its recruitment, training, and employment components. IYF supported CIARA in employing a job-placement officer who would be dedicated to reaching out to employers in the south, to link the IDMAJ beneficiaries with these employers and potentially place them in jobs.

SDH: Association Santé Sidi El-Houari, is a youth development and training association based in the western wilaya of Oran, that promotes youth-advancement by offering vocational training, community engagement and volunteering programs which focus on restoring and maintaining the historic and cultural heritage of the city of Oran. IYF partnered with SDH in its last year of program implementation through a project that aimed to include work-readiness programs, in addition community engagement and entrepreneurship activities to youth.

MAIN PROGRAM ACTIVITIES

1. Program Design and Awarding of Grants

Following the initial assessment (mentioned above) and the identification of potential grantees, IYF initiated its thorough due diligence review process to assess the organizations' legal, financial,

programmatic, and organizational capacities to manage awards and deliver the expected outputs and outcomes. The results of the due diligence process helped IYF determine that Fixed Obligation Grants (FOGs) were the most appropriate award mechanism to be used with the three initial NGOs identified at the time (ANEJ, NADA, and CIARA). This process was completed in parallel with the program design process conducted with all three partners, during which IYF worked closely with the program staff of each organization on defining their respective interventions in the areas of Employability, Entrepreneurship, and Community Service. As a result, IYF, alongside each organization, defined and finalized clear and measurable objectives for their respective projects and developed corresponding budgets and milestones in conformity with USAID guidelines and regulations. Later in 2015, IYF underwent the same due diligence process while designing its project with Association SDH; IYF used the same FOG mechanism as well.

In addition to signing grant agreements with each partner, IYF worked on developing Memoranda of Understanding (MOUs) with each of the four IDMAJ partners/grantees to ensure that they obtain the Algerian government's green light to launch the programs and receive foreign funding, or – in the reality – obtain a no-objection status. Developing an MOU, in addition to the grant agreements, was a mandatory procedure and additional step for IYF and the partners to comply with the Algerian Law on associations. The MOUs were finalized and formal requests for approval were submitted by ANEJ, NADA, CIARA, and SDH to the Ministry of Interior (MoI). Soon after, both ANEJ and NADA initiated outreach and planning efforts to launch activities. This included conducting events and making the necessary logistical preparation for two PTS Training of Trainers workshops (TOTs). The grants for CIARA and SDH, however, launched later in 2015.

2 Training of Trainers

In parallel with the granting process, IYF started to identify trainers from each partner organization who are qualified to participate in the PTS curriculum TOT. IYF conducted its first two TOTs (in anticipation for the launch of activities under the second phase) in 2013. The first TOT was held in mid-June in partnership with ANEJ, where 23 trainers received training on the PTS modules and facilitation techniques. ANEJ's trainer traveled from and represented five Wilayas: Adrar, Algiers, Bejaia, Constantine, Khenchela, and Mila. The second TOT took place in late-June in partnership with NADA, and provided training to 21 participants representing 13 Wilayas: Adrar, Algiers, Annaba, Batna, Biskra, Bouira, Chlef, Djelfa, Laghouat, Ouargla, Saida, Setif, and Tizi Ouzou.

In late 2015, IYF was able to kick off two new initiatives with CIARA and SDH, and held two more TOT workshops to benefit their respective trainers. These two TOTs provided training to another 42 trainers who –as part of the CIARA and SDH grants- would be able to provide PTS training to under-served and at-risk youth from the western-and south-western wilayas of Timimmoun and Tamanrasset, in addition to focusing on out-of-school and vulnerable youth from the densely populated cities of Algiers, Tizi Ouzou, and Oran.

In addition to providing training, IYF also provided coaching to all the trainers trained under the IDMAJ program to provide continued support to trainers and ensure quality of program delivery. The coaching process requires that the newly-trained trainers are able to deliver at least 30 hours of the PTS curriculum, while receiving at least ten hours of coaching from a Master Trainer. The coaching process, which is an integral part of IYF's certification process, is provided either through observation and

coaching sessions conducted by IYF staff in Algeria, or through the peer-to-peer coaching model. Throughout the IDMAJ program, IYF established a coaching plan with each partner to ensure that their trainers continued 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.

