

FINAL EVALUATION OF THE PROJECT

Youth Empowerment and Employment In Adrar and Medea

By **Chahrazed DAHACHE**

April 2017

File reference: IC/10/2016

Acknowledgments

I would like to express my sincere thanks to all those who have contributed, in one way or another, to the conduct of this evaluation mission.

My thanks go especially to Mrs. Samira DJAIDER, National Project Director, Mr. Merouane ARIM, UNDP project coordinator and Mr. Djilali TAMZI, ILO project Coordinator, who spared no effort to ensure a smooth conduct of the final evaluation.

My thanks also go to the Employment directors in both wilayas (provinces) as well as to the members of the wilayas committees, the trainers and the young promoters who have accepted to answer all my questions.

Chahrazed Dahache

List of abbreviations and acronyms

ANSEJ	National Agency for Youth Employment Support
ANEM	National Employment Agency
ILO	International Labor Organization
CDCS	Strategic Cooperation Framework
ITC-ILO	International Training Center of the International Labor Organization
CNAC	National Unemployment Insurance Fund
CAM	Chamber of Crafts and Trades
DNP	National Project Director
DEW	Employment Director of the wilaya
MTESS	Ministry of Labor, Employment and Social Security
MIM	Ministry of Industrial Development and Investment Promotion
MICL	Ministry of Interior and Local Authorities
MFA	Ministry of Foreign Affairs
PRODOC	Project Document
UNDP	United Nations Development Program
UNS	United Nations system
SMART	Specific, Measurable, Achievable, Relevant And Timed
ToR	Terms of reference

Summary

ACKNOWLEDGMENTS	2
LIST OF ABBREVIATIONS AND ACRONYMS	3
SUMMARY	5
1. OBJECTIVES AND CONDUCT OF THE MISSION	7
1.1 PURPOSE OF THE MISSION	7
1.2 MISSION CONDUCT.....	7
1.3 KEY QUESTIONS THAT HAVE BEEN ADDRESSED	9
1.4 IMPLEMENTATION CONSTRAINTS OF THE EVALUATION MISSION	9
2. DESCRIPTION OF THE PROJECT	10
2.1 PROJECT CONTEXT AND GENESIS	10
2.2 PROJECT DOCUMENT AND LOGICAL FRAMEWORK DESIGN	12
2.3 OBJECTIVES	12
2.4 STRATEGIC OUTCOMES	13
2.5 PROJECT'S STAKEHOLDERS	13
2.6 PROJECT TERMS, COST AND FUNDING.....	14
2.6.1 <i>Financing arrangements</i>	14
2.6.1 <i>Project's cost and funding</i>	14
3. PROJECT ORGANIZATIONAL STRUCTURE	15
3.1 CONSULTATION AND DECISION REVIEW	15
3.2 MANAGEMENT	15
3.2.1 <i>Project management cell</i>	15
3.2.2 <i>Local Monitoring Committee</i>	16
3.3 PROJECT MATERIALS	16
4. REMINDER OF RESTRICTIONS AND PROGRESS REPORT ON PROJECT ACTIVITIES	17
4.1 OUTPUT 1: STRENGTHENING COORDINATION AND CONSULTATION MECHANISM BETWEEN KEY (GOVERNMENTAL AND NON-GOVERNMENTAL) PARTNERS RESPONSIBLE FOR MONITORING AND EVALUATING YOUTH EMPLOYMENT POLICIES WITHIN THE TWO PILOT WILAYAS	17
4.1.1 <i>Planned Activities vs. Achieved Activities</i>	17
4.1.2 <i>Analysis by Outcome Indicators</i>	17
4.1.3 <i>Achieved activities acquisitions and limits</i>	18
4.1.4 <i>Findings/Lessons Learned</i>	18
4.2 OUTPUT 2: KNOWLEDGE ABOUT JOB GENERATING SECTORS WITHIN THE TWO WILAYAS IS IMPROVED AND PARTNERSHIPS BETWEEN THE PRIVATE AND PUBLIC SECTORS FAVORABLE TO EMPLOYMENT PROMOTION AND YOUNG PEOPLE EMPLOYABILITY IN THE TARGETED WILAYAS ARE ESTABLISHED.	20
4.2.1 <i>Planned Activities vs. Achieved Activities</i>	20
4.2.2 <i>Acquisitions and limits of the achieved activities</i>	21
4.2.3 <i>Findings / lessons learned</i>	22
4.3 OUTPUT 3: TECHNICAL SUPPORT IS PROVIDED AND THE SUPPORT OF YOUNG PROMOTERS AND MANAGERS OF MICRO AND SMALL ENTERPRISES IN THEIR APPROACHES TO THE CREATION AND MANAGEMENT OF THEIR COMPANY IN THE TARGETED WILAYAS IS ACHIEVED.	22
4.3.1 <i>Planned Activities vs. Achieved Activities</i>	23
4.3.2 <i>Analysis of Outcome Indicators</i>	24
4.3.3 <i>Acquisitions and limits of the achieved activities</i>	25
4.3.1 <i>Findings / lessons learned</i>	26
4.4 A COMMUNICATION AND ADVOCACY PLAN FOR YOUTH EMPLOYMENT IS DEVELOPED AND IMPLEMENTED WITHIN THE TARGETED WILAYAS.	27
4.4.1 <i>Planned Activities vs. Achieved Activities</i>	27
4.4.1 <i>Findings / Lessons Learned</i>	28
5. CONCLUSIONS OF THE MISSION	29
5.1 PROJECT'S RELEVANCE AND COHERENCE	29
5.2 PROJECT IMPLEMENTATION EFFICIENCY	30
5.3 PROJECT'S ACHIEVEMENT OWNERSHIP AND SUSTAINABILITY.....	30

6. RECOMMENDATIONS	31
ANNEXES	32
6.1 ANNEX 1: TERMS OF REFERENCE OF THE MISSION	32
6.2 ANNEX 2: MAIN CONSULTED DOCUMENTS.....	32
6.3 ANNEX 3: LIST OF PERSONS INTERVIEWED	32

Summary

This document constitutes the final evaluation report of the project "**Youth Empowerment and Employment in the wilayas of Adrar and Medea**" which aimed at the social/economic inclusion and empowerment of young people in Adrar and Medea through a local approach integrating four pillars:

- Strengthening local cross-sectoral employment policies by ensuring coherence in the decision-making process and integrating civil society: entrepreneurs, young people, NGOs, in a solid monitoring framework
- Relevant data and information collection through studies and surveys to support the development of local entrepreneurship
- Training and provision of support to local institutional representatives and youth on relevant issues related to business management
- Employment advocacy and communication

The project was initiated by UNDP, the Ministry of Labor, Employment and Social Security (MTESS), the ILO and fully funded by the Government of Japan. The allocated budget amounted to US\$ 800,000.

The purpose of the evaluation is to make available to UNDP Algeria, the MTESS, the ILO, the Government of Japan and the main partners involved in the implementation of the project a detailed analysis of the project results in the light of the planned objectives.

The 12-month project was to be completed by September 2015; during its implementation phase the project was extended twice in agreement with the Japanese Embassy, which brought the project closing date to 31 December 2016.

This evaluation mission is commissioned by UNDP, in accordance with UNDP project management procedures. The evaluation mission took longer than expected due to the encountered difficulties, in particular, in arranging meetings with resource persons in the field.

The evaluation mission should allow a full understanding and assessment of the goals' degree of accomplishment as previously mentioned in the project document, to gauge its effectiveness, efficiency, sustainability and the project level of ownership and to highlight the lessons learned.

Overall, and despite implementation delays, the project has succeeded in implementing the majority of the planned activities, although it is premature to decidedly comment on the robustness, impact or sustainability of some actions.

