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# JORDAN WORKFORCE DEVELOPMENT PROJECT (WFD)

**Attitude and behavior change Strategy  
TVET Attitude and behavior change Campaign**

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## **JORDAN WORKFORCE DEVELOPMENT PROJECT**

### **ATTITUDE & BEHAVIOR CHANGE STRATEGY AND CAMPAIGN**

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# ABBREVIATIONS

USAID	United States Agency International development
WB	World Bank
EDSD	Employer driven skills development
EU	Europeon Union
JICA	Japan Inernational cooperation agency
CIDA	Canadian International Development Agency
WFD	Workforce Development
TVET	Technical Vocational Education Training
VET	Vocational Education Training
ABC	Attitude abd Bahvior change
VTC	Vocational Training Corporation
VTI	Vocational Training Institute
IT	information technology
KPI	Key Performance Indicator
M&E	monitoring and evaluation
MOL	Ministry of Labor
MSCOE	Model School Center of Excellence
OSH	Occupational Safety &Health
SSC	Social Security Corporation

## **Executive Summary**

The attitude and behavior Change strategy is a key instrument for workforce development project to increase awareness and interest about occupations in project priority sectors. This Attitude and behavior change campaign will target youth, women and vulnerable groups and their families', in addition to employers in project target areas/governorates.

WFD will built upon the previous efforts by Government of Jordan and other donor agencies such as USAID, CIDA, WB, JICA and EU, who supported a national E-TVET Public Awareness Campaign and Communication Strategy that were developed by WB (EDSD Project) in 2008 to attract youth and women to enroll in TVET system. This campaign was successful but proved on the other hand that the attitude change towards TVET will need more time and resources.

These findings helped WFD to understand the current challenges within Jordan socioeconomic context and develop an approach that can lead to an effective results and better impact.

WFD's strategy and campaign will focus on using new approaches and will reflect the results of the first awareness campaign but with focus of occupations rather than focusing on TVET as whole with customized solutions that target each different region in a very unique way ,at the same time conducting activities with general cross cutting messages on national level.

### **1. Introduction**

Jordan is a small country which suffered a lot from the consequences of many wars and conflicts in the Middle East region. These wars and conflicts not only negatively affected economic and educational reforms, but also created other humanitarian and refugee problems such as the recent Syrian refugee's influx. In addition to that, the Jordanian economy developed its own productive basis at a late stage, on the initiative of the state, which is yet, weak and comprises a few large public and quasi-private companies, mainly in mining and minerals production, and a large majority of small and medium sized businesses that provide the vast majority of employment in the private sector.

It is also characterized with a well-educated and trained labor force, which can be contributed to significantly by an efficient and effective employment and TVET system within the wider framework of life-long learning and socio-economic mobility and equity, but still, the official unemployment rate is

11.9, percent, while the unofficial rate is higher than that number and more realistic taking into consideration the percent of people below the poverty line which is 14.4<sup>1</sup>.

Jordan has been facing many challenges, but the most important ones are, first: a high level of poverty and unemployment. Second: the stagnant growth in per capita income. Third: labor market distortions which mean a mismatch between education outcomes and labor market requirements, and large numbers of foreign labor. Fourth: inability of the economy to attract the desirable levels of investment.

### 1.1 Jordan Work Force Development Project

The Jordan Workforce Development (WFD) Project is five-year cooperative agreement awarded by USAID and designed to create a competitive, demand-driven workforce development system.

The project will increase private sector employment, especially for women, youth and those living at or below the poverty line. Initially, the project will operate in six governorates – East Amman, Zarqa, Irbid, Tafileh, Ma’an, and Aqaba – targeting sectors with high employment growth potential, including Manufacturing, tourism , transportation and energy.

### 1.2 WFD Attitude and Behavior change strategy and Campaign

In Jordan, many occupations are often seen as less attractive for women and youth in particular, these jobs are mainly vocational and technical type of jobs that are being regarded as socially not accepted, as different mindsets foster different kinds of resistance to employment: resistance to enter into certain occupations; resistance to enter into any technical or vocational occupation; and resistance to enter the labor market in general. There are deep-rooted cultural perceptions around many technical and vocational occupations that make them unacceptable for employment. Jordanian job seekers, like many others around the world, commonly believe that vocational and technical professions offer low wages and benefits and minimal long-term job potential or security. With respect to female employment, women and their families often lack realistic knowledge about certain professions and their acceptability to social and cultural norms.