3. Training to Youth

Following the TOTs and with the formalization of the respective grants with each partner, IYF launched its youth training program in September of 2014. Following an intensive outreach and recruitment campaign conducted by both ANEJ and NADA (IDMAJ's first grantees), the first PTS workshops took place in the eastern wilayas of Khenchela, Boumerdes, and Bejaia, then Adrar in the south. Shortly after, NADA launched eight consecutive youth training programs in Algiers, Annaba, Bouira, Batna, Ouargla, Saida, Tipaza, and Tizi Ouzou. With the launch of the other grants delivered by CIARA and SDH, IYF was able to significantly ramp up its training programs delivered to youth and was able to expand to 22 wilayas to include the south and south-western wilayas of Timimmoun and Tamanrasset, in addition to focusing on out-of-school and vulnerable youth from the densely populated cities of Algiers, Tizi Ouzou, and Oran.

Since the launch of program activities in the second phase, the IDMAJ program offered training to a total of 2,377 youth (1,952 were reported by the end of June 2016, and additional 425 youth trained thanks to additional training programs delivered during the no-cost-extension awarded from June-September 2016). While IDMAJ's training programs consisted mainly on providing employment-ready and Life Skills to unemployed youth, the IDMAJ program exceeded its goals by reaching a larger number of beneficiaries and expanded beyond its original geographic and demographic scope to include youth from secluded areas in the south and southwest, not to mention benefiting youth within universities, at-risk and out-of-school youth, and youth within correctional facilities. The following highlights IDMAJ's main interventions provided to youth in Algeria:

Passport to Success (PTS): Life skills have been an important component of IYF's holistic approach to youth development for many years, and virtually all programs supported by IYF include life skills training elements. Building on our knowledge of this integral component of employability training for disadvantaged and underserved youth, IYF used its own comprehensive life skills program, Passport to Success (PTS). Based on research and numerous interviews conducted with partners in Algiers, IYF's assessment validated the need for Algerian youth to have stronger life skills to increase their work-readiness, but most importantly to increase their levels of self-confidence, sense of responsibility and values and hope in the future.

The PTS curriculum and methodology equips young people with a range of skills that will enable them to be socially integrated and obtain the professional know-how and confidence needed to succeed on the job. Through the IDMAJ program, IYF worked with each partner to design a training plan to include a minimum of 30 lessons (out of the 78 modules) that fits the needs of each target audience based on their interest and focuses on one of the following main competencies:

- Personal development (e.g., developing self-confidence, setting goals, building leadership skills)
- Problem solving and managing conflict (e.g., asking questions and listening, managing bullying)
- Healthy behaviors and understanding of reproductive health issues

- Workplace success (e.g., working in teams, communicating effectively, managing projects, choosing careers, interviewing, and understanding workplace protocols)
- Service learning (e.g., community assessment, project design, development and management, financial management, and program evaluation)

Life skills training was the basis for all of IDMAJ's training elements because these foundational skills enable young people to be better employees, develop the critical thinking skills necessary to become entrepreneurs, and ameliorate the teamwork and project management skills necessary for community service activities.

- **Quality assurance & impact on competencies:** Upon completion of partner grants and major activities, IYF ensured that all monitoring and evaluation activities were conducted, particularly to capture qualitative data and the level of progress in competencies and skills acquisition. As a result of the final data received from partners and analyzed by the IYF team in Baltimore, young beneficiaries reported improvements in the following:
 - 77% of respondents noted a positive change in regards to conflict management, respecting self and others, cooperation, and working effectively with others.
 - 75% of beneficiaries reported improvement in decision making, communications, and interpersonal skills.
 - 74% reported improvements in goal-setting, career and life planning skills.
 - 75% of respondents reported improvement in self-confidence, personal responsibility, and their ability to find a good job in the future.

