ASSET SOCIAL MARKETING PROJECT CAMPAIGN
STRATEGIC PLAN

INTRODUCTION

The Advancing Specialized Skills for Economic Transformation (ASSET) project supports Sri Lanka's economic development plan through improving linkages between private sector, government and training providers in eleven districts in Sri Lanka. The ASSET program runs a social marketing effort, at the local level, to improve limited public recognition of the value of vocational skills, jobs and careers in trades and technologies, in the sectors of tourism and hospitality, construction, automotive and light manufacturing and information technology. The campaign aims to increase awareness and improve perception of the value of careers in trades and technologies, and to stimulate young people's interest in vocational skills training to pursue them.

Fernando Garcia has been retained as social marketing and communication consultant, in charge of putting together a social marketing strategic plan recommendation to promote and establish key behavioral motivators in relation to people's perceptions and awareness of private sector jobs in Sri Lanka.

The objective of the consultancy is to design a communications and public awareness strategy and a national campaign targeting 8.4 million people in order to increase respect for the dignity of labour in careers in the trade and technology sectors. The Social Marketing campaign, through effective communication strategies targeting the four sectors, will educate our direct beneficiaries of the professionalism and value of careers in the trades and technology sector.

Based on the Youth Employment and Professional Training Survey conducted by WUSC and Verité Research in the eleven districts where the ASSET project is in place, as well as on information from conversations with students, youth and stakeholders during visits to the communities where ASSET is currently working, Mr. Garcia developed this strategic plan recommendation to be discussed and finalized with the Social Marketing team. The strategic planning process section details the steps taken to develop this strategy.

EXECUTIVE SUMMARY

Objective

The overall objective of the ASSSET Social Marketing Program is to encourage adoption of behavioral changes that can increase employment in trades and technology as professional and dignified jobs that can lead to a sustainable career.

Audiences

Primary Audience

Male and female students (those finishing secondary school) and youth (those who are no longer students of did not finish high school) entering the workforce, making emphasis on the disabled and ex-combatants.

- 16 to 25 years of age
- Middle to low socioeconomic categories
- Most of them with an O/L education or slightly below
- Female youth are better educated than their male counterpart
- Mostly unemployed with males holding a majority of jobs compared to females
- Parents are their primary source of advice for jobs
- Job security, dignity and status are very important to them

Secondary Audience

Parents of male and female students and youth entering the workforce
- At least one child between the ages of 15 and 25
- Middle to low socioeconomic categories
- Low educational level
- Mostly in rural areas but also in Colombo

Note: Peers are an important source of information to the primary audience, but, since they are exactly the same primary audience, they are not included separately

Tertiary Audience

Teachers
Local opinion leaders (politicians, religious leaders, business, etc.)

Barriers Analysis

The main barriers among primary and secondary audiences clearly indicate a common lack of awareness about:

- Skills-based training opportunities for private sector jobs.

- Availability, advantages and high earnings potential of private sector jobs in the long run.

The analysis of the determinants among those audiences also indicate commonalties in perceptions and awareness:

- They are unaware that skills-based training does not require O/L for the most part

- Their perception of job security in the private sector is low

- They perceive private sector jobs have a lower status than government jobs

Misconceptions about government jobs being better paid than those of the private sector, and

being pensionable

Recommendation

To implement a Social Marketing BCC campaign targeting students, youth and parents, using a dual-approach as described below:

- A national-level communication campaign focusing on creating awareness of training opportunities, while improving perception of private sector jobs in Sri Lanka.

  Rationale:

  * *Creating awareness and improving perceptions of private sector jobs can be accomplished through mass media.*

  * *A national media campaign is the most efficient way to reach ASSET's target audiences in all districts where the social marketing program is being implemented, while extending the message to all districts in Sri Lanka.*

  * *The campaign would serve as an umbrella campaign to unify all ASSET and other partners' communication efforts.*

  * *The campaign will lay down the foundation for a local-level BCC intervention.*

  * *The campaign would prepare the way for a scaled-up BCC effort in Sri Lanka's 25 districts in the future, while helping government and other organizations currently working in those districts not targeted by ASSET.*

- A local-level BCC tactical intervention aimed at modifying the behavior of students, youth and parents for them to consider private sector jobs as a good career choice, offering training and an approach to incorporate them into the workforce.

  Rationale:

  * *A local-level BCC intervention is the most effective way to inform students', youth's and parents' about training opportunities and change their perception about private sector jobs.*

  * *The intervention would be complementary to the national campaign, addressing district-specific needs and differences.*

  * *Since ASSET is currently implementing activities in eleven districts, an intervention in those districts would have a limited impact on budget.*

  * *Many of the current ASSET activities would only require changes to the communication materials, aligning all of them under the same strategy.*

  * *Since changing the communication strategy for the BCC effort would require training, it would serve as a refresher and informational training course to all local organizations involved.*

* *The intervention would unify all communication materials under one campaign at the national and local levels.*

* *Since many of the determinants and barriers for the tertiary audience are common to the primary and secondary audiences, the campaign would also address them*

Media Mix Recommendation

Based on current information available, the national-level awareness campaign will rely on a media mix of radio and newspapers, combined with social media. It will serve as the foundation for all the BCC activities at the local level, making emphasis on the Interpersonal Communication effort (IPC) carried out by the partner organizations.