The project covered two pilot wilayas, namely Adrar and Medea, and achieved satisfactory results, including:

- Conducting a diagnosis, with recommendations, on how local cross-sectoral coordination is operated.
- Developing monitoring tools, and, capacity building for 60 executives on employment policies, management, planning, evaluation and innovation in the promotion of employment.
- Carrying out studies to identify the main growth sectors in the 2 wilayas.
- Conducting two production-sector studies and more than 40 project proposals highlighting investment opportunities for both wilayas.
- Setting up an online networking platform for ANSEJ young entrepreneurs, called "RJE-ANSEJ".
- 40 officials benefitted from a training for trainers on the GERME tool (35 of them were certified).
- More than 144 training sessions were conducted, in total 1152 young promoters benefitted from a training cycle.
- Training of 50 young people from both wilayas on public contracting procedures and submission.
- Several handbooks and manuals were prepared under the project:
 - Methodological handbook on prospective analysis
 - Methodological handbook on deepening sectors' knowledge
 - Training Manual on Result- based Management for Managers
 - Training Manual on Procurement Procedures

The main recommendations from the evaluation:

- ➔ **The need to consolidate and broaden the results of the project**
 - Continue strengthening the "wilaya's employment promotion mechanism" and reflect on the leadership structure that should ensure continuity and replication of the project's successful experiences in other wilayas while drawing lessons from the pilot project.
 - Extend the wilayas' studies to include unsupported aspects (such as the review of the demands made by the job-generating sectors).
 - Support young people in post-training phases (project creation guidance); this support must be more targeted in accordance with the results of the wilayas' prospective studies.
 - The sustainability and traceability of learning outcomes must be ensured.
 - Make all the studies, handbooks and manuals available online to reach out to as many young people as possible.
- ➔ **Other recommendations to be taken into consideration in future projects' design and organization**
 - The need for consultation between the various stakeholders at all project' drafting levels.
 - Take into account the duration and the allocated budgets during project formulation.
 - Take into consideration the spatial dimension when drafting a project, mainly when it covers the wilayas from the great south.
 - Ensure that the project document is as consistent as possible.

1. Objectives and conduct of the mission

1.1 Purpose of the Mission

The objective of the evaluation mission is to make available to UNDP, MTESS, ILO, the Japanese Embassy and the main partners involved in the implementation of the project a detailed analysis of the results of the project in the light of the planned objectives.

The evaluation was carried out in accordance with the UNDP approach to project evaluation and the terms of reference (Cf. [Annex 1](#)), and covered the following three main aspects:

- Project formulation (context, relevance...);
- Implementation of the project (implementation approach, monitoring and evaluation, budget management);
- Analysis of the results obtained by the different project's outputs (objectives, impact and sustainability).

Analyzing the project on these different aspects would yield the main lessons learned (in terms of good practices and practices to be improved or avoided) and allow to make recommendations for better planning of similar upcoming operations.

1.2 Mission Conduct

During the preparatory phase of the evaluation mission, a methodological note was drawn up proposing an approach that can be schematized as follows:



The evaluation mission was therefore mainly based on documentary analysis and interviews with resource persons directly or indirectly involved in the project, as well as on the analysis of the results of two surveys launched with trainers and young promoters.

- The literature review (see list in [annex 2](#)): It was based mainly on the following documentation:
 - The project document, as a reference document;
 - Project Monitoring Documents;
 - Some reports on achieved outputs;
 - Steering committees' minutes;
 - Annual Work Plans.
- Meetings with resource people: (see the list of the interviewed people in [annex 3](#)):

Those are essentially the following:

- The Project Management Team (DNP, UNDP Project Coordinator);
- ILO Coordinator and ILO Director-General in Algeria;
- Secretary General of the Embassy of Japan in Algeria;
- Employment Directors from both wilayas (DEW);
- Some consultants.

Two surveys were launched.



- Trainers having benefited from the training of trainers (the questionnaires were sent by email).
- Young recipients of different training courses (telephone interviews with a sample of young promoters).

1.3 Key questions that have been addressed

The Project was assessed according to the following criteria: relevance, effectiveness, efficiency, impact / effect and sustainability. The key issues addressed are shown in the table below.

Table I: Key Issues addressed according to the Evaluation Criteria

Relevance	<ul style="list-style-type: none">• Were the activities carried out in line with expectations?• Were activities responsive to the priorities of the target population and country?
Effectiveness	<ul style="list-style-type: none">• Were the programmed activities carried out?• To which extent were the outputs coordinated enough to produce development results? What types of results have been achieved?• What is the quality and level of satisfaction of the stakeholders regarding the different activities?
Efficiency	<ul style="list-style-type: none">• Has the project management model (tools, monitoring and control procedures, financial, human and technical resources, organizational structure, information flows, decision-making) been efficient regarding the obtained development results?
Ownership	<ul style="list-style-type: none">• To which extent did the targeted stakeholders (participants and authorities) take over the program by actively participating? With what modes of participation (leadership) did the process work?• To what extent and how did the ownership or lack of ownership influence the effectiveness and efficiency of the project?
Impact of the project	<ul style="list-style-type: none">• How did the different outputs of the project contribute to the desired changes?
Sustainability	<ul style="list-style-type: none">• To what extent will the achievements of the project and its impacts keep on going beyond the end of the project?

1.4 Implementation Constraints of the evaluation mission

The evaluation mission faced some constraints, such as:

- Difficulty in fixing certain meetings;
- Unavailability of some members of the wilayas committees mobilized in the election campaign;
- Phone numbers that could not be reached (number change for some), and email addresses were almost unavailable (It was necessary to contact all trainers by phone to get their email address);
- The sample of young promoters who were interviewed by phone does not allow the extrapolation of the results but it made it possible to collect qualitative information.

2. Description of the project

2.1 Project Context and Genesis

In Algeria, like in many other countries, the problem of unemployment is a major challenge for public authorities and a major economic and social issue since it is often the main cause of discontent among populations that may have a negative impact on political stability and social development of the country. With regard to the population, it is the young people who are often the most confronted with labor market insertion difficulties.

In 2013, the national unemployment rate was estimated at 9.8%, while the youth unemployment rate (aged 16-24) was 24.8%, a situation that can be justified by a number of factors including:

- *Job opportunities are insufficient compared to the demand;*
- *The annual entry of 300,000 new jobseekers into the labor market (university graduates, young people having finished vocational training, young people leaving school);*
- *The inadequacy between the skills offered by the education system and the qualifications required by the labor market and for the local economic development promotion;*
- *Preference for public sector employment, which is seen as offering a more secure career path;*
- *Lack of information on local employment supply and demand and the inequalities in the geographical distribution of employment opportunities;*
- *Lack of information, guidance and follow-up for potential recipients of existing youth entrepreneurship mechanisms.*

To face this situation and to reduce unemployment levels, public authorities have often granted this issue an important place in the various development plans. In this context, many actions and measures targeting young graduates have been set up in recent years.

These include measures aimed at the development of competences, such as the measures established under the supervision of the Ministry of Employment and Social Security (MTESS), the pre-employment system (ANEM) or the Youth Employment Support Scheme (ANSEJ); but also a multitude of instruments aiming at the allocation of microcredits to young jobseekers which are managed by other Ministries, such as the Ministries of Solidarity, Agriculture or Industry.

Furthermore, there is a significant lack of coordination between the different mechanisms, which are not oriented towards an integrated and solid strategy conceived within the framework of a global economic vision and in consultation with the different sectors of activity (Employment, industry, Agriculture...).

Consequently, the Algerian Government's assessment of these mechanisms and different arrangements is necessary in order to identify gaps and better adapt their application to real needs and to the local context, particularly in the most disadvantaged areas.

Employment promotion should be part of the process of diversifying the economy and reducing inequalities. Indeed, economy diversification has become of paramount importance and is considered the priority of the country, essentially, since the fall in oil prices in 2014, which had a significant impact on the Algerian economy, heavily oil-dependent.

