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**Communication and Awareness Raising Strategy**

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**1 Introduction**

The **TA SESIP** is an EU-funded project with an objective to provide capacity development support, and technical assistance, trainings for strengthening social dialogue, and advisory. The before mentioned is for **E-TVET** line ministries and their related institutions, civil society organizations, and social partners in the areas of governance, capacity building, quality assurance, curricula development and training of trainers, and employability and labour market management. In addition to intermediation and information systems, social inclusion for disadvantaged groups, involvement of business associations and civil societies in the **E-TVET** reform. Also, **TA SESIP** provides monitoring and evaluation of the **E-TVET** strategy, and its action plans included within **E-TVET** strategy (2014-2020), national employment strategy 2011-2020, and the national strategy for human resources development 2016-2025 with a focus on actions referenced in the financing agreement between the government of Jordan and the European Union. **SESIP** project is part of a €52 million European Union budget support programme to Jordan.

**According to the needs assessments carried out by the key experts in the inception report and the NK communication experts, the following main findings were identified:**

* A new draft law that might result in major changes to the governance of the sector is underway. This can impact on the targeting of one of SESIP’s key target groups, which is the decision-makers under Working Group 1, Component 1, and 6.
* A GIZ funded project MOVE HET has been identified at an advanced phase of the development of a communication strategy aimed for the E-TVET sector.
* There is a fragmentation of the information about the sector, as well as poor access to such data as there are many actors/institutions who are involved.
* There is a need to influence decision and policy-makers to embrace the work-in-progress proposed by the TAT. This requires planning and implementing advocacy-focused actions.
* The need to build a service-based communication that can also become a model for other public institutions in the country.
* A set of specific needs in relation to each component were identified mainly to stress on creating a better understanding of important concepts such as 1) better or new forms of governance and financing of the sector,2) New training approaches such as blended Competency Based and Nodular Training New tools such as the e-platform and the M&E; 3) Quality Management and Quality Assurance and their immediate and organic implications in the enhancement of the sector,, 4) successful Private Public Partnership models and practices to be shared and promoted, , 5) visibility of key capacity development and training activities, 7)Promotion and sharing of resources (project outputs, publications, manuals, modules, booklets, mappings, surveys, etc.
* There is a pressing need to shift perception and behaviour using social marketing techniques, and encouraging the most relevant target groups to create new perspectives and widen the base of opportunities, especially to include the underprivileged, Persons with Disabilities, women, unemployed and under skilled youth, etc.
* The need to improve the internal communication within the 4 inter-ministerial and multi-stakeholder Working Groups to enhance decision-making processes, as well as SESIP internal sharing tools, etc.

**2** **Main Communication and Visibility Objectives**

The **overall objective** of this communication and visibility strategy is to contribute to improving the image of the TVET sector in Jordan, create a good understanding of the scope of work and mission of the EU-funded “Technical Assistance to the Skills for Employment and Social Inclusion Prgramme” (TA SESIP) among the E-TVET stakeholders and development partners, and promote key results of the European Union budget support, based on the 7 benchmarks of the financing agreement.

The **specific objectives** of the communication are to:

1. Create visibility around key achievements of the 7 benchmarks of the EU budget support, specifically in terms of promoting best practices in governance and sector reform.
2. Inform, mobilize and maintain a strong community of stakeholders (incl. working groups) around SESIP objectives, mission, activities and outputs.
3. Improve the internal communication within the four working Groups to enhance decision-making and implementation of the EU funded project (SESIP).
4. Bridge the existing information gap in the TVET sector.

**3 TA-SESIP Approach**

The Communication strategy (CS) covers internal and external information, mass-media relations and the visual identity of the project as well as partially the visual identity of the ETVET secretariat. Internal information targets the WGs, ETVET Secretariat/Council, PTC and PSC and external information to ETVET sector customers, mainly students and their parents, job seekers and employers, non-governmental sector organizations dealing with ETVET issues and social inclusion, including women associations and cooperatives and also the general public and the mass media.

The communication strategy provides rules and guidelines for handling communication and visibility activities of the project with clear set up for continuous actions after project ends.