This recommendation, however, should be discussed with the advertising agency in charge of creating the materials since they have the tools and more updated information on how to reach the target audiences.

Awareness Campaign Activities

Radio campaign
To be carried out in national radio stations transmitting in Tamil and Sinhala.

Social media
To be carried primarily on Facebook, targeting Sri Lanka's young audience in English, Tamil and Sinhala.

Newspaper campaign
To be carried out in national newspapers published in Tamil and Sinhala

BCC Campaign Activities

Billboards
Will serve as reminders of the national campaign at key locations at the local level, providing a unified look to the campaign.

Interpersonal Communication
To be carried out by local partners after proper training on campaign key messages. Includes small group discussions, visits to schools, and one-on-one conversations with students and parents.

Educational Materials
Include posters, brochures, leaflets, etc.

Orientation Meetings
To be carried out by partners at the local level. Will reinforce the national campaign making emphasis on the positive aspects of private sector jobs.

<u>Job Fairs</u>
To be used by local partners to disseminate information and recruit potential candidates for skills-based training.

<u>Street Theater</u>
Implemented by local partners, it should concentrate on the key messages for students, youth and parents.

Key Messages

Audience	Key Messages	Motivators
Male and Female Students and Youth	Many vocational training programs don't require O/L, offer scholarships, and help you get a job in the private sector. There are many career opportunities in the private sector in Sri Lanka. A private sector career has the potential of paying better than the public sector over time, helping you and your family achieve your dreams of success.	A career in the private sector not only pays better but gives you status and recognition as a successful person among your peers.
Parents of Male and Female Students and Youth Teachers Opinion Leaders	Many vocational training programs don't require O/L, offer scholarships, and help your children get a job in the private sector. There are many career opportunities in the private sector in Sri Lanka. A private sector career has the potential of paying better than the public sector over time, helping your children become successful.	A career in the private sector will give your children the opportunity to start a well-paid career that will give them status and recognition.

ACTIVITIES FLOWCHART

	2016		2017						
Activity	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
Awareness radio									
Awareness social media									
Awareness newspapers									
BCC IPC									
BCC billboards									
BCC educational materials									
BCC orientation meetings									
BCC street theater									

ASSET SOCIAL MARKETING PROJECT

Social Marketing is the process of combining marketing concepts with other approaches to influence behaviors that benefit individuals and communities for the greater social good.

When to run a social marketing campaign?

- When trying to change the behavior of a large number of people.
- When trying to change behavior over a long period of time.
- When there are enough resources to manage a comprehensive effort.

This doesn't mean an organization has to have a lot of money to use a social marketing approach. Social marketing can be implemented on a limited budget, as long as there is willingness to put a lot of effort into making it work.

Ten Steps for Developing a Social Marketing Campaign

1. Define your audience
2. Identify obstacles
3. State solutions/benefits
4. Identify potential channels
5. Determine the messages
6. Determine evaluation process
7. Test and refine
8. Implement and monitor
9. Collect data
10. Evaluate and modify your work

From the description above, it is clear that social marketing involves behavior change, as an integral component.

Behavior Charge Communication is an "interactive process" with communities to develop tailored messages and approaches using a variety of communication channels to develop positive behaviors, promote and sustain individual and community behavior changes, and maintain them.

BCC is the strategic use of communication to promote positive outcomes, based on proven theories and models. It employs a systematic process beginning with formative research and behavior analysis, followed by communication planning, implementation, and monitoring and evaluation

BCC is listening, understanding, and negotiating with individuals and communities for long-term positive behaviors. Talking with people, listening to them, and having them agree to try something new, not just telling them to do something different.

THE BCC TOOL

For the design of this recommendation, we used a useful and comprehensive BCC tool: the BEHAVE Framework*. A tool designed to enable organizations to change the way they approach strategic planning for behavior change.

The purpose of the BEHAVE Framework is to strengthen the strategic thinking that goes into project design, research, monitoring and evaluation. The framework serves as a simple means to lay out the complex decision-making that must go into project design for behavior change.

THE ROLE OF BCC

Behavior change communication is a structured process that requires a strong foundation, sound implementation and continuous monitoring for it to be effective. Behavior change is slow. Changes achieved through BCC will not occur overnight and will not happen all at once.

BCC is an interactive process with communities that requires constant information feeding and feedback for the intervention to be effective. It is not just a good campaign delivered over a period of time, but a continuously evolving process that requires modification as the effects of the intervention are constantly monitored.

In the ASSET program context, BCC, as a component of a social marketing program, will have a number of different but interrelated roles.

Generate awareness. By ensuring that the target audiences get information on the advantages of private sector jobs, and its beneficial impact in their future.

Promote change. By leading to attitudinal changes among the target audiences related to choosing private sector jobs to enhance their chances for success in life.

