Preparation of Master Plan for Lahore Division 2050

Public and Stakeholder Participation Plan

SUPPORTING DOCUMENTS
(for Client use only)

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CONTENTS

1   INTRODUCTION

The Master Plan of Lahore Division 2050 has been commissioned by the Government of Punjab's Lahore Development Authority (hereafter referred to as 'LDA'). Covering an expansive area of 12,777 km^2, the Master Plan will guide the development of the division, comprising the Lahore, Sheikhupura, Nankana, and Kasur Districts.

The ultimate goal will be to create a master plan that is implementable, that enjoys wide support and significant buy-in, and that is representative of the hopes and aspirations of the people.

This report presents the supporting documents to the Public and Stakeholder Participation Plan for the Master Plan of Lahore Division 2050. The Participation Plan sets out the approaches and methods that will be used in engaging with stakeholders during the development of the Master Plan for Lahore Division 2050. It is designed to ensure that the public and all stakeholders are able to participate throughout the lifecycle of preparing the Master Plan.

The supporting documents present here have informed the preparation of the Participation Plan and contain some of the detailed planning elements. For these reasons, and due to the presence of some information that may be sensitive, it is advised that this report is not made publicly available. The Participation Plan itself should be made publicly available, to achieve inclusivity and transparency.

This report consists of the following supporting documents, set-out in the subsequent chapters:

- Key Considerations for Participation in Regional Planning;
- Public and Stakeholder Analysis;
- Workshop Profiles;
- Communication Approach; and
- Responsibility Matrix

2 KEY CONSIDERATIONS FOR PARTICIPATION IN REGIONAL PLANNING

Public participation is a critical element of regional, urban and rural development and a dialogue between decision makers, planners and local inhabitants is a prerequisite for sustainable urban development[1]. Citizens can provide an unparalleled insight in to what is happening on-ground and can help inform a solid evidence base on the state of wellbeing in their localities. Despite the myriad benefits that come from active public participation, much of the theory and practice of public participation remains rooted in approaches appropriate to the neighbourhood or smaller scale.

Scale is an important consideration in planning, participation and democracy and can have a profound impact on the capacity and effectiveness of public participation[2]. Certain barriers and challenges exist for public participation at the regional scale that should be considered in order to unlock the full value of engaging with citizens and stakeholders. A participation plan must be designed with the appropriate scale (and the particular considerations that come with it) in mind in order to obtain a robust evidence base from public participation efforts.

Participation is critical in developing a sense of community and avoiding resistance or opposition to planning proposals. It can be the most valuable tool for achieving "buy-in" from various groups. Despite a growing willingness on the part of authorities and planners to accept input from the public, a large portion of regional planning tasks involve dealing with conflict and mediating differing opinions. Complex planning tasks such as land-use planning seldom extend public involvement beyond public display of the plans and public hearings, and in general, it is difficult to find an adequate balance between democratic decision making and scientific expertise[3]. Moreover, stakeholders often have different opinions. These diverse interests can enormously complicate what is typically a rational and linear planning process. Ultimately, the impact of public participation in the decision-making process of developing regional plans heavily depends on the motives of those who manage and participate in it[4].

At all scales of public participation, the problem of inequalities of power among participants may arise. For instance, participants can range from multinational companies, development authorities, or umbrella organisations representing resource-rich interests, through to local communities, marginalised groups and those stricken by poverty. Ensuring a full spectrum of opinions and views are heard can be difficult, and deciding which voice is most valuable even more so. In developing a successful plan, it is critical to ensure a wide range of views are heard and considerations within the Plan are made accordingly. Communication must be tailored to effectively approach this wide spectrum of voices and ensure their concerns and interests are heard.

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[1] Enyedi, G (2004) Public Participation in Socially Sustainable Urban Development, UNESCO/MOST
[2] Pickering, T & Minnery, J (2012) Scale and Public Participation: Issues in Metropolitan Regional Planning, Planning Practice & Research, Vol. 27:2, pp. 249-262
[3] Golobic, M. & I. Marusic (2007) Developing an integrated approach for public participation: a case of land-use planning in Slovenia, Environment and Planning B: Planning and Design, Vol. 34, pp. 993-1010
[4] Susskind, L (1981) Citizen Participation and Consensus Building in Land use Planning - a case study, in de Neufville, J. (ed.), The Land use Debate in the United States

The planning decisions made in a plan of this scale will have an effect on many people, but it can be hard to visualise this when it does not relate directly to their immediate locality. People are often concerned with issues that directly affect them and their vicinity and it is hard for many to resonate with discussions that they cannot identify as directly relating to their everyday lives. In engaging with the public and stakeholders, it will be important to stress the magnitude of spatial extent and population. Given this, well-formulated approaches to clearly present and discuss the objectives and aims of a Regional Plan need to be considered based upon the target audience, clearly explaining how these 'large ideas' can still impact on local communities.