In addition to the above findings, IYF's partners have been able to use the data acquired to help inform continuous improvements and refinements to their training programs, which has enabled them to significantly raise the quality of their training programs. By the end of the IDMAJ program, the partners reported that they have incorporated the use of IYF's Monitoring & Evaluation tools as part of their training program and plan to continue using them in their future programs as a tool for quality assurance and program improvement plans. IDMAJ's M&E tools include retrospective surveys, focus group sessions, and trainer assessment tools.

Life Skills for youth in a juvenile detention and correctional center: In line with IDMAJ's goal of advancing marginalized youth, IYF's partner's worked on expanding the reach of the PTS training program beyond the original geographical scope. As a result of these efforts, NADFA and SDH were able to reach youth within correctional facilities and juvenile rehabilitation centers in different parts of the country. Building on the success and very positive reception of the PTS program and its impact on youth, NADA and SDH trainers initiated contact with the correctional facilities and rehabilitation centers in Batna (east) and Oran (west), respectively. Thanks to the partners' continued efforts, both partners reached an understanding with the respective local authorities in Batna and Oran to provide PTS program to at-risk youth within correctional facilities and through centers that provide support to former victims of drug abuse.

Prior to launching the training workshops, the PTS trainers shared the lessons with the counseling and rehabilitation staff of the centers that provided technical guidance on the specific skills and lessons to focus on as a way of preparing these young people to better re-integrate into society and the job-market after their release. The trainings were offered over a five-week period covering lessons that focused on

communication, setting goals, conflict resolution, and managing emotions/stress, among others. Working in partnership with the centers' staff was an essential part of the process that also helped build the capacity of the training staff within these facilitates and apply the PTS methodology in their other programs.

While it is difficult to gather information on these youth post-training and after their release, given the security and confidentiality concerns expressed by the correctional centers, IYF was able to obtain feedback from the participants by conducting a focus group workshop. Among both groups of youth (men in the Batna correctional facilities and women in the case of Oran), the program was highly welcomed by the youth themselves, who expressed a newfound appreciation for their own skills and their ability to make decisions that positively impact their lives and futures. A detailed account of one of IYF's site visits and the discussions with the participants is captured in this IYF blog: <http://www.iyfnet.org/blog/what-do-algerian-young-women-and-oprah-have-common>

Community Service projects: Part of IYF's partnership with NADA was an added training program that focused on the design and implementation of community service (CS) projects. Building on NADA's experience in working with youth in the area of civic education and volunteerism, NADA's intervention included the design and selection of 24 community service projects (6 per region: east, west, south, center/north). In early 2015, NADA launched its training programs and started the selection process of its youth community service projects. 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 eight CS projects were selected (one project from each region), the projects were selected based on selection criteria developed by IYF and NADA to ensure the transparency of the process.

Following the initial community service implementation phase, NADA reported that that their attempt to spread these programs across 13 wilayas hasn't enabled them to conduct the proper follow-up with each project team in a timely manner. As a result, the NADA team decided to focus its efforts and resources on a smaller number of regions, in addition to selecting CS projects through pitching sessions that would be held separately in each region, instead of multiple simultaneous pitching sessions across the country as originally planned. However, NADA still struggled with the implementation of the remaining 16 CS projects, which required more time and resources from the NADA team as initially planned in order to properly coach the teams and guide them through the different phases of project design, project set-up, and implementation. After a few months of trial and error, IYF and NADA decided to not move forward with the remaining 16 projects, instead NADA submitted a request to modify its grant and redirect the CS project funds to additional PTS training workshops to youth based on the high demand.