Improve perceptions. By focusing on the prestige of private sector jobs, making emphasis on long term career benefits.
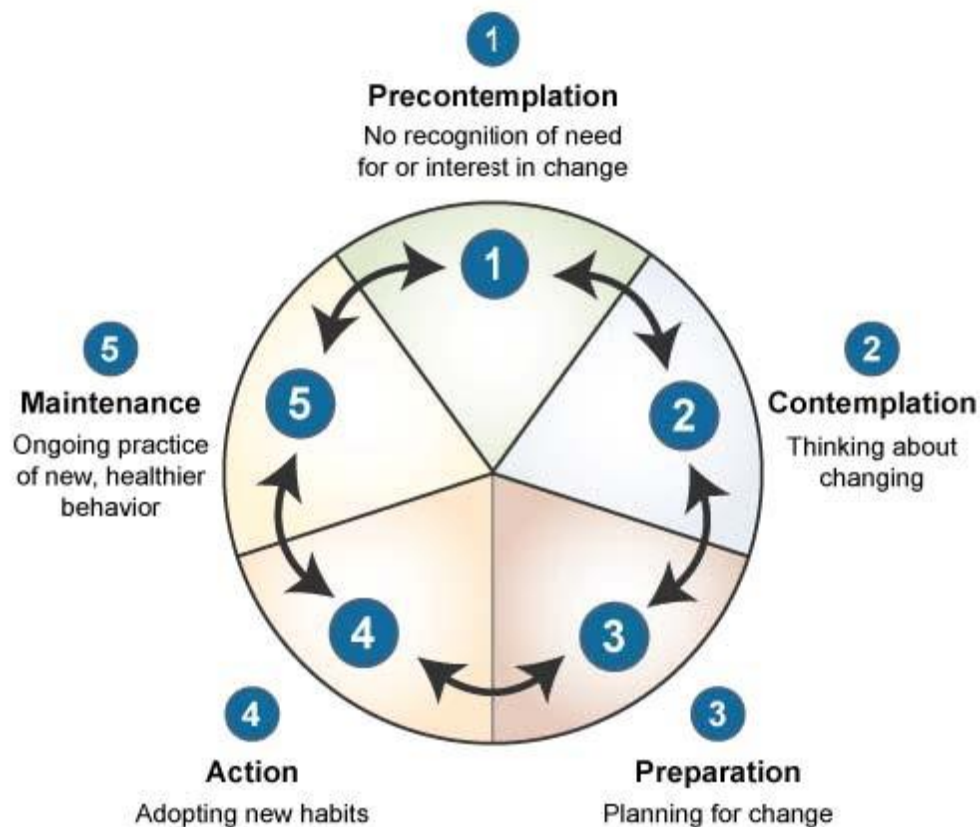
BCC THEORIES AND MODELS

In the preparation of this recommendation, we considered three of the most often-used models in BCC interventions.

This is a brief description of the central elements of those models.

The Transtheoretical Model

The "stages of change" is a key component of The Transtheoretical Model (TTM) of behavior change. It proposes that people are at different stages of readiness to adopt behaviors. Long-term changes in behavior involve multiple actions and adaptations over time.

The model is useful in explaining and predicting changes for a variety of behaviors. Some people may not be ready to attempt changes, while others may have already begun implementing changes in their behavior.

Source: Prochaska, J. O. & Di Clemente, C. C., (1982). Transtheoretical therapy: Toward a more integrative model of change. Psychotherapy: Theory, Research and Practice, 19(3), 276-288. Figure 2, p. 283.
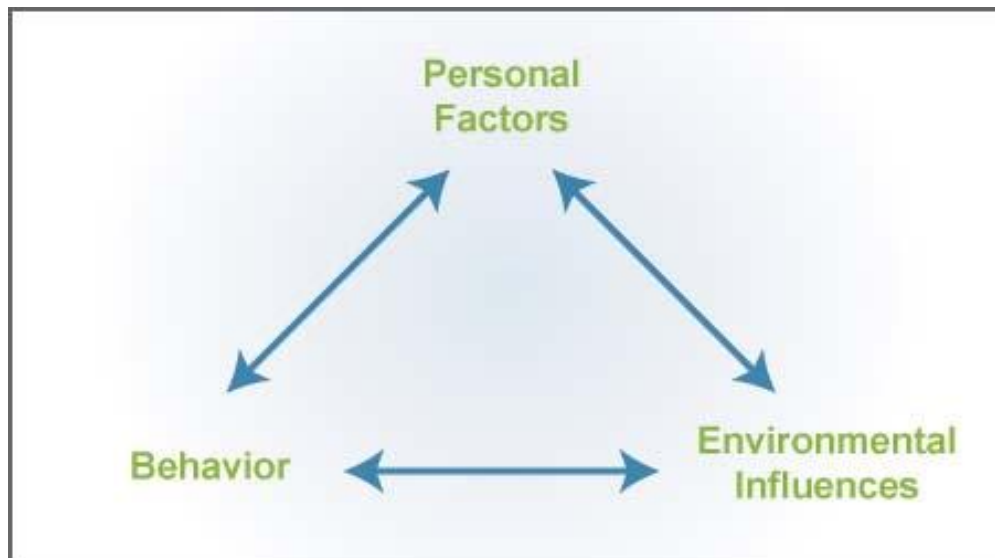
Social Cognitive Theory (SCT)

The cognitive formulation of social learning theory explains human behavior in terms of a three-way, dynamic, reciprocal model in which personal factors, environmental influences, and behavior continually interact.

SCT synthesizes concepts and processes from cognitive, behavioristic, and emotional models of behavior change.

A basic premise of SCT is that people learn not only through their own experiences, but also by observing the actions of others and the results of those actions.

Some elements of behavior modification based on SCT elements of self-control, reinforcement, and self-efficacy include goal-setting, self-monitoring and behavioral contracting. Goal-setting and self-monitoring seem to be particularly useful components of effective interventions.