The employment promotion policy should follow this logic and promote the spirit of entrepreneurship among young people, particularly in the most disadvantaged areas.

It should be noted that some regions are more affected by the lack of employment and entrepreneurship opportunities than others, particularly in the southern and high plateau regions, though a multitude of measures have been taken by the Government in favor of these regions, such as the development plan specific to the South and the High Plateaux¹, which states *not to use a workforce outside of these relevant wilayas unless there is no locally corresponding professional profile*².

ATLAS AWARD ID: 00083028 project formulation, entitled "**Empowerment and Employment of young people in the wilayas of Adrar and Medea**" is a UNDP initiative that aimed at the social-economic inclusion and empowerment of young people in two pilot wilayas - Adrar and Medea.

The project dates back to 2013 and is a continuity of the «Força» project that aimed at supporting youth access into their first job, initiated by the UNDP with the support of the Japanese Government and the Ministry of Foreign Affairs, in collaboration with ANEM and the Ministry of Labor, Employment and Social Security.

The project fits perfectly into Algeria's strategy to support and strengthen employment and is in line with the areas of cooperation identified in the Strategic Cooperation Framework agreed upon between the Government of Algeria and the United Nations System in Algeria (2012-2014) and renewed under the CDCS (2016-2020)³.

The project document was signed in March 2014. The period coincided with the presidential elections (April 2014) and given the weather conditions in the southern region and the difficulty of implementing certain activities during July and August (due to Ramadan and summer holidays), there was an agreement between the UNDP and the Embassy of Japan in Algeria to postpone the actual launch of the project until September 2014.

Subsequently, two requests for extensions were granted by the Embassy of Japan. As a result, the project closure took place on December 31, 2016. The extensions were justified mainly by:

- The difficulty of federating institutional focal points at local level for the setup of the monitoring committees within the two wilayas;
- The process of gathering information to carry out the different studies took more time than originally planned;
- The validation process of the different studies phases through consultation workshops with the various employment sector's actors and stakeholders in both wilayas; a process that was essential to federate all the stakeholders. However, this process required an implementation time that was not taken into consideration during the formulation of the project document;
- Delays in national and international experts' mobilization process.

1 Decree of 23 December 2006 on the Special Development Fund for the Southern Regions in accordance with Article 5 of the relevant wilayas namely: Adrar, Bechar, Tindouf, Biskra, El Oued, Ouargla, Ghardaïa, Laghouat, Illizi and Tamanrasset.
[/http://www.andi.dz/PDF/legislation/fond/06-485.pdf](http://www.andi.dz/PDF/legislation/fond/06-485.pdf)

² <http://www.elmouwatin.dz/?Instruction-du-Premier-ministre,5679>

³ "Effect 2 of CdCS (2012-2014): Knowing the social and economic processes and the capacity for evaluation and monitoring of public policies are better, enterprises competitiveness and environment is improved and regional and social inequalities especially the participation of young people in economic and cultural life is strengthened".

2.2 Project document and logical framework design

Overall, the design of the project remains satisfactory in terms of justification, the overall objective, the expected results, the output description and the project's operating and monitoring procedures;

However, according to the interviews, the formulation of the project was carried out only in consultation with the central employment structures, but not with local partners from both wilayas (this explains the delay for local committees' members to join the project). It also seems that there was no prior consultation with the ILO partner mobilized for the implementation of outputs 2 and 3;

There were also some shortcomings in the PRODOC design, including:

- Some activities in the logical framework lack clarity (confusion between activities and sub-activities)
For example, in output 1: the activities described in the logical framework are limited to workshops' organization, whereas the workshops represent only one step in the overall approach (well developed in the product description). Indeed, the activities carried out are broader and allowed, among other things, the fulfillment of a study on cross-sectoral committee strengthening of both wilayas. The study was the main topic of the several workshops and trainings carried out within the framework of local mechanisms fostering employment coordination and promotion.
- Some differences between the description of the activities and those included in the logical framework are the same for the first activity of output 2, which targeted (in the logical framework) economic and strategic sectors fostering employment (in line with the heading of the product), whereas in the output description (in line with the outcome indicator), the study only targets the analysis of the relevant local economic sectors for SMEs creation.
- Some log frame indicators do not meet SMART criteria (Specific, Measurable, Achievable, Relevant and Timed). Indeed, some indicators are not precise and their measurement could be difficult to implement, also they are often not linked to the activities included in the logical framework (see Chapter 4).
- The budgets per share are given in round figures (approximate calculation) with a flat-rate distribution between the different products.

2.3 Objectives

The main objective is the social-economic inclusion and empowerment of youth in disadvantaged areas (Medea and Adrar)

The specific objectives are as follows:

- Strengthen employment policies coherence and coordination at local level through: i). Supporting the operationalization of the local cross-sectoral committee; (ii) Establishing a Monitoring and Evaluation Framework; iii). The networking of public and private actors creating jobs and growth;
- Improve economic potential knowledge through the identification of strategic areas for job creation and local development;
- Train local executives and support young people in the creation and management of their companies in order to ensure their projects' viability and sustainability;
- Communicate and advocate on issues related to youth employment.

2.4 Strategic Outcomes

The strategic outcomes included in the project document are as follows:

- Coordination and consultation mechanism among key partners (governmental and non-governmental) responsible for monitoring and evaluating youth employment policies within both pilot wilayas is operationalized and strengthened;
- Knowledge about job-generating sectors in the two wilayas is improved and partnerships between the private and public sectors favorable to the promotion of young people employment and employability in the targeted wilayas are established;
- Technical support is provided and young promoters and micro and small enterprises managers are guided in the process of creating and managing their company in the targeted wilayas;
- A communication and advocacy plan for youth employment is developed and implemented in the targeted wilayas.

2.5 Project's stakeholders

- The Ministry of Labor, Employment and Social Security (MTESS) (*Implementing Partner*).
- The International Labor Organization (ILO).
- Local authorities from the wilayas of Adrar and Medea.
- Local Chambers of Commerce and Industry.
- Local private sector representatives (*although planned under PRODOC, however, no private sector representation has been observed in the wilayas committees*).
- Organization from civil society.
- Young people from both the wilayas.

2.6 Project Terms, Cost and Funding

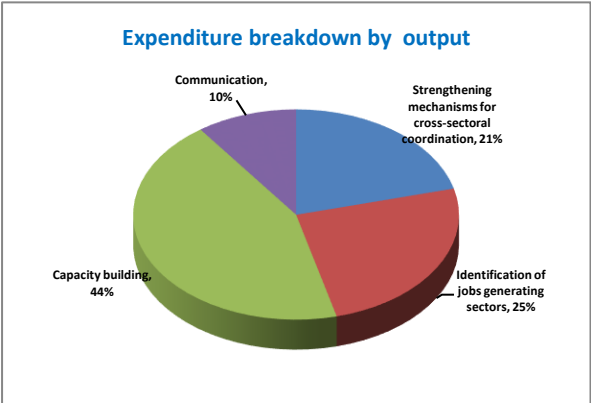
2.6.1 Financing arrangements

During project document ratification period, the NIM implementation modality (NEX) was selected for this project, placing the administrative, technical and financial activities under the Direct National Responsibility of the Program. UNDP proceeded to the payment of the suppliers/consultants based on payment requests made by the DNP.

2.6.1 Project's cost and funding

The total cost of the project and the budget amounted to 800 000, 8% of which represent managing costs. Funding for the Project was 100% provided by the Government of Japan. At the end of the project, the accounts refer to the consumption of 100% of the allocated budget.