Entrepreneurship skills for ANEJ trainers: October 2015, IYF held an Entrepreneurship Training of Trainers (TOT) workshop in Algiers for eight trainers as part of IYF's commitment to improve ANEJ's capacity in enterprise-creation support and post-creation services. As part of a pilot Entrepreneurship program titled "Bab el Amel" funded by both the Algerian government and Fondation de France, ANEJ previously trained eight coaches to provide support to young entrepreneurs on applying for government funding and linking them to government structures related to enterprise creation. Through this program,

eight coaches from four wilayas (Adrar, Annaba, Bejaia, and Tizi Ouzou) helped aspiring entrepreneurs to navigate the multiple steps required to qualify and apply for financial support from lending institutions such as the Agence Nationale de Gestion du Microcrédit (ANGEM), Agence Nationale de Soutien à l'Emploi des Jeunes (ANSEJ), and Caisse Nationale d'Assurance Chômage (CNAC). However, based on extensive discussions with the ANEJ team, the coaches were lacking knowledge about micro-enterprise creation and were lacking skills and technical capacity to provide coaching to youth after the creation of their micro-enterprises. After extensive discussions with ANEJ and in consultation with IYF-Morocco's Entrepreneurship specialist, Didier Krumm, IYF organized a TOT for the coaches in the Build Your Business (BYB) program that introduced them to tools to optimize the operational management of the micro-enterprises for each coach, as well as setting up a post-creation coaching plan for the young entrepreneurs.

Programming and expansion in 22 wilayas: As previously mentioned, IDMAJ's implementing partners exceeded the initial target of providing PTS in 12 wilayas and reached a total of 22 (out of Algeria's 48 wilayas/provinces). In addition to widening the geographical scope, IDMAJ expanded its youth target to include West-African refugees in Timimmoun, as well as University students in Algiers, Bejaia, Tlemcen, and Oran, through training programs with SDH. 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.

4. Creating the link between training & job-placement

In early 2016, IYF provided coaching to CIARA and ANEJ on designing projects that focus on job-placement and post-training services for youth. The main objective of the grants was to improve the capacity of these two organizations in providing employment services to youth that go beyond the traditional training model. Through these grants, the partners worked on streamlining their project design and implementation processes in order to ensure that they are bridging the gap between the employers looking to hire and job-seeking youth. Unlike their preceding IDMAJ grants that focused on providing training to different groups of unemployed youth, both ANEJ and CIARA focused on conducting a more selective outreach and recruitment process of beneficiaries, conducted targeted outreach to employers to learn their employment needs, provided training to beneficiaries who match the skills sought by employers for the purpose of placing them into these jobs after successful completion of the PTS training.

Initially, both ANEJ and CIARA were not equipped with the skills or tools to provide these job placement services, as their experience in employer outreach and youth follow-up was limited. The partners also faced a number of legal challenges given that the local government does not encourage organizations to reach out directly to employers, and requires that all job seekers go through the Agence Nationale de l'Emploi (ANEM), a national registry for the unemployed.

Through continued support, and by leveraging its global experience in the areas of youth-training and job placement, IYF was able to provide support and intensive coaching to the partners' job placement officers. This additional support was designed through the development of a job placement action plan, which provided solutions to the challenges faced (Internal working document detailing the strategy attached). Thanks to the perseverance and efforts of the ANEJ and CIARA job placement officers, both ANEM representatives and employers came to value the quality of the PTS training program.

Despite the difficulties initially faced by the partners in providing job-placement services to youth, the IDMAJ program was able to place a total of 79 youth into jobs and internships with major Algerian employers such as DANONE, Cevital, Lafarge, AB construction, Groupe Hispano Algerien, and Deloitte. (Please see attached success story highlighting IDMAJ's job placement initiative, also featured on [IYF's website here](#)). It is also worth noting that both ANEJ and CIARA continue to provide post-training services that range from job-search support, resume writing, and job-interview coaching, to linking beneficiaries to the government employment structures and employers, even after the end of the IDMAJ grants.