Source: Bandura, A., (1986). Social Foundations of Thought and Action: A Social Cognitive Theory. Prentice-Hall. P. 24.
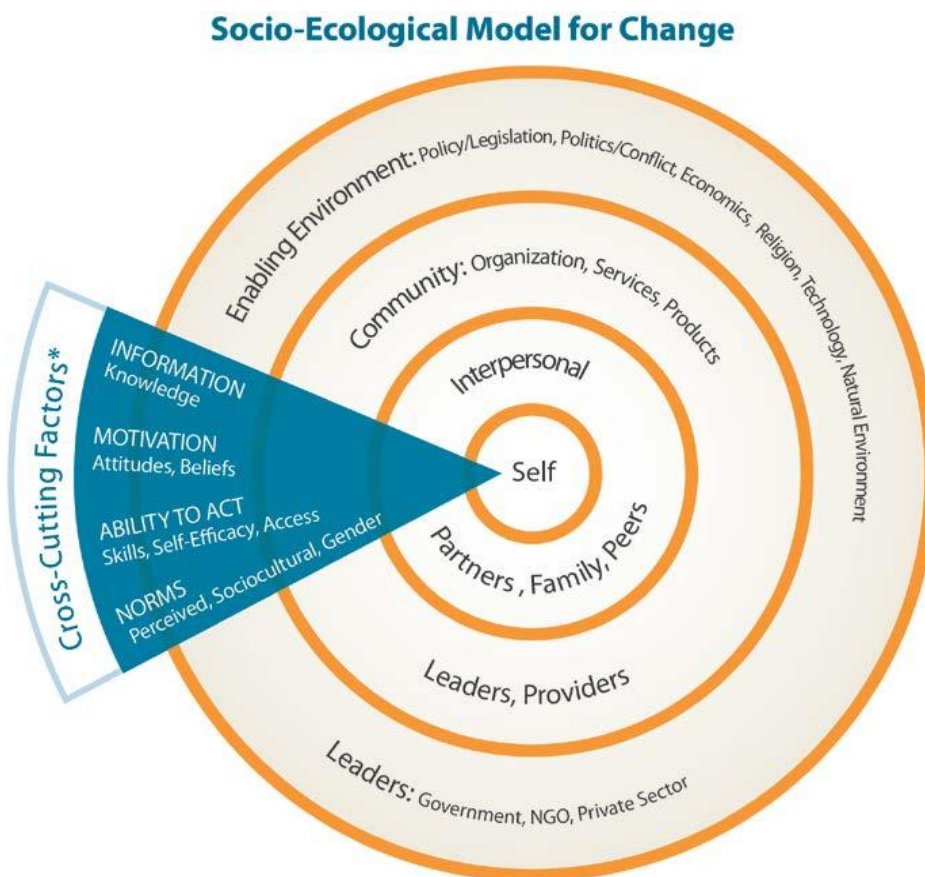
The Social Ecological Model

The social ecological model helps understand factors affecting behavior while providing guidance for developing successful programs through social environments.

This model emphasizes multiple levels of influence (individual, interpersonal, organizational, community and public policy) based on the idea that behaviors are influenced by the social environment.

The principles of social ecological models are consistent with social cognitive theory suggesting that creating an environment conducive to change is important to making it easier to adopt new behaviors.

This model is the one we recommend for the ASSET program, as many of the components of the model are already in place.

Socio-Ecological Model for Change

Enabling Environment: Policy/Legislation, Politics/Conflict, Economics, Religion, Technology, Natural Environment

Community: Organization, Services, Products

Interpersonal

Self

Partners, Family, Peers

Leaders, Providers

Leaders: Government, NGO, Private Sector

Cross-Cutting Factors*

INFORMATION
Knowledge

MOTIVATION
Attitudes, Beliefs

ABILITY TO ACT
Skills, Self-Efficacy, Access

NORMS
Perceived, Sociocultural, Gender

Source: Adapted from McKee, Manocourt and Carnegie (2000)

STRATEGIC PLANNING PROCESS

Situation

In Sri Lanka there is limited awareness of skill-based training opportunities and the benefits of private sector jobs among students, youth and their parents, as well as communities, while there is a perception that government jobs are a better career option.

The private sector is generally perceived to offer less job security and of a lower social status than government jobs.

Purpose

The overall objective of the ASSSET Social Marketing Program is to encourage adoption of behavioral changes that can increase employment in trades and technology as professional and dignified jobs that can lead to a sustainable career.

The Social Marketing campaign aims to stimulate students' and youth's desire to seek skill-based training that would allow them to get entry-level jobs in the private sector, with emphasis in the areas of automotive, construction, information technology, tourism and hospitality.

The Behave Framework

Step One: Audience Segmentation

• Which audiences need to be addressed for these changes to occur?
• Which audience segments are a priority and why?

Primary Audience:

Those directly affected by the campaign

Secondary Audience:

People who directly influence primary audience, either positively or negatively

Tertiary Audience:

Those who indirectly influence primary audience's opinions, social norms, policy, or offer financial aid.

Primary Audience: *Those directly affected by the campaign*	Students	Youth
Secondary Audience: *People who directly influence primary audience, either positively or negatively*	Parents	
Tertiary Audience: *Those who indirectly influence primary audience's opinions, social norms, policy, or offer financial aid.*	Teachers	Local opinion leaders (politicians, religious leaders, business, etc.)