In this respect, the communication strategy and its Action Plan (*CS AP)* are be based on the following principles:

* Simplicity.
* Accuracy.
* Availability.
* Credibility.
* Customer focus (on specific target groups with main focus on students and their parents, job seekers with focus on disadvantaged unemployed e.g. women, PwD, young with no work experience, elderly unemployed, etc.).

It is foreseen that all communication is coherent and based on the same values and principles of the Jordanian stakeholders operational in the E-TVET sector and is consistent across audiences. It is of particular importance that the rules for the graphic and visual identity of the CS are followed without exception, all in compliance with the EU rules for communication & visibility.

**4 Key Messages**

“EUD Budget support and the complementary TA, are efficient in establishing or/and strengthening the billers of the ETVET reform as indicated in the key policy strategy document”.

The ETVET secretariat provides timely, effective, efficient and relevant support to the ETVET Council as the body governing E-TVET in Jordan, it responds to the related needs of its individual members, it coordinates and supports national actors and international development partners involved in ETVET in Jordan.

SESIP:

1. The governance is a shared responsibility and all concerned parties have to be aware and knowledgeable of the sector challenges and solution as well as of the respective specific roles. All stakeholders are engaged in assuring better governance to the sector through the social dialogue that allow them to exercises their specific roles and responsibilities as well as care for the sector as a whole for the benefit of the Hashemite kingdom of Jordan
2. Curricula development and training of trainers/teacher’s component aims at building the capacities of TVET professionals and institutions on e-learning by establishing one-stop-shop cloud-based platform that is manageable by several stakeholders targeting TVET programs and TOT programs. In addition to system approach to TVET and modular competency based TVET, developing schemes for continues learning, developing TVET programs as per labour market requirements and needs.
3. The Quality assurance and Management System (QAMS) is proactive approach that enables the E-TVET system and the providers to offer higher quality services. QA is critical priority highlighted in the HRD strategy (2016-2025), E-TVET strategy (2015-2020), the amended TVET law (2015), and in the law on National Qualification Framework (2018). Developing, institutionalizing, and integrating Quality assurance and Management System is a strategic propriety as demanded by the stakeholder and the sector as a whole and aims to:
4. Enhance Jordan’s global competitiveness and to respond to the increasing demand for relevant skills and competitiveness.
5. Contribute to the common understanding of quality assurance for learning and teaching across TVET institutions and among all stakeholders including the industry.
6. Long-term unemployment leads to significant losses in the country human capital. The state can and has to take an active role in improving the functions of the labour market by implementing labour market policies tailored to the real needs of the market and available labour force. It is of high importance to ensure direct links between TVET and employment and concrete feedback (labour market information) on what happened with the graduates/trainees after getting a diploma/certificate, i.e. to what extent they have been integrated into the Jordanian labour market (LM) – in other words investment in TVET versus the real impact, i.e. getting a job and sustain the job.

Labour intermediation services, i.e. LMIS, reduce the job search costs by improving the information flow between the labour demand and supply sides concerning available jobs and skills needed. The LMIS is also necessary to collect the LM information the Jordanian government needs to formulate adequate labour market policies and active labour market measures, especially for those who are the most fragile on the LM, i.e. young people with no or limited work experience, women, PwD, etc.

Therefore, all Jordanian stakeholders operational in E-TVET are involved in finding the optimal solution/s to improve the current pathway of job seekers most disadvantaged on the LM, including the referral system, provided services and cost-effective measures. This requires the ongoing involvement of the private sector, i.e. intensifying direct cooperation with employers, as well as better inter-institutional cooperation and integration of the fragmented LM information into one solid LMIS.

Suggested key messages from the need assessment report carried out by the communication expert:

* Online modules are an innovative tool that allows flexibility for future updates and sustainability of the curricula
* Uniting national public-private endeavours to build healthy competition, broaden the base of choices, improve curricula matching with job market needs
* The creation of such tools will result in building new capacities at the national level and bringing new expertise to the sector and the country as a whole.
* “Learn & Gain”. This slogan refers to the expected outcome of the e-platform where those who can use the e-courses to learn can join the job market soonest and can continue to receive lifelong learning through/thanks to/ the same platform.