5. Capacity Building for partner NGOs: As part of IYF's sustainability plan that focuses on strengthening the capacity of its partners in employability programming, IYF provided consistent and regular support to its partners, in addition to delivering a series of capacity building workshops. Throughout the duration of the second phase of IDMAJ (mid-2015 through the end of FY2016), IYF organized and delivered a total of five capacity building workshops intended to reinforce the organization and technical capacity of its grantees. These training workshops gathered presidents and of the partner organizations, program teams, trainers, coaches, as well as regional coordinators and representatives of affiliate organizations and network partners. The main themes covered in these workshops included:

- **Providing high quality training programs:** This workshop focused on best practices in terms of youth program design, implementation, and evaluation. During the training, IYF provided the partners with tools related to selection of trainers, best practices for youth recruitment, tracking tools for beneficiary advancement, in addition to resources on capturing qualitative data such as delivery of Focus Group workshops or developing Success Stories. By the end of the training workshop, the partners were provided with a complete toolkit of M&E tools specifically designed for the Algerian NGO context and respond to the needs of Algerian youth-serving organizations. This kit will also enable each partner to use the learnings and experiences acquired from this phase of the IDMAJ program to effectively plan, design, and deliver their future employability program more proficiently.
- **Organizational capacity & program planning:** This workshop included presentations and group working sessions focused on youth-program design and planning, successful implementation methods, and M&E. During the second part of the training, the partners were introduced to an Organizational Capacity Measurement Tool that helped each partner assess their own organizational, operational, and technical capacities, as well as identify the areas that require improvement based on the available resources.
- **Sustainability Planning:** The focus of this Partner Learning Event was on best practices for monitoring and evaluation, and sustainability planning. IYF provided the partners with tools related to evaluating the partners' organizational sustainability in general, and then presented models for strategic planning that involve operational, financial, and technical sustainability. By the end of the training workshop, each partner developed their own sustainability plan, while discussing strategies to tackle their individual lack of resources and challenges that can arise during sustainability planning. The resources and tools used in this workshop were added to the IDMAJ partner toolkit.

- **Promoting local training expertise:** In order to develop the technical capacity of its partner organizations and promote the sustainability of their programs, IYF invested in creating a local network of Master Trainers in the PTS curriculum. In order to do so, IYF organized a Training of Master Trainers (TOMT) workshop and study tour in Morocco for five Algerian master trainers. The TOMT and study tour were held in collaboration with the IYF-Morocco and Baltimore teams, and Senior Trainers; it aimed at providing TOMT skills to the Algerian trainers, and to promote exchange and cross-pollination of knowledge in the area of youth programming between Algerian and Moroccan civil society organizations. The TOMT was held in Rabat in October 2015 and was facilitated by the Morocco-based Senior Trainer Latifah Bouamout, and IYF-Baltimore Francophone Senior Trainer Petula Nash. The three-day workshop gathered five trainers from Algeria, and included one trainer selected from each of the four IDMAJ partner associations. Through this TOMT, IDMAJ's partners are able to train and coach additional PTS trainers, even after the end of the IDMAJ program. (A detailed report on the Study Tour that followed the TOMT workshop is enclosed with this report.)

Following the TOMT in Morocco, two newly-trained Algerian Master Trainers were able to fully design and deliver their first TOT, providing training in the Passport To Success (PTS) curriculum to 24 Algerian trainers. The TOT took place at the Mouloud Feraoun Library in Algiers from April 1-3, 2016, and was facilitated by Fouzia Zatout and Djamel Serdjinti: both newly-trained as Master Trainers under the supervision of Kamel Merarda, IYF's Algeria-based Senior Trainer. As part of IYF's focus on quality assurance in its final phase, the IDMAJ team decided to take advantage of this opportunity to reinforce the training and delivery skills of its existing PTS trainers (instead of training new trainers). The TOT included 24 of IDMAJ's most experienced and active PTS trainers from across the country and served as a refresher to help them address any challenges related to command of curriculum or the methodological approach. The TOT also served as an opportunity to provide additional training in the area of peer-to-peer coaching. This activity marked an important step in the partners' capacity in training new trainers in the future, as well as providing quality assurance locally through continued coaching of trainers.