Note: Although NGOs and international organizations working in the area are normally considered as a tertiary audience, these are omitted from this analysis for lack of information and because it is unclear how they would impact the campaign. It is recommended, however, that ASSET's local personnel reach out to them to inform them about the social marketing campaign.
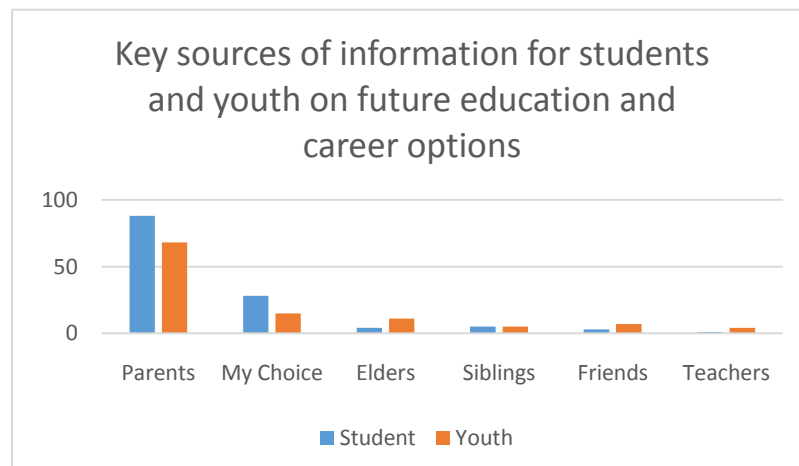
Primary Audience Description

Male and female students and youth entering the workforce
- 16 to 25 years of age
- Middle to low socioeconomic categories
- Most of them with an O/L education or slightly below
- Female youth are better educated than their male counterpart
- Mostly unemployed with males holding a majority of jobs compared to females
- Parents are their primary source of advice for jobs
- Job security, dignity and status are very important to them

Secondary Audience Description

Parents of male and female students and youth entering the workforce
- At least one child between the ages of 15 and 25
- Middle to low socioeconomic categories
- Low educational level
- Mostly in rural areas but also in Colombo

Key sources of information for students and youth on future education and career options

Step Two: Identifying Behaviors, Determinants and Barriers

What is a Behavior
A behavior is the way people act, react and perform, in response to different stimuli under different situations and conditions. A behavior depends on different factors (external and internal) that influence and modify the way people act.

Warning: Awareness IS NOT a Behavior!
Providing people with information and teaching them how they should behave is just the initial step to affect behavior change.

What is a Determinant
A behavioral determinant is a reason why someone does or does not do something. A specific motivator shown to motivate or "determine" a behavior for a given audience.

What is a Barrier
A barrier is a perceived obstacle or deterrent to taking action. Reasons people have for ignoring, fearing or resisting change vary from a social norm (expected form of behavior in a given situation) to infrastructure factors such as lack of adequate conditions to perform a behavior.

Audience	Current Behavior	Determinants	Barriers
Male Students and Youth* *(Primary)*	Lack confidence in their skills to enter private sector jobs Although income is a priority, they are willing to sacrifice income in exchange for job security Many believe women should not work after getting married or having a baby (social norm). Believe job opportunities in all four sectors are suitable for men (IT, hospitality and tourism, automotive and	Unaware that skills-based training does not require O/L for the most part Perception of job security in the private sector is low Private sector jobs are perceived of a lower status Misconceptions about government jobs (better pay/pension) There are no jobs close to home **	Lack of awareness about training opportunities for private sector jobs. Lack of awareness about availability, advantages, and earnings potential of private sector jobs in the long run

Audience	Current Behavior	Determinants	Barriers
	construction)		
Female Students and Youth* *(Primary)*	Lack confidence in their skills to enter private sector jobs Although income is a priority, they are willing to sacrifice income in exchange for job security Believe girls should focus on government jobs, more suitable for them. Believe job opportunities in the construction and automotive sectors are not suitable for women.	Unaware that skills-based training does not require O/L for the most part Low perception of private sector's job security Private sector jobs are perceived of a lower status Misconceptions about government jobs (better pay/pension) There are no jobs close to home **	Lack of awareness about training opportunities for private sector jobs Lack of awareness about availability, advantages and high earnings potential of private sector jobs in the long run Although many of them would like to continue working after getting married or having a baby, they are bound by their future husband's decision (social norm)

Audience	Current Behavior	Determinants	Barriers
Parents of Male and Female Students and Youth *(Secondary)*	Do not think their children have the proper training to get a private sector job Perceive income as the most important aspect of getting a job, followed by job security Believe that girls should focus on getting a government job Most of them believe women should not work after getting married or having a baby (social norm)	Unaware that skills-based training does not require O/L for the most part Perception of job security in the private sector is low Private sector jobs are perceived of a lower status (status and dignity are key in job selection for their children) Misconceptions about government jobs (better pay/pension)	Lack of awareness about training opportunities for private sector jobs Lack of awareness about availability, advantages and high earnings potential of private sector jobs in the long run Less aware of opportunities in the private sector than their children
Audience	**Current Behavior**	**Determinants**	**Barriers**
Teachers **Local Opinion Leaders** *(Tertiary)*	Are aware that most students have the proper training to get a private sector job Perceive income as the most important aspect of getting a job, followed by job security	Aware of skills-based training opportunities that do not require O/L Perception of job security in the private sector is low	Lack of awareness about availability, advantages and high earnings potential of private sector jobs in the long run

Source: Youth Employment and Professional Training Survey findings

＊Male and female primary audience are listed separate due to differences in behavior and perceptions

** Although the majority of students and youth (and their parents) indicate a willingness/acceptance to travel outside their district for a job, not having jobs closer to home is mentioned as a barrier to get a job across all sectors.