The planned budget was consumed in full, but the specific budgets by activity were not respected. The breakdown analysis of the budget by output highlights the following:



44% of the budget was allocated to output 3, on training the trainers and young promoters. 21% of the budget was allocated to the first activity on strengthening cross-sectoral coordination mechanisms for employment policies. 25% of the budget was allocated to the preparation of several studies and project sheets within the framework of the identification of jobs-generating sectors. Only 10% of the budget was earmarked for communication, as only project's visibility activities were maintained, with the rest of the budget being redeployed to other activities.

It should also be noted that a contribution in kind (not valued) was provided by the stakeholders, mainly through:

- DNP running costs;
- The provision of meeting rooms (mainly the Wilayas);
- and equipped training rooms (CAM and universities) for the benefit of master trainers and trainers (more than 144 training sessions).

3. Project Organizational Structure

The initial organizational structure of the project included three levels:

- Two levels of consultation and decision-making (Tripartite and CNP);
- One level of implementing management and tracking management.

3.1 Consultation and decision review

Two levels of consultation and decision-making were included in the project document.

- Tripartite;
- Steering Committee.

There was also a tripartite meeting at least once a year during the period of the project - It was not considered useful to convene the tripartite.

As provided for in the project document, a Steering Committee was established. It was composed of representatives of the following organizations:

- Representative from the Ministry of Foreign Affairs;
- Representative from the Ministry of Labor, Employment and Social Security;
- Representative from the Embassy of Japan;
- UNDP Representative; and
- ILO Representative.

The CNP took place three times during the project execution period:

- 28 January, 2015
- 30 November, 2015
- 18 December 2016 (on the sideline of the Project Restitution workshop at the Sofitel Hotel)

The Steering Committee had the obligation to analyze and validate the work plans as well as approve the budget revisions.

3.2 Management

3.2.1 Project management cell

The management of the project was entrusted to a designated DNP by the supervisory body. The DNP was the main institution in charge of the project and had the authority to manage the project on behalf of the steering committee. In carrying out the tasks, the DNP was supported by a UNDP coordinator and an assistant from January 2015 to September 2016.

The ILO had also appointed a coordinator to monitor the activities included in outputs 2 and 3.

The Project Group is responsible for: (i) supporting the National Project Manager. (ii) preparing periodic reports. (iii) taking care of project activities; and (iv) monitoring and financially managing the project.

Discussions with consultants and trainers showed that missions on the ground were often hampered by the unavailability of local committee members, or even the difficulties pertaining to training logistics preparation and the mobilization of people for workshops. The UNDP coordinator or even the ILO coordinator could not be systematically present for ground missions' review, knowing that the missions were often organized in parallel in the wilayas. The project would have been more efficient if it had benefitted from a local presence (Ex: an assistant to make a local follow-up).

3.2.2 Local Monitoring Committee

The local monitoring committee was set up between the local employment committee and the directorate of the Wilaya Employment's Director (DEW).

A second working group was made up of executives from the different systems (Levels N-1 or N-2); the working group was formed and involved in the whole process of supervising surveys and carrying out prospective studies on the wilayas.

3.3 Project materials

As part of the project, support material was to be provided for project management. The project coordinator was to support the DNP in the creation of these support tools.

Planned monitoring documents			Observations
Troubleshooting (*)	Problems identification and management	Permanent ATLAS	Available not updated
Risk Journal (*)	Risk identification and management	Permanent ATLAS	
Lessons Learned Journal (*)	Capitalization of experiences	Permanent ATLAS	Not available
Quarterly report	Quarterly Achievements	Quarterly ATLAS	Available
Annual Review Report	Annual Achievements	Annual ATLAS	Only one report developed at the end of the project
Final report	Project Achievements	At the end of the project	
Evaluation report	Independent evaluation of the project	At the end of the project	Current report
Expertise report / activities	Record of proceedings	At the end of the activity	Available
Mission report	Mission Report	At the end of the mission	Available
Financial monitoring Documents			
Combined Quarterly Report on Expenditures	Quarterly recorded expenditures	Quarterly	Available
Combined Annual Expenditure Report	Annual recorded expenditure	1 st Quarter of the following year	Available
Inventory Report	Inventory of project assets	At the end of the year	Not applicable
Audit report	Certification of expenses	Per head office request	Not applicable
Planning Document			
Annual work plan	Foreseen activities planning	Beginning of the year/ of the project	Available not updated

The various reports provided in support of project management, study reports and guides as a whole exist.

The update of certain aspects laid down in Atlas has not been done. This was justified by the downsizing of the project management structure at the UNDP level (knowing that the post of the project assistant was vacant during the last 3 months of the project).

4. Reminder of restrictions and progress report on project activities.

4.1 Output 1: Strengthening coordination and consultation mechanism between key (governmental and non-governmental) partners responsible for monitoring and evaluating youth employment policies within the two pilot wilayas.

4.1.1 Planned Activities vs. Achieved Activities.

Through this activity, the project aimed to boost the coordination mechanism at local level, which brings together local public actors involved in youth employment.

We noted that activities and sub-activities and performance indicators were confused. The activities included in the logical framework are rather sub-activities (the workshops are rather sub-activities in the context of the study for the strengthening of employment mechanisms in the wilayas).

Planned Activities	Achieved Activities
<p>Activities (Logical framework)</p> <ul style="list-style-type: none"> ▶ Activity 1 : Organization of a stakeholder workshop to discuss (a) ways of strengthening the "model" structure, composition and governance of this mechanism; b) define a work plan c) define a monitoring and evaluation mechanism. ▶ Activity 2. Organization of a local consultative workshop with the private sector, NGOs and young people to identify employment opportunities, startup businesses and present public schemes to the recipients. <i>This activity was reformulated after the first committee: Organization of a stakeholder workshop to discuss mechanism strengthening, and local employment.</i> ▶ Activity 3: Establishment of a monitoring and evaluation system within the mechanism to periodically evaluate the results with regard to young people empowerment and employment in the Wilayas of Adrar and Medea. 	<ul style="list-style-type: none"> ✓ A study on the strengthening of the Wilaya cross-sectoral Committee for Employment Promotion was conducted. ✓ Report outcomes were shared at local and central levels (through various workshops). ✓ A training manual on a results-based management approach was developed to monitor job creation mechanisms; as well as various monitoring and planning tools locally, such as stakeholder matrices. ✓ Several training workshops for committee members on: <ul style="list-style-type: none"> ○ Stakeholder Matrix Analysis (MDPP) and Territory Analysis (TA); ○ Results-based management to enable it to be used more effectively: tools for analyzing, planning, monitoring and evaluating employment programs with a view to achieving results. ✓ 11 officials from the MTESS and trusteeship agencies were trained in "Monitoring and Evaluating the Impact of Youth Employment Programs" at the ILO CIF in Turin, Italy, with the aim of promoting tools for monitoring and evaluating employment policies and programs within the Ministry.

4.1.2 Analysis by Outcome Indicators

Indicators	Comments
Internal organizational document specifying the mandate and composition.	<ul style="list-style-type: none"> ➔ Non- explicit Indicators. ➔ Inconsistencies between the listed activities and the performance indicators.
Work plan for the period 2014-2015	
A report presenting the data collected on youth empowerment and employment in each Wilaya for 2014-2015	

4.1.3 Achieved activities acquisitions and limits .

Achievements (advantages)	Limits
<ul style="list-style-type: none"> ✓ Diagnosis of the available mechanism: <ul style="list-style-type: none"> ➤ Bottlenecks in the functioning of the wilaya committee have been identified; ➤ Recommendations for strengthening the mechanism. ✓ Monitoring and results-based management tools were developed. ✓ Capacity building through various training programs. ✓ The project mobilized, through the different workshops, besides the representatives of the executive (according to the texts of the decree), local elected representatives in the principle of promoting participatory democracy. 	<ul style="list-style-type: none"> ➔ Some outcome indicators are not compatible with activities included in the log frame. ➔ The activity was carried in the framework of the "wilaya committees for the promotion of employment" made up of representatives of the executive⁴. Local elected officers were invited following the recommendations of the consultants (in the principle of promoting participatory democracy). However, we noticed the absence of associations (as non-governmental organizations, their presence was foreseen in the PRODOC) and representatives from the economic sector (public/private job-generating sectors). ➔ It seems that the two wilayas' committees have not yet incorporated into their approach the principle of managing for results.