**5 Target groups**

**The communication and visibility strategy targets both the direct recipients and final beneficiaries.**

1. **Decision- makers in line ministries and other TVET public organisations:**

* ETVET Council Secretariat
* Ministry of Labour (MoL)
* Ministry of Education MoE), Ministry of Higher Education & Scientific Research (MoHE):School pupils starting 9th grade and school teachers, BAU, etc.
* Ministry of Social Development (MoSD)
* National Aid Fund (NAF)
* Training providers: Vocational Training Corporation (VTC), BAU, NET
* Centre for Accreditation and Quality Assurance (CAQA)
* The Accreditation and QA Commission for Higher Education institutions (AQACHEI)
* ETVET Fund
* Higher Council for Affairs of Persons with Disabilities (HCD)
* National Centre for Human Resources Development (NCHRD)
* Department of Statistics (DoS)
* Governorates and municipalities

1. **Private sector:**

* Community Colleges
* NET Company
* Chambers of Commerce & Industry and other business association representing the employers in Jordan

1. **Civil society:**

* Social partners:Industry and trade unions
* Active CSOs in the sector
* SESIP Grantees & sub-grantees
* Job seekers
* Disadvantaged women, youth and people with disabilities.
* Parents
* TVET graduates

1. **The media in Jordan**

**Professionals in the TVET sector**

**6 Activities and Results**

**On the bases of the above-mentioned recommendation by the key experts in the inception report, and by NKEs-Communication in “Communication needs overview assessment”, and the given timeframe before the end of the project, it is possible to cover the actions foreseen under the Communication and Visibility Campaign mentioned in the communication ToR in accordance with changed conditions, i.e. to avoid overlapping between our actions #6 and the NAF own communication strategy and plan.**

**Priorities actions:**

1. Promote increased access to vocational training institutions and improved governance by demonstrating the achievement of EU budget support indicators (4, 2, 6, and 3):
2. Introduce new qualifications based on TVQF.
3. Accreditation of qualifications
4. TOT programs.
5. Modernization of centre of excellence (equipment)

**And to promote the VET e-platform and its related TOT programs.**

1. Increase women participation in the Jordanian labour market by improving perceptions and encouraging self-employment e.g. cooperative societies employment paths, nurseries services, etc. including supporting NAF beneficiaries’ career building for decent jobs (indicator 7).
2. Promote positive social image of TVET, students' self-esteem and appreciation by their families. Also, promote social inclusion of women in the TVET labour market (indicator 5 and 7).

**In addition to:**

1. Review the current visual identity of the project and ensure recommendations for an intervention, insertion, and substituting the current if needed.
2. The reactivating of the ETVET Council web-portal based on ICT and social media (Facebook page) to promote the revised ETVET legal, regulatory and policy framework, and to the achievements of the ETVET sectors supported by the actions under the EU financial agreement. The portal will include a landing page to raise awareness of women's rights and empowerment.
3. Producing online project newsletter (min. 4 editions) underlining achieved results, good practices of Jordan and challenges for the ETVET stakeholders.

**Communication activities related to priority action number 1. Promote increased access to vocational training institutions and improved governance by demonstrating the achievement of EU budget support indicators (4, 2, 6, and 3). It will include but not limited to the following:**

* Visit the centre of excellence to be able to showcase plates that indicates full visual visibility for the European Union.
* Run online campaign (Facebook ads) and features stories.
* Illustrate and demonstrate data in a creative way that can be used in social media marketing campaigns.
* Ensure media coverage (photos) of the centres of excellence on Facebook and through the website (hiring a professional photographer)
* Produce TV commercial ad about the project and the benefits of registering in the TVQF to be broadcasted at 2 local TV station (40 airing times during 7)
* Google ads to promote and spread the word of the e-platform
* **Round table meeting** with the 4 working groups, MPs, and reps. of the media **(infographics, PowerPoint presentation and press release (infographic) importance of accreditation**

**Communication activities related to priority action number 2. Increase women participation in the Jordanian labour market by improving perceptions and encouraging self-employment e.g. cooperative societies employment paths, nurseries services, etc. including supporting NAF beneficiaries’ career building for decent jobs (indicator 7). It will include but not limited to the following:**

* Run Online campaigns to promote the benefits of the activations (google ads)
* Conduct a national level event to link community-based organizations and disadvantages women and discuss the importance of SI of women in the labour market.
* Print and distribute brochures and flyer among beneficiaries.
* Encourage and support awareness sessions led by disadvantages women.
* Invite the media to ensure coverage of SESIP and EU in the event.