The larger population covered by regional planning makes many approaches to communication suggested in public participation guides inappropriate. While face-to-face contact is still valuable, it is without doubt less effective given the huge demographic. Moreover, various forms of public meetings, charettes, site visits and household contacts become more difficult to conduct. The use of representatives – who speak on behalf of a community or locality – can be utilised, however this may lead to valuable opinions being missed. With the rise of social media, greater access to the internet and improved electronic communications, public participation at the regional scale can harness technology to obtain a greater outreach. The use of electronic communication has tremendous potential. Online forms of communication and surveys can bridge gaps and help capture a larger demographic, in particular the hard-to-reach groups. Technology such as tablets can be utilised when using more traditional methods (such as face-to-face surveys) so to overcome the large amounts of paper needed and streamline the data collection and data input processes.

When operating at a regional scale, geographical and political boundaries can also pose barriers to public participation. Certain planning issues such as water quality or transportation may involve more than one community or overlapping jurisdictions and difficulties can arise when several agencies, organisations and citizens are involved in regional decisions[6]. It will be important that where instances of overlapping jurisdictions or boundaries arise, all relevant parties are considered and communicated with. This will depend on the development of an extensive public and stakeholder identification list as set out in the Public and Stakeholder Participation Plan. This will be a 'living' list that is ongoing and constantly developed as new stakeholder groups are brought to the forefront.

Similar to this, one of the key concerns regularly encountered during public and stakeholder participation on planning is that an area has insufficient social and physical infrastructure, so cannot cope with further growth[7]. In many cases these issues can be considered as insurmountable by certain groups and may restrict their thinking beyond these hurdles to consider further challenges. This will be an important issue to address in order to build support for the regional planning proposals. Communication must be clear and appropriate for the target audience.

The regional planning process can be long, it can be difficult to maintain public and stakeholder interest, and participation fatigue can set in if it appears a tangible output is not being reached. The 18-month timeline for the Master Plan for Lahore Division 2050 is an appropriate length to maintain interest, so it should be possible to avoid participation fatigue through establishing a regular schedule of participation events that maintain engagement and enthusiasm across the project duration and effectively communicates project progression throughout.

The evidence base and regional plan documents themselves can often be voluminous, making them off-putting to the public and stakeholders as they are not seen as user-friendly. It will be important to provide information to the public and stakeholders in an accessible form that is easily understood and from which they can build opinions and provide feedback. Communicating ideas and information in an attractive and accessible manner, with strong branding and marketing to support, will also help to maintain enthusiasm and engagement throughout the project duration.

Achieving "buy-in" and community support can significantly ease the delivery and implementation of planning at this scale. Ensuring this plan is received as a positive step forward and a beacon for change that considers multiple voices and opinions will have a large impact on the success of the Plan. Though

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[6] Peterson, N (2012) Public Participation in Community and Regional Planning
[7] Norton, P & Hughes, M (2018) Public Consultation and Community Involvement in Planning: A Twenty-First Century Guide

there are a number of challenges that come with engaging the public on planning issues at this scale, ensuring an active approach to communication throughout will significantly help in the long run when garnering public support.

Given the points as mentioned above, it will be necessary to consider a wide variety of participation techniques and media communication options that are far-reaching in the demographics they approach and topics they cover. Appendix A provides detail of the types of consultation methods that were used in two case studies at a similar scale; the South East Queensland (SEQ) Regional Plan 2009-2031 and the Metro Vancouver 2040.

3 PUBLIC AND STAKEHOLDER ANALYSIS

Stakeholder analysis is the process of identifying the stakeholder groups that are likely to affect or be affected by a proposed action, and sorting them according to their impact on the action and the impact the action will have on them. The following stakeholder analysis will be incorporated into the key steps of the Master Plan. Building upon the identified public and stakeholder groups as highlighted in the Participation Plan, it is necessary to perform analysis to obtain a deeper understanding of the various groups, their concerns, interests and influence. In doing so, the public participation approach can be tailored accordingly and the relevant groups can be targeted for the topics in question to gain valuable insights and a robust evidence base.