The mindsets of potential employers are also involved in the perceived “culture of shame.” There is a widespread impression within the top ranks of the Jordanian private sector that the productivity of Jordanian workers is lower than the productivity of foreign workers and that Jordanians have higher

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1 Rural Poverty Portal, 2010

expectations from job opportunities in terms of benefits and positions and are unlikely to enter into technical and vocational occupations.

To counter and transform these widespread and deeply ingrained perceptions, WFD designs this ABC strategy and will implement a long-term attitude and behavior change campaign (ABC) for the life time of the project. Furthermore, in its efforts to develop this strategy, WFD builds on past behavior change communication efforts implemented through ETVET reform initiatives undertaken by several donor agencies, including World Bank and JICA.

The ABC campaign includes the promotion of a positive image for occupations , community engagement activities, strategic use of a range of media (traditional, new and social), advocacy by national and local TVET champions, deployment of career guidance tools , educational tools , private sector engagement and dissemination of success stories.

During the project's start-up period last fall, WFD identified a number of barriers which impede participation in Jordan's vocational and technical jobs/occupations among women and youth, in particular. They include: transportation, the vocational sector's negative image, undesirable workplaces, low occupational safety and health standards, poor public image of training institutes, and women's lack of desire to work. A more detailed list of the barriers is included in Appendix I.

As part of WFD plan to develop the strategy, a set of activities were identified to support the development and the implementation of such strategy, the details of these activities are described in the following context.

#### 1.4 Purpose & Scope of Strategy

As mentioned earlier, in 2008 the Government of Jordan, through a World Bank funded program launched a TVET image lifting campaign as part of the E-TVET reform program which targeted students, dropouts, parents, teachers, employers and Jordanian society at large. The campaign employed direct messaging to target audiences through online and offline events and activities, social media, TV, radio, printed materials, and documentaries. Although the program ended after only six months due to funding limitations, it may have contributed to increased enrollment in VTIs and is believed to have even attracted some university students into TVET. WFD assessed these impactful campaigns to develop this strategy to focus only on project priority occupations for better impact.

WFD will develop and deliver consistent and persistent messaging to stimulating perceptions shifts and mindset changes around target occupations. The campaign will be fully integrated and aligned with the project planned technical activities and consistent with the overall project communications strategy. It will tackle perception challenges at national, regional and local levels and will be tailored and adapted for specific segments of the target audiences and to the context of the selected governorates and selected sectors/occupations.

## **2. WFD Strategy Approach &Methodology**

Most theories of attitude and behavior change have specific approach and stages that focus on clear methodology for both design and the delivery , which can be summarized in the following stages:

1. Knowledge
2. Approval
3. Intention
4. Practice
5. advocacy

These stages are covered through the life cycle of the ABC implementation , certain conditions need to be considered to guarantee the success of these stages, which are: Objectives clearly identified, accurate and reliable information/knowledge is collected to build up the plan , in addition to creating supportive environment and self motivation through different communication channels and message platforms. Finally as recommended by most social researchers , it's important to create strategy that is easy to implement , and respond to the society's needs and its expectations and a one that is developed based deep analysis for the problem , feasible and applicable.

WFD project and its efforts to develop the strategy, initiated series of activities to achieve this goal and started with an internal exercise to understand the key barriers that hinder women and youth participation in TVET in Jordan, the results of this exercise are described in details in annex 1, following to that a research and Situation Analysis done to build the framework of the strategy. A group of activities were also conducted to collect the required regional context around certain areas/certain segments.

## 2.1 Brainstorming session

In March 2015, Brainstorming Session brought together a group of experts and media specialists to discuss ideas and means of tackling barriers and challenges in the vocational and technical sector in Jordan, especially those pertaining to a culture of shame or socio-cultural 'norms' that impede the development of the sector. The brainstorming session capitalized on expertise and experiences of participants in Strategic Communications, ICT, Qualitative and Quantitative research, youth and women in order to outline a roadmap for developing the project's ABC Strategy moving forward.