4.1.4 Findings/Lessons Learned

- ➔ Generally, the members of the committees met only to comply with legislative provisions (quarterly meetings), and they discussed rather the functional and quantitative dimension of the employment issue. The project has the merit of having succeeded in involving the members of the "wilaya committees for the promotion of employment" through the various workshops of consultation and restitution throughout the whole process of the studies. During the implementation of the project's actions, a dynamic of consultation between the various mechanisms was put in place; this approach should allow the setup of an ownership feeling among the project's stakeholders.

However, for the purpose of the project, it would have been more beneficial for the Committee to have associations involved for a better representation of civil society and the private/public economic sector as the main jobs providers.

Furthermore, it seems that the sudden end of the project was not favorable for the continuity of the initiated momentum. The wilaya committee remains a purely administrative body, despite the efforts made in terms of training and the development of monitoring tools, which are important prerequisites but not sufficient for changing practices. Guidance should be provided overtime.

The identification of a leadership structure before the end of the project and its enhancement could have ensured the continuity of the initiated momentum and the implementation of the

⁴Executive Decree N°10-101 of 29 March, 2010

recommendations that emerged from the study on Wilaya's cross-sectoral Committee support for the promotion of employment.

Change of practices.

- MTESS officials training in "Monitoring and Assessing the Impact of Youth Employment Programs" at the ILO CIF in Turin, Italy, decided by the Committee to replace certain communication activities, and following the diagnosis recommendations, is a very interesting action for capacity building, but it remains insufficient and cannot have a real impact if it is not part of a wider framework, namely the effective impact assessment of the various measures put in place for the promotion of employment.

It seems necessary for public authorities to consider evaluating the impact of the various employment support schemes and to analyze the possibility of creating real bridges between the various mechanisms, beyond the purely administrative relations established within the framework of the wilayas committees.

4.2 Output 2: Knowledge about job-generating sectors within the two wilayas is improved and partnerships between the private and public sectors favorable to employment promotion and young people employability in the targeted wilayas are established.

The 2013 baseline situation as mentioned in the project document, which justifies the activities undertaken to achieve this objective, had mainly underscored the unavailability of figures on employment-generating sectors and potential partnerships within targeted wilayas. Thus, 3 activities were planned to achieve this objective.

Having a good expertise in this kind of approach, the ILO was mandated to carry out the activity 4 while UNDP was to carry out activities 2 and 3.

4.2.1 Planned Activities vs. Achieved Activities

Planned Activities	Achieved Activities
<p>Activity 4: Elaboration of a study analyzing strategic economic sectors providing job opportunities for young people within the two targeted wilayas.</p>	<ul style="list-style-type: none"> ✓ Two studies to analyze wilaya's development and opportunities for micro-small and medium-sized enterprises creation were conducted; ✓ 43 technical sheets on pilot projects are available, that is, more than (the initial objective: 20 sheets). <ul style="list-style-type: none"> ➤ For the Wilaya of Medea: 13 projects sheets for "leather, footwear and leather goods" sector, (10 were planned); ➤ For the Wilaya of Adrar: 31 project sheets for the "eco-construction" sector (10 were planned). ✓ As part of the mission, other documents have been prepared (as provided in outputs description): <ul style="list-style-type: none"> ➤ Boosting the Leather, footwear and leather goods sector / Medea; ➤ Boosting the eco-construction sector/Adrar; ➤ Methodological handbook prospective analysis; ➤ Methodological handbook.
<p>Activity 5: Conducting a survey on " young people perception of local employment schemes and opportunities".</p>	<ul style="list-style-type: none"> ✓ The survey on "Young people's perception of local employment schemes and opportunities" was carried out in the context of the preparation of the prospective studies within the wilayas. Two surveys were carried out, the first with the regional committees, the second one with the MPME and projects' promoters.
<p>Activity 6: Key players networking (public and private) to identify investment and cooperation partnerships based on the identified opportunities and signing of partnership agreements.</p>	<ul style="list-style-type: none"> ✓ A platform to assemble young promoters on the same network has been developed (operational since July 2017). The objectives of this platform are: <ul style="list-style-type: none"> ▪ Bring young promoters together in a single network; ▪ Ensure better visibility for young entrepreneurs; ▪ Creating a dynamic exchange of information and good practices; ▪ Creating the opportunity for investment partnerships. <p>The platform has become widespread throughout the national territory (48 Wilayas).</p> <p>https://www.entrepreneur.ansej.org.dz/members/entrepreneur/reseau-entrepreneur/</p>

Analysis of **Outcome Indicators**.

Indicators	Comments
<i>An analysis paper on the local economic sectors promising for the creation of SMEs, which may trigger potential partnerships in each wilaya, is available and shared (2).</i>	<p>✓ The activity carried out in coherence with the result indicator, but also with the descriptive of the activity in the strategy section of PRODOC.</p> <p>✗ The indicator is not consistent with the registered activity (which had a broader view i.e., analysis of strategic economic sectors providing employment.).</p>
<i>Number of technical sheets with pilot projects (20.)</i>	✓ 43 sheets, that means that this exceeded the planned objective.
<i>Survey results are available and shared.</i>	✓ Results included in the wilaya study were shared in the restitution workshops.
<i>Number of public / private investment partnerships identified through networking (1).</i>	<p>✓ A networking platform for young entrepreneurs is available (operational since July 2017).</p> <p>✗ The platform only concerns exchanges between young promoters, it is not open to the economic sector (public/private).</p>
<i>Number of signed partnership agreements (1).</i>	<p>✗ The indicator is not consistent with the listed activities</p> <p>✗ No partnership has been identified.</p>

4.2.2 **Acquisitions and limits of the achieved activities**

Advantages	Limits
<ul style="list-style-type: none"> › For the implementation of all the activities, a participatory approach around the wilaya monitoring committee has been advocated from the outset, the process has been long, given the multitude of validation levels, nevertheless the achievement of the results is satisfactory. › A committee to monitor the framework of the various mechanisms involved in the project has been set up (level N-1 and/or N-2); members of the committee have been trained on information collection and consolidation process, and involved in the entire process of conducting the studies. › A coherent and effective approach has enabled the development of the requested studies but also the development of guides and tools (as foreseen in outputs description). These guides are important and necessary for the sustainability of the project. › Development of a platform for young promoters networking, which would allow a dynamics of information exchange and partnership. 	<ul style="list-style-type: none"> → The difference between the presentation of the activity in the descriptive part of the output and that included in the logical framework, together with the outcome indicators, is confusing; <p>This is the case for the first activity which aimed (within the logical framework) to a study on the economic and strategic sectors providing employment (in line with the output title), whereas in the output description (in concordance with the outcome indicator) the study only targets the analysis of the local economic sectors that support SMEs' creation.</p> <ul style="list-style-type: none"> → The analysis of the needs of the economic sector (public / private) has not been conducted. → All the studies and guides elaborated have not been sufficiently disseminated.

4.2.3 Findings / lessons learned

- ➔ The project, through the wilayas' prospective studies, analyzed the potential of the two wilayas in terms of opportunities for the development of entrepreneurship and the creation of micro, small and medium-sized enterprises;

However, these studies are very interesting but insufficient to respond globally to the problem of improving knowledge on job-generating sectors in both wilayas.