**Communication activities related to priority action number 3. Promote positive social image of TVET, students' self-esteem and appreciation by their families. Also, promote social inclusion of women in the labour market. It will include but not limited to the following:**

A nationwide 6-week social marketing campaign to raise awareness and promote positive image of TVET which will include

Production and broadcast of TV spots

Use and adaptation of TV spots for Web 2.0 information campaigns

Digital media campaign

Outdoor billboard campaign

Placement of TV interviews

Radio Spots

Design, and production of personalised Cardboard Cut-outs

**Communication activities related to review the current visual identity of the project and ensure recommendations for an intervention, insertion, and substituting the current if needed. It will include but not limited to the following:**

* Based on the recommendations of the needs assessment carried out by the communication expert it is needed to ooutsource a graphic designer to create a simple, modern, and memorable visual identity for SESIP that speaks to the different target groups in Jordan, while reﬂecting the communication objectives and the mandate of the programme.

**Communication activities related to the reactivation of the ETVET Council web-portal based on ICT and social media (Facebook page) to promote the revised ETVET legal, regulatory and policy framework, and to the achievements of the ETVET sectors supported by the actions under the EU financial agreement. The portal will include a landing page to raise awareness of women's rights and empowerment**. **It will include but not limited to the following:**

The web portal is the hub of linking the e-learning platform for TOT, the TVET M&E system, and donors’ coordination tools (such as donors mapping and master plan), and it will provide a service-based communication where it can promote job opportunities or access trainings, etc.

The Web portal is repository of the knowledge produced by SESIP and the actors of ETVET sector at large.

* Outsource a web developer to design a new website or redesign the current website.
* Collect materials for the web site (annual reports, flash reports, publications, hand-outs, manuals, articles, photos, agreement, success stories)
* Link with the other online tools and collaboration platforms supported by TA SESIP such as M&E IT application, the LMIS Portal, Donor Coordination, eLearning platform
* Establishment of Facebook page promote the overall project activities including the revised ETVET legal, regulatory and policy framework and the achievements of the E-TVET sectors supported by the actions under the EU financial agreement, and to generate traffic to the website.
* Creation of TA SESIP complaints and questions line.

**Communication activities related to on-line project newsletter (min. 4 editions) underlining achieved results, good practices of Jordan and challenges for the ETVET stakeholders. It will include but not limited to the following:**

* Outsource a graphic designer to design a newsletter that matches the theme of the project.
* Establishment of a database of contacts.
* Collect materials for newsletter (events, photos, success stories, articles, etc).
* Use a software service to edit and generate the newsletters such as mail chimp

**The internal communication activities,** **will include but not limited to the following:**

* A communication protocol alleviates bureaucratic processes through the entire chain of command.
* Subscription to a tool such as “Basecamp”, “SharePoint”, etc. to create an internal workflow that demands fewer formal processes and allows all stakeholders to work, collaborate and communicate in real time.
* Monthly internal news bulletin to inform of the activities carried out by the different components. Target: WGs, steering committee, technical committee.
* Creation of a shared folder for all SESIP team members to ensure all project documents are duly shared and regularly updated

**7 Roles and Responsibilities of ETVET stakeholders**

Communication Team

### Role: Ensure consistent messaging across the working groups (WGs’), between the WGs and towards ETEVET Secretariat, and to communicate it with the target groups at the local and international level. Ensure best visibility for EU support provided to Jordan within the Financial Agreement

### Responsibilities

* Create website for the project.
* Create annual communications action plan.
* Guide the WGs’ on implementation of communication strategy and action plan
* Facilitate internal and external communication channels between the WGs’ and target groups.
* Create and provide to the WGs’ with templates and other brand and visual identity tools.
* Communicate with local media and international media with local access about events, workshops, etc.
* Support to the grant scheme component of the Complementary Support to the Budget Support, under the EU-GOJ Financial Agreement planned to be announced in the country
* Create awareness within VTC, MOL, MOE, private sector on their communication that contributes largely to the current social stigma and negative stereotypes in relation to the TVET.