- **Peer-to-Peer Learning & Partnership Building:** IYF's work developed and strengthened the capacity of its partners to sustain quality delivery of their programs. In line with this goal, IYF supported robust learning, exchange, and networking activities and was actively engaged in creating an environment of knowledge exchange, and alliance building. IYF created a network of trainers who collaborate and share feedback on coaching and training methods. To this day, these trainers, who live and work in different parts of the country, still consult with each other on teaching techniques and share best practices. IYF also promoted formal peer-to-peer learning and network-building among its partners, either via the Partner-Learning meetings or other capacity building workshops organized and delivered by IYF staff. These efforts resulted in trainer exchange between partners, collaboration in the area of job-placement among different partners in different regions, as well as duplication of training programs between CIARA and SDH.

6. Reinforcing Training & Job Placement

Towards the end of June 2016, IYF submitted a request for a 3-month no-cost extension (NCE) in order to complete some of its activities related to job-placement, trainer coaching and certification, and monitoring and evaluation activities. Given the end of year exams and month of Ramadan, IYF had to

suspend some of its activities and requested an extension for an additional quarter to ensure the completion of its quality assurance activities. In mid-June, USAID approved the extension request and IYF immediately arranged plans to complete the following activities:

- **PTS trainer coaching:** As part of the coaching plan (explained in detailed under the Training of Trainers section), IYF took advantage of the NCE to provide additional support to coaches by organizing a coaching refresher workshop in late September 2016. The workshop reinforced the main coaching techniques and tools used by both coaches and trainers, in conformity with the PTS coaching certification requirements.
- **Additional training for youth:** During this three-month period and based on increased demand from the four partners, IYF awarded four short-term contracts with each of the IDMAJ partners to provide PTS to new groups of youth. These training workshops particularly targeted high-school level and University students, taking advantage of the summer break period to attend the training program. Through these “summer workshops,” ANEJ, NADA, CIARA, and SDH trained a total of 425 additional youth (as part of the total 2377 mentioned above).
- **Completing M&E activities:** IYF also used the additional time to complete its monitoring and evaluation activities in order to gather and analyze final quantitative and qualitative data related to the training programs.
- **Job placement support:** The main activity of the NCE was the addition of an IDMAJ Employer Outreach officer, in order to follow-up and reinforce the job-placement activities conducted earlier in 2016. IYF contracted Maya Boutaouche, herself an IDMAJ graduate, who helped design and implement the job-placement strategy under the CIARA grant. During this final phase, Maya’s scope of work expanded to work with all of the IDMAJ’s implementing partners to provide post-training coaching and job-placement support to all the IDMAJ graduates who sought employment. The main accomplishment from this phase include:
 - **Increased visibility of the IDMAJ program:** Through participation in national job fairs, employment forums, etc.
 - **Increased capacity for partners in job-placement services:** Given that the job-placement aspect was a new component to the IDMAJ partners, additional time was required for each organization to fully integrate the job-placement officer’s role within their program. It is worth noting that CIARA had greatly benefitted from the services of the IDMAJ job-placement officer that they decided to hire her on a full-time basis as CIARA’s recruitment and placement officer.
 - **Increased job-placement and post-training services:** During this short NCE period, the IDMAJ job-placement officer reported the following outcomes:
 - Twenty-two IDMAJ beneficiaries were placed in internships with BMS, a major Algerian electrical company
 - Forty-three beneficiaries were linked to additional training resources and were placed in training programs through the INJAZ initiative
 - Eighteen participants were placed in jobs (including participants placed in jobs with other youth-serving associations, enterprise Hispano-Algerienne, and *la Chambre de Commerce et d’Industrie Algéro-Française*)
 - Eight other participants received initial approval for employment through BMS