Young jobseekers cannot all be in pursuit of a liberal activity; it would have been interesting to make an analysis of the economic sectors (public and private) providing employment, this axis of analysis would have made it possible to identify the needs of these sectors and to adapt, among other things, the programs training, and guidance for young jobseekers.

Obviously, the lack of clarity of the activity in the project document, and especially the short time frame of the project, could not answer all the questions.

- ➔ The handbooks as elaborated are pedagogical and didactic tools that could allow the relevant people in the two pilot wilayas (but also from other wilayas) to enrich the different mechanisms' databases with new project technical sheets on other sectors fostering economic activity and employment in the wilayas. For this purpose, the drafting of handbooks is an excellent approach; nevertheless it is necessary to ensure their wide spread and use.

Practical and inexpensive solutions can be put in place quickly, such as publishing on line the different partners websites in addition to the various studies and handbooks developed within the framework of the project.

- ➔ The networking platform between young promoters is a very good initiative, but it will be necessary to consider the possibility of extending its visibility to the economic sector (public / private) in order to widen the scope of opportunities for young promoters.

4.3 Output 3: Technical support is provided and the support of young promoters and managers of micro and small enterprises in their approaches to the creation and management of their company in the targeted wilayas is achieved.

This activity is integrated in the approach of the GERME training program "Better manage better your business" developed by the ILO and provided in more than 80 countries in the world, including Algeria. As a result, the ILO was in charge of the implementation of the 3 activities planned under the project.

4.3.1 *Planned Activities vs. Achieved Activities*

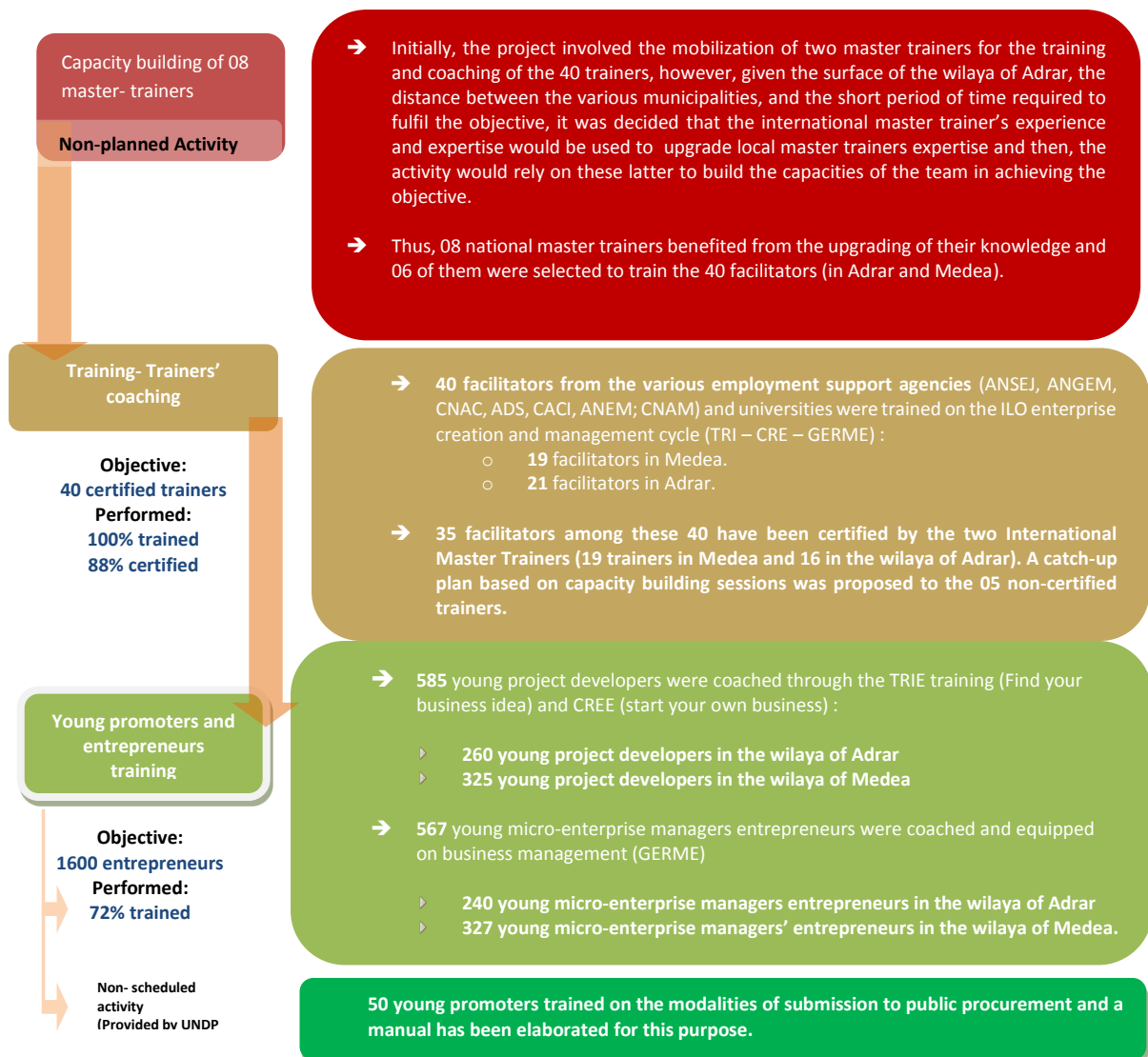
Planned activities

- **Activity 7:** Training of public and private sector mentors in the development of market development programs and support for young entrepreneurs.
- **Activity 8:** Guidance of young project promoters in the design, creation and post-creation phases until the end of the project.
- **Activity 9:** Training of young entrepreneurs on the management of micro and small enterprises and in job-generating sectors for youth within the two targeted wilayas.

Achieved activities

GERME training specificity lies in its implementing strategy. In its implementation phase, the program relies on local training structures, and on cascade training principle (training and coaching of trainers, the latter multiply training courses for young promoters and managers of micro, small and medium-sized enterprises), this approach should ensure the scale-up and sustainability of the action.

The program implemented by the ILO, within the framework of the project, thus achieved the following results:



4.3.2 Analysis of Outcome Indicators

Indicators	Comments
Number of trained and certified facilitators (at least 40).	<ul style="list-style-type: none"> ✓ 100% trained facilitators ✓ 88% certified
Number of young entrepreneurs trained in the management of micro and small enterprises (1600 young entrepreneurs).	<ul style="list-style-type: none"> ✓ 72 % of trained young people 585 young project developers were coached through the TRIE and CREE trainings. 567 young micro-enterprise managers entrepreneurs were coached and equipped on business management (GERME)
Number of identified and supported young entrepreneurs (at least 40).	<ul style="list-style-type: none"> ✗ Indicator not measured by the project
Number of trained young women entrepreneurs (30%).	<ul style="list-style-type: none"> ✗ Indicator not measured by the project ✓ Consultants' documents review (training participants review list), the rate is 35%
Number of trained disabled young people.	<ul style="list-style-type: none"> ✗ Non-explicit indicator : non-specified objective ✗ Non measured indicator (no follow-up in this regard)