Through the session, the barriers were validated, and participants provided critical suggestions on how to develop and deliver success ABC campaign based on their previous experience in this field.

For detailed description of the recommendation and areas of discuss, please refer to the full report for the activity.<sup>2</sup>

## 2.2 listening events findings

Between May and June 2015, WFD designed and delivered 18 listening events at a grass root level in 6 target governorates. The sessions' targeted youth, women and employers were held in partnership with VTIs and employer organizations. Through the sessions, key barriers, skills and communication channels were identified by youth, women and employers. Furthermore, youth and women identified what is required from both government and employers to make TVET jobs more viable options to youth and women. Also, employers identified what interest them in job seekers and what are the key skills required to retain jobs in labor market. This helped WFD to validate the barriers and set of skills at grass root level in targeted areas and tweak its activities to respond to these needs /challenges.

## 2.3 Sentiment Analysis:

Baseline sentiment analysis of the online presence of vocational labor conducted by the project 'listening' to how vocational labor is talked about, reacted to, positioned and displayed in Jordanian communities on social media such as Facebook, Twitter and YouTube. This sentiment analysis provided the project team with key information about the community, including identification of positive and negative sentiments and content trends and patterns. This contributed to the design of the comprehensive ABC campaign as it informed project communication strategies with most appropriate

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<sup>2</sup> Khurma, Merissa; Brainstorming report, March 2015

platforms for communication, identified key influencers and champions, and informed project messages.

### **3. Problem Statement**

WFD identified that negative perception and attitude towards TVET is one of the key challenges that causes weak participation in TVET and lead to more gender disparities in labor market.

What makes the problem urgent?

- Low female participation rates in labor market especially for well educated women
- High unemployment rates among youth and women which are twice the average in MENA region.
- Young population & high number of entrants to labor market each year.
- High Increase of non-Jordanian workers in labor market

#### 3.1 Key Strategy Principles:

WFD will work on both macro and micro levels, some activities under this strategy will be design and implemented at a national wide level but other activities will be design and delivered in line with regional initiatives and according to project activities in these areas.

Moreover and in order to create the required change ,the strategy will focus on introducing new experiences and information, Peer/group pressure ,all done through proper Media and marketing plans. Finally governments will play significant role in supporting changes in attitudes and behavior, sometimes by providing the proper regulatory/legislative compulsion towards project priority sectors/occupations

The following key principles are deployed as part of the strategy

- **Local Integration:**

To ensure that local communities are strongly, engaged with the campaign since it's about social change at the local level.

- **Youth as agent of change**

Youth are important element of this strategy, engaging youth in the design and the delivery of ABC activities will confirm the changes required towards youth participation in TVET. Role models from youth

aged 15-29 are identified and will be participating in Peer to Peer discussion, video competition, on-line and off line events in target governorates.

- **Women as agent of change**

As women face different challenges at different levels, it's important to identify successful models in target economic sectors within TVET and engage them in the outreach events, Peer to Peer discussion. When such models are engaged at both micro and macro levels, this will be very influential and will lead the attitude and mindset change, simply because in small country like Jordan and very traditional societies the change should always led by local models as the convenience will be much easier since they present the same environment and face the same challenges whether physical or non-physical.

- **Concurrent to the socio cultural fit:**

Make the slogans and the messages accepted to the local context through the most popular tools& channels, such as religious speeches, tribal divans conversations and open houses.

- **Inclusion:**

To be delivered to the whole categories of the community, to make more impacts and comparison.

- **Campaign timeline:**

Schedule a timeline for the steps of this campaign to facilitate WFD team activities.

- **Accessible venues:**

Identify suitable places to do the campaign's activities to ensure that people will not face transportation challenges.

- **Identify key partners:**

In each place WFD regional team should identify key persons or parts (who represent the local community) where WFD team can work smoothly with local communities and building a strong trust with them.