Analysis

The main barriers among primary and secondary audiences clearly indicate a common lack of awareness about:

- Skills-based training opportunities for private sector jobs.

- Availability, advantages and high earnings potential of private sector jobs in the long run.

The analysis of the determinants among those audiences also indicate commonalties in perceptions and awareness:

- They are unaware that skills-based training does not require O/L for the most part

- Their perception of job security in the private sector is low

- They perceive private sector jobs have a lower status than government jobs

- Misconceptions about government jobs being better paid than those of the private sector, and being pensionable

Recommendation

To address those common barriers and determinants, the recommendation is to implement a Social Marketing BCC campaign targeting students, youth and parents, using a dual-approach as described below:

- A national-level communication campaign focusing on creating awareness of training opportunities, while improving perception of private sector jobs in Sri Lanka.

    Rationale:

    * *Creating awareness and improving perceptions of private sector jobs can be accomplished through mass media.*

    * *A national media campaign is the most efficient way to reach ASSET's target audiences in all districts where the social marketing program is being implemented, while extending the message to all districts in Sri Lanka.*

    * *The campaign would serve as an umbrella campaign to unify all ASSET and other partners' communication efforts.*

    * *The campaign will lay down the foundation for a local-level BCC intervention.*

    * *The campaign would prepare the way for a scaled-up BCC effort in Sri Lanka's 25 districts in the future, while helping government and other organizations currently working in those districts not targeted by ASSET.*

- A local-level BCC tactical intervention aimed at modifying the behavior of students, youth and parents for them to consider private sector jobs as a good career choice, offering training and an approach to incorporate them into the workforce.

    Rationale:

    * *A local-level BCC intervention is the most effective way to inform students', youth's and parents' about training opportunities and change their perception about private sector jobs.*

    * *The intervention would be complementary to the national campaign, addressing district-specific needs and differences (i.e. gender specific suitability for jobs according to sector, jobs opportunities close to them, etc.)*

    * *Since ASSET is currently implementing activities in eleven districts, an intervention in those districts would have a limited impact on budget.*

    * *Many of the current ASSET activities would only require changes to the communication strategy and materials.*

    * *Since changing the communication strategy for the BCC effort would require training, it would serve as a refresher and informational training course to all local organizations involved.*

    * *The intervention would unify all communication materials under one campaign, running in-sync with the national-level awareness campaign*

    * *Since many of the determinants and barriers for the tertiary audience are common to the primary and secondary audiences, the campaign would also address them*

Note: Although there are gender-specific differences related to social norms, it is recommended that the initial Social Marketing BCC campaign addresses common barriers across primary and secondary audiences. Because social norms are difficult to change, we recommend addressing those at the local level on one-on-one conversations, to avoid diluting the main message. Once the initial results of the campaign are evaluated, those social norms could be addressed in future efforts.

STAGE ONE: NATIONAL-LEVEL AWARENESS CAMPAIGN

ACTIVITIES

In order to help: Audience	To: Desired Change	We will focus on: Barriers	Through: Activities

Male and female students and youth	Gain confidence in their skills to enter private sector jobs by learning about skills-based training opportunities available to them	Lack of awareness about training opportunities for private sector jobs	Radio campaign Social media
	Change their perception about low status of private sector jobs	Lack of awareness about availability, advantages, and earnings potential of private sector jobs in the long run	
Parents of Male and Female Students and Youth	Learn about skills-based training opportunities available to their children	Lack of awareness about training opportunities for private sector jobs	Radio campaign Newspapers
	Change their perception about low status of private sector jobs	Lack of awareness about availability, advantages, and earnings potential of private sector jobs in the long run	

AWARENESS CAMPAIGN ACTIVITIES DESCRIPTION

Radio campaign
To be carried out in national radio stations transmitting in Tamil and Sinhala.

Social media
To be carried primarily on Facebook, targeting Sri Lanka's young audience in English, Tamil and Sinhala.

Newspaper campaign
To be carried out in national newspapers published in Tamil and Sinhala.

AWARENESS CAMPAIGN KEY MESSAGES

Audience	Key Messages	Motivators

Male and Female Students and Youth	Many skills-based training programs don't require O/L, offer scholarships, and help you get a job in the private sector. There are many career opportunities in the private sector in Sri Lanka. A private sector career has the potential of paying better than the public sector over time, helping you and your family achieve your dreams of success.	A career in the private sector not only pays better but gives you status and recognition as a successful person among your peers.
Parents of Male and Female Students and Youth Teachers Opinion Leaders	Many skills-based training programs don't require O/L, offer scholarships, and help your children get a job in the private sector. There are many career opportunities in the private sector in Sri Lanka. A private sector career has the potential of paying better than the public sector over time, helping your children become successful.	A career in the private sector will give your children the opportunity to start a well-paid career that will give them status and recognition.