- **Employer assessment:** As part of its employer outreach and job-placement efforts, IYF conducted a small-scale employer survey to assess the Algerian employer needs and better guide youth through the job-search process. This also served as an opportunity to assess the most sought-after competencies and skills that employers consider during the recruitment process. The analysis of the survey's findings, as well as a template of the survey used is attached with this report, below are the main highlights from the findings:
 - **Skills during the application/interview process:**
 - 67% of respondents cited that verbal communications skills are important
 - 55.5% cited that relevant experience in the technical field/industry is important
 - 44.5% cited that professional attire, posture, and non-verbal communication is important
 - 33. % cited stress-management as an important skill
 - **Skills needed during employment:** The second part of the survey requested that employers rank the most important employee competencies (ranked from higher to lower/less important):
 - Teamwork
 - Organizational skills
 - Technical Skills
 - Creativity
 - Loyalty / Confidentiality
 - Writing skills
 - Analytical Capacity
 - Time Management
 - Command in IT skills
 - Taking initiative
 - Leadership
 - Conflict Management

It is worth noting that only 2 out of the 12 listed competencies are related to hard/technical skills, which puts an emphasis on the need for reinforcing soft-skills in order to find and maintain employment.

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:

- **Legal/financial framework in Algeria:** One of the first and main obstacles faced while working in Algeria is the restraints put on US organizations working with local NGOs. While all partners were eventually able to receive approval for partnering with IYF, or rather “non-disapproval”, completing these bureaucratic procedures was very laborious and time-consuming. The restrictive financial framework also caused delays in the ability of partners, and sometimes consultants, to receive funds on a timely basis, given that banks have the right to clock or return funds wired from foreign countries without providing any explanation.

- **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 phenomenon 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. In response to this situation, IYF put an emphasis in its final year on conducting a series of 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 in its final phase 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 future program plans. While IYF continued to place a heavy emphasis on partner M&E processes in its last year through individualized technical assistance and capacity building workshops, additional work to build the capacity of partners in the area of M&E and quality assurance is still a major area of improvement.
- **Youth attendance rates:** Finally, another challenge that program partners have faced is ensuring adequate youth commitment levels for program trainings. IYF had 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 had a negative effect on reaching IDMAJ planned targets at the beginning of the program. As a result, IYF and its partners were able to make up some of these losses in the following years by addressing and resolving key bottlenecks that contributed to low training attendance by youth (mainly due to inconvenient scheduling of training workshops; changing training venues based on availability, which might not be convenient for trainees from remote areas; insufficient time spent during the recruitment phase in explaining the objective of the training workshop and properly managing expectations; among others).

PROGRAM DELIVERABLES

The following section provides a detailed breakdown of the deliverables based on the FY2016 work plan:

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
<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 one follow-on grant to support the integration of internships and job placement services with life skills training 	<p>Completed</p> <ul style="list-style-type: none"> ANEJ Grant was awarded during Q1

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

COMPONENT	ACTIVITIES	KEY DELIVERABLES
<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>	<ul style="list-style-type: none"> Conduct a PTS refresher for ANEJ Conduct study tour for IDMAJ partners to IYF youth programs in Morocco Provide Training of Master Trainers PTS workshop (TOMT) for IDMAJ partner to support sustainability of PTS training programs Provide coaching and follow-up support for master trainers Develop a coaching plan for newly-trained Master Trainers as part of the quality assurance process 	<p>Completed:</p> <ul style="list-style-type: none"> Conducted PTS refresher (Q1) Conducted IDMAJ Morocco study tour (Q1) Conducted PTS TOMT (Q1) Completed coaching activities(Q1-Q2) Developed and delivered coaching plan (Q1-Q2)