While doing all of that, WFD is investing in the following aspects and is utilizing these methods as part of its campaign for behavior change:

- ✓ Mass Media such as radio and TV will play significant role in communicating the required messages and reach out for target audience, it will be deployed as part of the communication plan for this campaign. The campaign will be with people and for people to create the change.
- ✓ Information, education and communication at large scale sensation, this will include the development of leaflets, comic books, posters, billboard, stickers and other promotional materials. In addition to the development of educational videos, organizing public events and field visits to work places especially factories and work sites.

- ✓ Career counseling and career guidance services including internship programs.
- ✓ Revision of the educational and training programs including the recent developed curricula to include gender sensitive modules and work based learning skills.
- ✓ Community outreach events such as listening events and open houses.
- ✓ Peer to Peer sessions at governorate level and gender specific.
- ✓ Training and capacity building for TVET management and instructors in areas related to gender and life skills.
- ✓ Public ceremonies such as festivals, contests, gravity murals and carnivals.
- ✓ Advocacy and lobbying activities for employers and government official to introduce arrangements for better working, training and education conditions.
- ✓ Engagement of local community's organizations through the challenge grants fund to introduce innovative approaches to overcome local challenges in targeted areas.

#### **4. Target Audience Analysis**

Target audience will include the following segments:

- Youth, women and vulnerable groups.
- Families (Parents).
- Different VTIs and other government apparatus.
- Employers (private sectors).
- Sheikh (tribal leaders).
- Influential people (MPs, military retirees).
- Schools and community colleges.

VTIs and community colleges , Journalists & Media Outlets, young women and girls, parents and families, community leaders (particularly outside of the capital), Municipal councils (including women representatives), women Members of Parliament and Parliament officials , Senior officials in Government will be essential part of this strategy and will help in the delivery of most of its activities.

##### 4.1 Target Audience and profiles

The below table shows the different segmentation per each group and its role in change if applicable.

Based on our expectations we identified the level of effect for each targeted audience in addition to their expected role.

Audience	Profile	Role (Main Actor, advocated, interested)	Level of effect (High, middle, low)
Youth	Age 15-29 School students Unemployed, job seekers and VTI's student	Advocated	Middle
Women	Age is not considered Unemployed, inactive , Discouraged females "house wives".	Advocated	Middle
Families (parents)	Poor, vulnerable, orphans and people with disability	Main actor	High
Employers (private sector)	Who seek for employees in project targeted sectors and per each governorate?	Interested	Middle
Sheikhs (tribal leaders)	Key actors, connected with community and government.	Interested	High
Influential people (MPs, military retirees)	Key actors& societal active.	Main actor	High
Vocational schools, VTIs and community colleges	Interested in vocational education	Advocated	High

#### 4.2 Barriers & Benefits of Behavior Change

Most people tend not to change their behavior even if areas such as career options that might enhance their lively hood are tackled ,because most people are afraid of change, they prefer old habits and routine life.

Developing attitude and Behavior change strategy and campaign is part of a long process of social transformation that takes time to materialize. It needs continuous and sustained communication efforts with focus on specific areas related to barriers that prevent such behavior change and present motivation and benefits in a desirable manner

Finding these motivations is not an easy task and convincing employers and government to introduce such incentives to produce the required change is also not easy.

WFD will work closely with employers as well as government to reach mutual understanding on how these benefits can be introduced in perfect time and what will be the required package for such incentives.

#### **5 .WFD specific activities**

- Development of ABC marketing tools and materials that will be used in project different activities such as open houses, outreach event and orientation sessions. The materials includes fact sheet, infographic and posters,
- Identification of role models with vocational back ground who proven to be successful with good jobs. These successful models will be engaged in project activities such as open houses, outreach events and orientation sessions that will be held in close collaboration with private sector through the newly established employment promotion units (EPU) and in the region through CBOs and NGOs,
- Identification and engagement of champions at national and regional levels to advocate for attitude and behavior change towards vocational jobs,
- The design and delivery of outreach and orientation sessions and open house at targeted VTIs , EPU and CBOs ,
- The design and delivery of online events that focus on vocational jobs, success stories and key Attitude and behavior change,
- Partnership with key TV and radio shows to tackle ABC issues through storytelling and role modeling ,