The Four Working Groups

### Role: To disseminate the SESIP message including approaches, methods, tools and technical knowledge, among target groups when possible. To supply the communication experts with information needed to communicate with influencers at local and international level.

### Responsibilities

* Provide communication expert with properly sourced and documented stories, photos, impact data and other materials required to communicate with influencers and media at the local and international level, and with the staff across the project.
* Communicate any ongoing or planned activities to the communication experts ahead of time.
* Enforce the use of correct branding, visual identity and messaging provided by the communication expert when necessary, while ensuring compliance with EU visibility guidelines.

The ETVET Council/Secretariat

**8 Communication and visibility tools**

* Electronic communication tools:
* SESIP web portal
* Infographics
* Facebook page
* PowerPoints
* Facebook ads
* Google ads
* Telecommunication messages
* Cartoons
* Promotional Materials
* Pins
* Flags
* Roll-ups & banners
* Promotional USB
* Note-pads
* Business cards
* Letterheads
* Envelops
* Folders
* Printed Materials:
* Brochures
* Posters
* Leaflets about SESIP
* Press Release and newsletter:
* Press Releases
* Published articles or interviews delivered to the media.
* Newsletter
* Audio-visual Materials
* Short videos
* TV spots
* Radio spots
* Photo gallery
* Awareness Building Events:
* Workshops
* Conference
* Job fairs
* Round tables
* Outdoor campaigns

**9 Exit Strategy**

The project will provide a web portal on which all relevant materials (articles, publications, links, press releases, annual reports, flash reports, hand-outs, manuals, photos, agreement, success stories, etc) will be available and accessible for the public. Also the web portal will provide the space to share all of the project deliverables, outputs, results, events, news and databases, capacity building information.

As per the recommendation of the needs assessment report carried out by the NKE communication experts, the design of the web portal will include minimal visual ID so it can easily be transferred to the new governing body/umbrella of the sector.

ETVET secretariat will be responsible to run and manage the web portal during and after the end of the project support.

**Phase 1 – Mass communication and closing of SESIP project (Nov/Dec 2019)**

**Aim 1 – to spread the message widely that TA SESIP will end by September, explaining why and how the process will work.**

* Technical Assistance to Skills, Employment and Social Inclusion project will conduct a major conference by September 2019 with guests from the whole sector, EU, and the government of Jordan. The conference will discuss the impact the project had since it has begun and introduce the process after the end of September.
* Posters and leaflets will be designed and printed to be used during the conference to show the outstanding results of the project as well as explain the collaborative process.

**Aim 2 – to communicate the immediate closure of the TA SESIP to those affected.**

* The closure of the TA SESIP will be advertised on local media, Facebook page and web portal.
* An SMS will be sent to the target groups to ensure the dissemination of the web portal link as the main reference of the project outcomes.

**Aim 3 – a formal handover event for the E-TVET council and the end of the technical and steering committee of the project.**

**Phase 2 – E-TVET secretariat/council involvement**

**Aim 1 – E-TVET secretariat/council have a means of and know how to lead and carry on the further action initiated by SESIP to support the implementation of the ETVET reform.**

**Phase 3 – Project handover & communicating new steps**

**Aim 1 – E-TVET secretariat/council know the date and terms by which TA SESIP support will end in Jordan and how they can access and manage information in its aftermath.**

**Aim 2 – E-TVET secretariat/council have a means of ensure the continuity of communication and visibility to the reform process.**

* Posters giving details of the new process and the date TA SESIP will stop
* Information can be distributed by SMS
* Creation of a line to receive all complaints and questions the partners and beneficiaries may ask.

**Aim 3 – communication and visibility handover workshop for the E-TVET secretariat staff**

**Phase 4 – Monitoring and evaluating of new process**

**Aim 1 – To gather feedback on the web portal**

* TA SESIP complaints and questions line can continue to take calls.
* Creation an online survey form to measure people’s satisfaction with the web portal.