4.3.3 Acquisitions and limits of the achieved activities

Acquisitions (advantages)	limits
<ul style="list-style-type: none"> ✓ Achievement of objectives: <ul style="list-style-type: none"> ✓ Training of trainers (100%); ✓ Trainers' certification (88% of the outcomes), the 5 uncertified trainers have to catch up; ✓ Youth training: <ul style="list-style-type: none"> ➤ 585 young project developers were coached through the TRIE and CREE trainings. ➤ 567 young micro-enterprise managers entrepreneurs were coached and equipped on business management (GERME) ✓ The good involvement of the various mechanisms that ensured the logistical arrangements of the training (mainly the CAM) ✓ The training process should ensure sustainability (trainers should continue to provide training to keep their certifications). ✓ Fulfilment of other activities that were not originally foreseen. <ul style="list-style-type: none"> ✓ Master trainers capacity building ✓ Training of 50 young people on the modalities of submission to public contracts (UNDP) ✓ Development of a manual on public procurement modalities (UNDP) ✓ The relevance and usefulness of this training were recognized by almost all the officials who benefited from it. ✓ The interviewed young promoters also expressed satisfaction with the training provided. 	<ul style="list-style-type: none"> ➔ Lack of a centralized monitoring tool, mainly for monitoring the training of young entrepreneurs. ➔ some indicators have not been monitored / measured: <ul style="list-style-type: none"> - Number of young entrepreneurs identified and supported from project conception to creation. (objective 40) => the support was limited to the training courses, it did not include post-training project creation coaching phases. - the number of trained young women (objective 30%) => the indicator was not followed but we were able to reconstruct the information via the lists of participants (35%). - the number of disabled people trained (target had not been set). => no information available. ➔ The approach recommended within the framework of the PRODOC seems ambitious compared to the project realization timeframe. The training of 1,600 young people on the GERME tool within the recommended timeframe and the subsequent support of 40 others until project creation, knowing that the process to integrate the training of the trainers in the prerequisites was considered unrealistic. ➔ Private structures were not involved in this scheme, as foreseen in the PRODOC. ➔ The trainers often found themselves on the ground, providing training but also taking care of the logistical aspects. ➔ The majority of the audience found that the training was short and not sufficient (trainers and young promoters). ➔ According to some trainers, learning manuals (mainly case studies) are not adapted to all target categories. ➔ Some tools are not available in Arabic.

4.3.1 Findings / lessons learned

- The project document provided for the training of 40 trainers and 1600 young entrepreneurs in business management. It was also planned to coach 40 young people from the conception phase to the creation of their company.

This activity is considered to be very relevant because it allows the sustainability and continuity of the action over time through training the trainers who subsequently ensure the training of young people in order to build capacities regarding local entrepreneurship for the development of micro, small and medium-sized enterprises in sectors that promote local materials and products. However, this objective seems very ambitious in view of the time allotted to the project.

With the delays experienced for the effective launch of the project, the start of the first activity with the launch of Master Trainers mobilization process, the selection of trainers which took place in January 2015, that is, less than 9 months before the scheduled end of the project in September 2015 (before obtaining the extension), and the implementation of the output as part of a cascade training process, the time for the actual implementation was significantly reduced:

Training the trainers: It took three months for the identification, selection and training of the trainers. Although the conventional process was ensured, the time taken to close the process was too short for the master trainers; it was necessary to give the process a more adequate duration in order to ensure the solid preparations of each activity.

Three months also were needed to train young entrepreneurs: a (TRI/CRE) training was provided to young academics or project promoters on the one hand and on the other hand, a (GERME) training was provided for the reinforcement of the managerial skills of young entrepreneurs in activity. The trainings made it possible to ensure trainers coaching, but once again, the implementation time frame was considered to be very short, and it did not allow the proper selection of entrepreneurs.

The diversity of the targeted categories (academics, craftsmen, consulting firms, industrialists, etc.) does not make it possible to analyze the impact of the training on the different activities. Furthermore, this action would have been more beneficial if young people had been trained according to the activities identified in the framework of the output 2.

Obviously, it was not possible for the activities carried out in parallel, to be included in this approach.

The targeted goal within the prescribed time frames also seems inadequate with the absorption capacities of the two wilayas, it was necessary to include trainers and young promoters of other wilayas to achieve the objective, which remains positive in terms of spread of outcomes to other wilayas.

- Given the duration of the project and the budget allocated, it seems that the objective was overestimated. A more targeted objective and the provision of support to young people in post-training phases would have been more relevant.

4.4 A communication and advocacy plan for youth employment is developed and implemented within the targeted wilayas.

4.4.1 Planned Activities vs. Achieved Activities

The activities included in this framework have not been carried out, with the exception of activity 11 on visibility which has been maintained.

The project cell had launched a call for candidates for a communication expert position in April 2015, the mobilization took place in June 2015, the mobilized expert was unsatisfactory and, in view of the delays, the steering committee decided to reorient the budget towards other activities (training officials from the ministry in charge of employment policy at the ILO center in Turin).

Planned Activities	Achieved Activities
Activity 10: Developing a communication plan to facilitate the exchange of information between the wilayas of the project and local authorities in the neighboring wilayas to facilitate the duplication of the project's achievements.	The expert who was identified and recruited was not conclusive, the steering committee decided to reallocate the budget to other activities.
Activity 11 : Ensuring local and national visibility of the project's and donor's achievements	<ul style="list-style-type: none"> ✓ The visibility of the project was ensured through the various workshops organized in Adrar, Medea and Algiers. ✓ Communication tools have been produced (Banner,). ✓ Media coverage of the various events through national press and on the sites of the various partners. ✓ Editing a video on the project (in French and English). ✓ Organization of a project restitution workshop. ✓ Miscellaneous Studies, guides, and manuals were published during the project. ✓ The final project report includes a press section including several articles published on the project.
Activity 12: Promoting the exchange of experiences and good practices through the organization of South/South study missions.	<p><i>The activity was modified, it was decided to support the entrepreneurship of the two wilayas by the purchase of equipment and support relevant to the promotion of entrepreneurship</i></p> <p>➔ This activity was cancelled at the 1st steering committee of the project, at the request of the Ministry of Foreign Affairs, and the representative of the Embassy of Japan.</p>
Activity 14: Put in place an advocacy plan to raise awareness among young people and companies about local employability issues.	Cancelled
Activity 15: Definition of a sustainability and exit strategy from the project to the institutional partner.	Cancelled
Incomes indicators	Comments
<i>Number of publications produced on employment and entrepreneurship opportunities for the Wilayas of Adrar and Medea under the project (At least 5 publications and 2 radio and TV broadcasts)</i>	<ul style="list-style-type: none"> ✓ Several handbooks and studies were published during the project ✓ A video was edited on the project (in French and English) ✗ No radio or television coverage
<i>Number of articles published about the project and its activities (media coverage) (at least 1 article per project event).</i>	<ul style="list-style-type: none"> ✓ At each event, at least one press release is published on the UNDP website (Overall 37 articles identified on the UNDP website). ✓ In the final project report, a reference was made to several published articles (national newspapers) on the various workshops and events organized by the project.
<i>Existence of a communication plan and proportion of performed sub-activities (at least 75%).</i>	✗ Not- achieved

Number of young sponsored entrepreneurs (at least 8 in total).



At least 12 young people have benefited from the communication of the project (brief presentation on the "2017 calendar" elaborated on the occasion of the workshop of restitution of the project published in XX copies and diffused on all the wilayas.

4.4.1 Findings / Lessons Learned

- ➔ The project ensured satisfactory visibility throughout its implementation; it would have gained in effectiveness with the setting up of a "memory" of everything that has been achieved (such as press review).

- ➔ Some activities that were cancelled due to a lack of time and budget and/or due to the failure to recruit a communication expert had a negative impact on the project. The most negatively impacted activity was the one aiming at defining a sustainability strategy and project closure for the institutional partner. Indeed, since this action has not been put in place, a feeling of sudden halting of the project emerged from the field.

5. Conclusions of the mission

5.1 Project's relevance and coherence

Conclusion 1: In its objectives and strategic orientations, the project is relevant to the concerns of the Algerian public authorities and to UNDP and Japan mission in Algeria.

The project fits perfectly into Algeria's strategy for supporting and strengthening employment and is in line with the areas of cooperation selected within the Strategic Cooperation Framework established between Algeria and the United Nations System in Algeria (2012-2014), which were renewed under the CDCS (2016-2020).

The project is also fully compliant with the Japanese Government's commitments to support human development in the region, targeting mainly young people (based on the TICAD VI results).