STAGE TWO: LOCAL-LEVEL BCC INTERVENTION

ACTIVITIES

In order to help:	To:	We will focus on:	Through:
Audience	Desired Change	Barriers	Activities
Male and Female Students and Youth	Gain confidence in their skills to enter private sector jobs by learning about skills-based training opportunities	Lack of awareness about training opportunities for private sector jobs	Billboards Interpersonal Communication

			Orientation meetings
	Change their perception about low status of private sector jobs	Lack of awareness about availability, advantages, and earnings potential of private sector jobs in the long run	Job fairs

Exposure visits

Educational materials

Street theater |
| Parents of Male and Female Students and Youth

Teachers

Opinion Leaders | Learn about vocational training opportunities available to their children | Lack of awareness about training opportunities for private sector jobs | Billboards

Interpersonal Communication

Orientation meetings |
| | Change their perception about low status of private sector jobs | Lack of awareness about availability, advantages, and earnings potential of private sector jobs in the long run | Educational materials

Street theater |

BCC CAMPAIGN ACTIVITIES DESCRIPTION

Billboards
Will serve as reminders of the national campaign at key locations at the local level, providing a unified look to the campaign.

Interpersonal Communication
To be carried out by local partners after proper training on campaign key messages. Includes small group discussions, visits to schools, and one-on-one conversations with students and parents.

Educational Materials
Include posters, brochures, leaflets, etc.

Orientation Meetings
To be carried out by partners at the local level. Will reinforce the national campaign making emphasis on the positive aspects of private sector jobs.

Job Fairs
To be used by local partners to disseminate information and recruit potential candidates for

skills-based training.

Street Theater
Implemented by local partners, it should concentrate on the key messages for students, youth and parents.

BCC CAMPAIGN MESSAGES

Audience	Messages	Motivators
Male and Female Students and Youth	There are many career opportunities in the private sector in Sri Lanka. Many vocational training programs don't require O/L, offer scholarships, and help you get a job in the private sector. A private sector career has the potential of paying better than the public sector over time, helping you and your family achieve your dreams of success.	A career in the private sector not only pays better but gives you status and recognition as a successful person among your peers.
Audience	Messages	Motivators
Parents of Male and Female Students and Youth Teachers Opinion Leaders	There are many career opportunities in the private sector in Sri Lanka. Many vocational training programs don't require O/L, offer scholarships, and help your children get a job in the private sector. A private sector career has the potential of paying better than the public sector over time, helping your children become successful.	A career in the private sector will give your children the opportunity to start a well-paid career that will give them status and recognition.

MEDIA MIX RECOMMENDATION

The national-level awareness campaign will rely on a media mix of radio and newspapers, combined with social media. It will serve as the foundation for all the BCC activities at the local level, making emphasis on the Interpersonal Communication effort (IPC) carried out by the partner organizations.

This recommendation, however, should be discussed with the media department of the advertising agency in charge of creating the materials since they have the tools and more updated information on how to reach the target audiences.

RATIONALE

The foundation of an effective BCC intervention is a continuous interpersonal communication (IPC) effort.

IPC is, by far, the most effective form of communication because, in addition to communicating the key messages of the intervention, it adds a human component that helps build rapport, trust and good will. IPC by itself, however, is not efficient due to the fact that it takes place one person at a time and it would be impossible to reach all the target population on a continuous basis. Therefore, in addition to IPC, a sound BCC intervention requires mass media to create awareness, and increase recall of the campaign messages on a continuous basis.

One of radio's limitations is that people tune in and out throughout the day making them an elusive target. For that reason, a radio effort requires that the message is repeated many times for a long period of time to be effective. However, every time the message is broadcast, it has the potential of reaching thousands of people at once, making it an efficient medium. In addition, social media and newspapers will complement the radio campaign.

The awareness radio campaign should start with a high frequency during peak listenership periods during the first two months of the campaign. After that initial launching period, the awareness campaign should run in alternate weeks for saving efficiencies without affecting its continuity. Altogether, the awareness campaign should last for nine months before its results are evaluated.

Given the limited local mass media availability in the targeted districts, the recommendation includes reinforcing the campaign with local print campaign (billboards, posters, banners) to support the IPC effort in the districts where ASSET is implementing its program.

Print materials are recommended to increase awareness and recall of the messages, reinforcing them with a visual component. These materials should be placed in strategic public areas with high traffic of students, youth and parents.

The BCC efforts should start three months after the awareness campaign and should run for a period of six months before its results are evaluated. Based on effectiveness of the campaign, the materials and tactical elements should be revised.

All elements of the communication mix, used on a consistent and continuous basis, should work in sync to achieve a synergistic effect to ultimately affect behavior change.

Please note that the recommendation is to continue the campaign after the nine initial months, as all BCC efforts require time to be effective.

ACTIVITIES FLOWCHART

Activity	2016		2017						
	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
Awareness radio									
Awareness social media									
Awareness newspapers									
BCC IPC									
BCC billboards									
BCC educational materials									
BCC orientation meetings									
BCC street theater									

MONITORING AND EVALUATION

The type of intervention recommended is not easily measured using standard evaluation models that assume a static and linear changing process or that allow for a clear analysis of several dependent and independent variables. As mentioned, a BCC intervention is interactive and it requires constant information feeding and feedback, as well as a sound implementation for it to

be effective. To help measure the results, our recommendation includes a simple three-prong approach to make sure that the intervention is taking place as planned and that it is yielding the expected results.