	<ul style="list-style-type: none"> • Conduct structured capacity building and learning workshops for partners 	<ul style="list-style-type: none"> • Conducted 3 Partner learning workshops (Q1, Q2, Q3)
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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
<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, ANEJ, CIARA and SDH 	<p>Completed:</p> <ul style="list-style-type: none"> • Youth Targets (including incomplete targets from last year) <ul style="list-style-type: none"> ○ 350 trained by ANEJ ○ 247 trained by NADA ○ 200 trained by CIARA ○ 340 trained by SDH
<p>Indicator 3.3</p> <p><i>Youth participants showing improved life skills competencies</i></p>	<ul style="list-style-type: none"> • Continued integration of PTS M&E tools and assessment metrics into life skills programming • Hire a consultant to support the implementation of PTS focus group studies • Share summary report of PTS results with partners 	<p>Completed:</p> <ul style="list-style-type: none"> • Youth retrospective surveys completed (Q1-Q2) • Youth Focus Group surveys (Q2)
<p>Indicator 3.4</p> <p><i>Targeted youth completing community service projects</i></p>	<ul style="list-style-type: none"> • Determine feasibility of completing community service program activities with NADA (based on challenges highlighted in the FY15 annual report) and plan alternative activities with partner. 	<p>Completed:</p> <ul style="list-style-type: none"> • Youth activities finalized & closing event held (Q1)
<p>Indicator 3.5</p> <p><i>Target wilayas to reach underserved areas</i></p>	<ul style="list-style-type: none"> • Continue to provide PTS to under-served communities 	<p>Completed:</p> <ul style="list-style-type: none"> • Expand to 1 new wilaya (Mostaghanem)

Crosscutting Components: Grants, Program Management, Reporting and Communications

COMPONENT	ACTIVITIES	KEY DELIVERABLES
Grants	Continue grant implementation through: <ul style="list-style-type: none"> • ANEJ HQ through Dec 31, 2015 • ANEJ regional through Dec 31, 2015 • ANEJ-Employability grant April 30, 2016 • NADA HQ through Dec 31, 2015 • NADA Regional through Dec 31, 2015 • CIARA-Capacity building grant through Dec 31, 2015 • CIARA-Training grant through Dec 31, 2015 • Follow-on CIARA follow-on grant (tentative) • SDH Grant through April 30, 2016 	Completed: <ul style="list-style-type: none"> • ANEJ follow-on employability grant awarded (Q1) • Close grants for ANEJ regional and NADA HQ and Regional (Q1) • Close grants for CIARA, SDH, and ANEJ follow-on employability (Q3) • Award CIARA follow-on grant (tentative for Q2)
Program Management	<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 • Close-out final IDMAJ grant and operational activities 	<ul style="list-style-type: none"> • Grantee program monitoring site visits (monthly) • USAID financial and program reports (Quarterly) • All partners meeting in Q1, Q2, and Q3 • Project close-out (Q3) • Assessment tools used and data gathered by IYF (Q4)

COMPONENT	ACTIVITIES	KEY DELIVERABLES
Communications	<ul style="list-style-type: none"> • Conduct program closing event to highlight achievements and share lessons learned • Document program impact and develop 3 success stories to be used for outreach and external audiences 	Completed: <ul style="list-style-type: none"> • Program closing event Q3 • 3 additional Success Stories are developed: <ul style="list-style-type: none"> ▪ One SS on youth impact ▪ One SS on partner capacity building (Q2) ▪ One SS of youth impact (Q3)

FY16 EXPENDITURES

The following reflects expenditures through September 30th, please note that does not include any unliquidated obligations incurred during the project period or closeout costs. A final financial report with provisional indirect costs will be submitted within 90 days post termination in accordance with 2CFR200.343-2CFR200.344.

Description	FY16 Expenditures October 1, 2015 – September 30, 2016
1. PERSONNEL	\$220,995
2. FRINGE BENEFITS	\$60,303
3. TRAVEL & TRANSPORTATION	\$86,807
4. EQUIPMENT	-
5. SUPPLIES	\$879
6. GRANTS	\$306,663
7. CONTRACTS	\$68,376
8. OTHER DIRECT COSTS	\$33,379
Subtotal Direct	\$777,402
<i>Indirect</i>	\$198,827
TOTAL	\$976,230

ANNEXES:

- IDMAJ Success story; Hodda Taibi
- IDMAJ Success story; Mondher Mekhoukh
- IDMAJ Success story; Oussama Hamifi
- IDMAJ Success story Mohamed Tamar
- IDMAJ Blog; training on correctional facilities
- TOMT and Morocco study tour report
- Job Placement Plan (internal working document)
- Employer assessment findings and survey template
- IDMAJ infographic