Conclusion 2: The majority of the actions carried out are relevant for the promotion of employment in the two wilayas even if it is premature to make a judgment on their impact.

Overall, the fulfilled activities were deemed satisfactory and relevant by the different stakeholders, although it is premature to comment on their impact (mainly on the training of young promoters that took place at the end of the project, as well as the platform which was not actually implemented until July 2017)

Conclusion 3: The project was too ambitious in its formulation.

The objectives set out in the document were oversized, in particular in regard to the means provided (budget and timeframes); the following factors were not taken into consideration:

- time frames for the conduct of surveys
- time frames for cascade training courses
- spatial dimensions (mainly in the South)

5.2 Project Implementation Efficiency

Conclusion 5: The efficiency of the project was affected by the overrun of the initial implementation deadline

The initial project duration was 12 months. The PRODOC signing took place in March 2014, and the actual start of the project in September 2014. Two extensions were granted during the implementation period bringing the end of the project to December 31, 2016. The main delays happened during the preparatory phases, most of the activities were carried out within a short time.

Conclusion 6: The difficulty to mobilize qualified expertise

The project lagged behind in mobilizing qualified expertise to carry out missions. The ILO-UNDP agreement was only signed in December 2014 after DNP designation.

Conclusion 7: At the financial level, the project consumed all the allocated resources

Conclusion 8: The project would have been more effective with a better documentation management

All mission reports, studies, handbooks, communication tools, monitoring reports, and committee reports are available but not systematically accessible to all stakeholders.

Conclusion 9: Undersized project management structure

In view of the distance between the regions and the close training planning, it was difficult for the coordinators to make a ground follow-up (UNDP and/or ILO).

5.3 Project's achievement ownership and sustainability

Conclusion 10: Various outputs' ownership and sustainability are not measurable at this stage of the evaluation.

The project has a number of advantages for sustainability, namely:

- Local capacities building;
- The GERME training and trainers' certification (trainers are required to continue providing training and reporting to master trainers, otherwise, they will lose their certifications);
- Results-based management tools have been developed;
- Several handbooks and manuals that can be used by all the wilayas have been developed;
- Sectors' overview and outputs' sheets can be used by young promoters from both wilayas, and others for activity development; and
- "RJE-ANSEJ"; an online platform for ANSEJ young entrepreneurs networking has been set in place.

However, the project manager's unexpected departure and the absence of formalized monitoring tools could negatively impact the sustainability of the project.

6. Recommendations

→ It is important to consolidate and broaden the project's achievements

It will be necessary to identify the relevant means to ensure the momentum triggered by the project in both wilayas. However, certain activities still require support that would allow sustainability and ensure their impact on employment promotion, in particular:

- Continue strengthening the "wilaya's employment promotion mechanism" and reflect on the leadership structure that should ensure continuity and duplication of the project's successful experiences in other wilayas while drawing lessons from the pilot project.
- Foster cross-sectoral synergies in the field of employment through incorporating within the wilaya's employment promotion committee, economic and social partners.
- Extend the wilayas' studies to include aspects (such as review of the demands made by job-generating sectors).
- Support young people in post-training phases (project creation guidance); this support must be more targeted in accordance with the results of the wilayas' prospective studies.
- Enhance the post-creation support and undertake measures to bolster newly created micro-enterprises.
- Achievements' sustainability and traceability must be ensured. Since the Medea and Adrar Project is a pilot project, it is important to build up a "project memorandum" in order to facilitate a better dissemination of the results to other regions and to better analyze the risks.
 - ✓ Mission records : ToR, mission report, handbooks, studies ...
 - ✓ All monitoring and project's management documents: meetings' minutes, committee's meetings minutes, quarterly and annual follow-up reports, lessons learned etc.
 - ✓ Set up a monitoring system for ongoing training activities
- Make all the studies, handbooks and manuals available online to reach out to as many young people as possible.

→ Other recommendations to be taken into consideration in future projects' design and organization

- The need for consultation between the different stakeholders at all project' drafting levels.
- Take into account the duration and the allocated budgets during project formulation.
- A more realistic design of the project, as it is important to keep activities results that take into consideration project's duration and allocated budget.
- Take into consideration the spatial dimension when drafting projects mainly when it covers the wilayas from the great south.
- Ensure that the project document is as consistent as possible.

The project document is the roadmap of the project, its main steering tool, and therefore, the formulation must be as precise as possible. The goals must be clearly defined in terms of expected results and the monitoring indicators must be measurable and expressed in quantifiable terms;

- Ensure results-based project management

The preparatory stages of contract signing and project team recruitment may take a long time and lead to significant delays in the start of project activities. Hence, it is important, as far as possible, that these steps be prepared well in advance.

Annexes

6.1 Annex 1: Terms of reference of the mission

(Individual document)

6.2 Annex 2: Main consulted documents

- The project document
- Minutes of meetings
- Minutes of the Steering Committees
- Reports from various missions

6.3 Annex 3: List of persons interviewed

PROJECT TEAM:

- SAMIRA DJAIDER / PROJECT DNP
- MEROUANE AMI/ UNDP PROJECT COORDINATOR
- DJILLALI TEMZI / ILO PROJECT COORDINATOR

EMBASSY OF JAPAN

- TSUBASA NORIOKA / EMBASSY OF JAPAN IN ALGERIA

OLI

- MOHAMED-ALI DEYAHY / OLI DIRECTOR FOR THE MAGHREB REGION

UNDP

- FARIDA KEBRI / UNDP

MTESS

- GHANEM BELHAOUA, DEPUTY DIRECTOR AT MTESS
- SALIHA BESTANI / OFFICIAL AT MTESS

STEERING COMMITTEE

- AMMAR MOUHOUH /DEW WILAYA OF MEDEA
- NOURDINE AKKEBI /DEW WILAYA OF ADRAR
- MEBARKA MIHOUBI / ANDI - MEDEA
- KRIM NACÉRA /ADS

TRAINERS (BY EMAIL AND/OR PHONE)

- SID AHMED AKBAOUI / ANSEJ
- MOHAMMED SALEM BAKARI / ANGEM
- AICHA BEKIRAT / CAM
- HANAN BELAGOUN /ANEM
- DJEMAI BENALIA / ANGEM
- ABDESSALAM BENHACHEM / CAM
- YAKHLEF BENYAHIA / CNAC
- ILHEM BOUAMER BOUAMER / UNIVERISITY
- KASSIM DADA DAHMAOUI / CAM
- EL HACHEMI DOUIK / CNAC
- EL HAMEL ELABBADI / ANGEM
- BRAHIM HALLIS/ ANSEJ
- MEHDI HENICHE /ADS
- FAYSAL KEBEIR / UNIVERSITY
- ZINEB KENTACHE / ANSEJ
- BACHIR KHELIL / ANSEJ
- LYES MACHOUCHE / ANSEJ
- SIHAM MIMOUNI/ ANGEM
- MOHAMED SADOKI / CCI
- LAKHDER SAFSAF /CAM
- MOURAD SIYOUCEF / ANSEJ
- BILLEL TERRAS / ANSEJ
- KHALDOUN TOUATI / ANSEJ
- ZOULIKHA SELKH / ANSEJ

YOUNG PROMOTERS (BY PHONE)

- AMAL LAOUAR
- ABDELFATAH
- FATEH AMARA
- WALID BELAMRI
- LEILA BELHAJ
- MOHAMED YACINE BENSAID
- RACHID BOUKHADRA
- BOUMAZA SAMIRA
- DAOUDI
- AHMED EL HACHEMI
- MOHAMED IDDER
- FATIHA KADI
- OTHMANE KEDCHIDA
- MED SALAH KERBEDJ
- ABDELKRIM KHATIRI
- MOHAMED MENASRI
- MOULOUD ROUBEISS
- SALMI