Intervention Implementation Monitoring – Continuous monitoring of the intervention implementation is a key element to insure the BCC effort is carried out properly, and that it delivers a constant flow of information to the target audiences. We recommend to have at least one person per district in charge of monitoring activities. That person should have access to the implementation plan at the district level and should make unannounced visits to monitor the activities. A written report with photos should be submitted on a bi-weekly basis.

Mass Media Monitoring – Monitoring of the campaign should be conducted on a daily basis in each of the districts where a media buy is in place. It can be done using an independent media monitoring organization, unrelated to the media and the advertising agency. An inexpensive alternative to monitor the radio schedule is to hire grocery stores or restaurants that are open most of the day and listen to the radio. They could be trained to listen for the radio announcements to track how many times the radio spots ran. At least three or these places should be retained per district to be able to cross check results.

Qualitative Analysis of Results – To measure the effectiveness and clarity of the campaign messages to make sure the campaign is on target, it is recommended to conduct interviews or focus group discussions at selected villages to determine to what extent the message has been understood and followed by those exposed to them. This type of research should be conducted three months after the awareness campaign launch and six months thereafter. Based on the results, the campaign materials and key messages may be adapted to reflect the feedback.

Quantitative Tracking Research – A key element of the evaluation is the interpretation of data to understand why the intervention is working or failing. A representative sample survey should be conducted nine months after the launching of the project. Questions related to the effectiveness of the BCC intervention should be included on every annual program tracking report thereafter.

KEY QUESTIONS FOR THE AWARENESS AND BCC CAMPAIGNS

Have you seen or heard any messages related to training for private sector jobs?
- Do you remember what the messages were all about?
- Do you remember what types of training were recommended?
- Have you or your child followed the advice on those message?

Have you seen or heard any messages related to the advantage of private sector jobs?
- Do you remember what the messages were all about?
- Do you remember what advantages were mentioned?
- Have you or your child considered a private sector job as a good option?

INDICATOR	Perceptions of the target audience regarding the campaign messages
DEFINITION	Opinion of students, youth and parents that have learned about the training and benefits of private sector jobs

PURPOSE	To assess if the awareness campaign is achieving its goal of educating the community about private sector jobs. This would provide evidence on the effectiveness of the communication component.
BASELINE	% of target audience aware of private sector job training opportunities
TARGET	X % of members of the target audience aware of private sector job training opportunities To be discussed with ASSET team
DATA COLLECTION TOOL	February 2017 – Focus groups at key ASSET program locations July 2017 – Campaign tracking quantitative survey

Student panel – An additional way to help determine the success of the BCC intervention, would be putting together a panel of students that underwent training and placement to determine their perceptions and if they continue on their job after six months of employment. The results of the different BCC approaches test, combined with the follow up study results, would help compare districts to decide if the BCC effort was effective. It would also help determine which approach is best fitted for a scaled up campaign in all districts.

ANNEX I – LOGISTIC APPROACH

ASSET will hire a local communications organization to produce the awareness campaign. This campaign would be pre-tested among the target audience in different regions of the country.

Mr. Garcia will visit different programs around the country to get a better understanding of the activities taking place at the local level and talk to students, parents and stakeholder in those communities.

Mr. Garcia will conduct an internal BCC workshop/strategic planning session with WUSC's Strategic Planning team to help determine audiences, determinants, barriers, motivators and key messages.

Based on the results of the planning session, and the information collected from the field trip, Mr. Garcia will put together a final strategic plan to be approved by the WUSC team.

Upon approval of the strategic plan, Mr. Garcia will put together a creative brief for several communications organizations to prepare a bid. He will brief the communications firms via Skype.

The winning communications organization should present the campaign's initial concepts about three weeks after being awarded the assignment. Once the initial concepts are approved, they will prepare the materials for testing.

During this three-week period, the communications organization should present their media recommendation to ASSET for approval.

Mr. Garcia will return to Sri Lanka to provide training to the ASSET team on the testing of the campaign materials and will attend some of the testing sessions in different parts of the country.

Once the test is finalized, the communications organization will produce the final version of the awareness campaign materials.

The launching of the awareness campaign should be during the month of November. WUSC should hold a press conference to present the campaign, inviting important political leaders and key representatives of the private sector.

Once the test is concluded, and the final approach is approved, the same communications organization should also produce the BCC campaign materials, for consistency, to tie the effort to the awareness campaign.

This BCC campaign should also undergo testing by the ASSET team, at the communities where the program takes place.

The BCC effort should be launching during the month of February, 2017.

ANNEX II - ACTIVITIES AND TIMELINE

AWARENESS CAMPAIGN

Key Activities	Benchmarks	Timeline							
		July		**August**			**September**		
Work plan	Revisions to plan	█							
	Approved plan		█						
Strategic Plan	Strategic planning session		█						
	Field visit		█	█					
	Strategic plan			█	█				
	Creative brief/agency brief					█	█		
Selection of communication organization	Identify potential communication organizations	█	█						
	Receive and evaluate responses to brief						█		
	Secure services of communication organization							█	
Communication campaign	Initial communication campaign								█
		October			**November**			**Dec.**	
	Preparing materials for testing	█							
	Testing of materials among target audiences		█						
	Production of materials			█	█				
	Media plan	█	█						
	Campaign launch				█	█	█	█	█