Stakeholder analysis is an ongoing process and will evolve as new stakeholders are introduced to the Master Planning process. The preliminary stakeholder analysis has identified the various interests of stakeholder groups and what influence might these groups may have on the Master Plan. The analysis also shaped the design of participation techniques and which stakeholders to engage and when.

Table 3.1: Key Steps for Stakeholder Analysis as part of the Master Plan for Lahore Division 2050 (source: Dar / Asian Consulting)

Master Plan for Lahore Division 2050 Stages	Stakeholder Analysis
1. Inception Report / Anticipatory Scenarios (Months 1 – 2)	Stakeholder Identification: Desktop analysis to determine for each stakeholder group their potential role in the master plan and the degree of importance and influence. 'Influence' relates to decision-making power and 'importance', the level of interest in the master planning process.
2. Assessment Reports / Digitisation and Preparation of GIS Maps (Months 3 – 6)	Stakeholder mapping: It will be used during the assessment phase to determine which stakeholders will be influenced or affected by the proposed Master Plan, either positively or negatively.
4. Draft Regional Plan for Lahore Division and Individual Master Plans for Urban Centres (Months 9 – 12)	Institutional and legal analysis: to determine each stakeholder groups interest and influence in the sustainable master plan development and influence recommendations for avoidance, enhancement and mitigation.

As a living document, public and stakeholder analysis may change as new information about each group is learned and new groups are brought forward. The public and stakeholder analysis carried out in this document is based upon the public and stakeholder list in its current state as presented in the 'Participation Plan' Report and is based on the best knowledge at this stage.

142 public groups and stakeholders have been identified, of which 58% are governmental (see Figure 3.1). 37% of the governmental stakeholders are identified at the National level and 38% at the Provincial level (see Figure 3.2). The remaining 22% is split across the Lahore Division and Districts within. It is important to note that one of the key aims of the public participation efforts is to provide a greater voice for the citizens, in particular, hard-to-reach or marginalised groups. Therefore, it is envisioned that as the public participation process progresses, more stakeholder groups will be identified in the categories of NGOs, professional bodies & academics , businesses, and communities. This will ensure that the plan is giving a voice to these groups and will allow them to express their concerns and opinions.
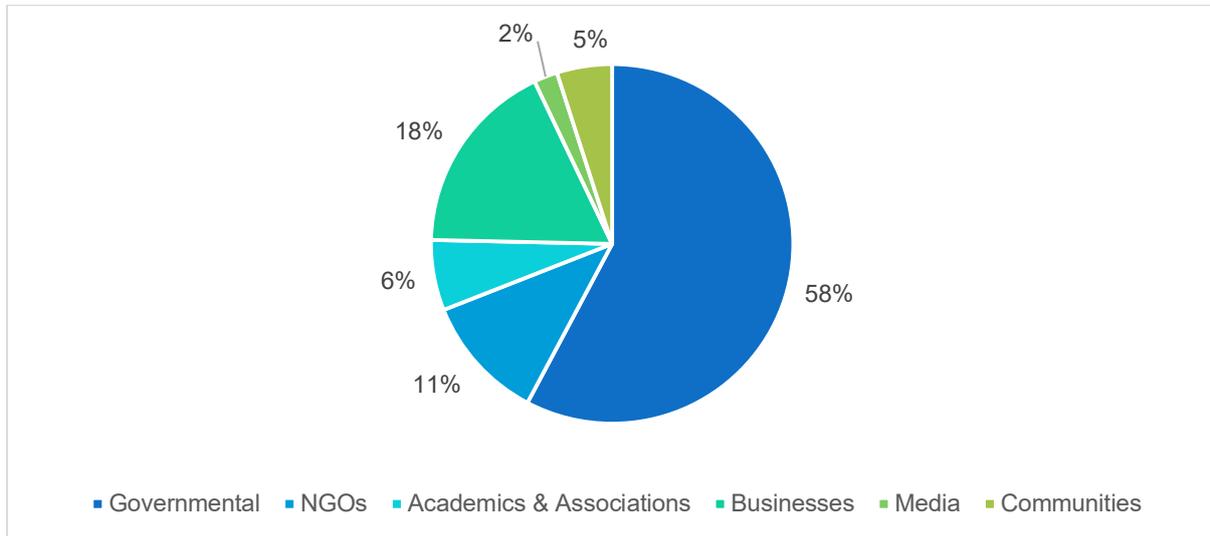

Figure 3.1: Split of Public Groups and Stakeholders by Categorisation (source: Dar / Asian Consulting)
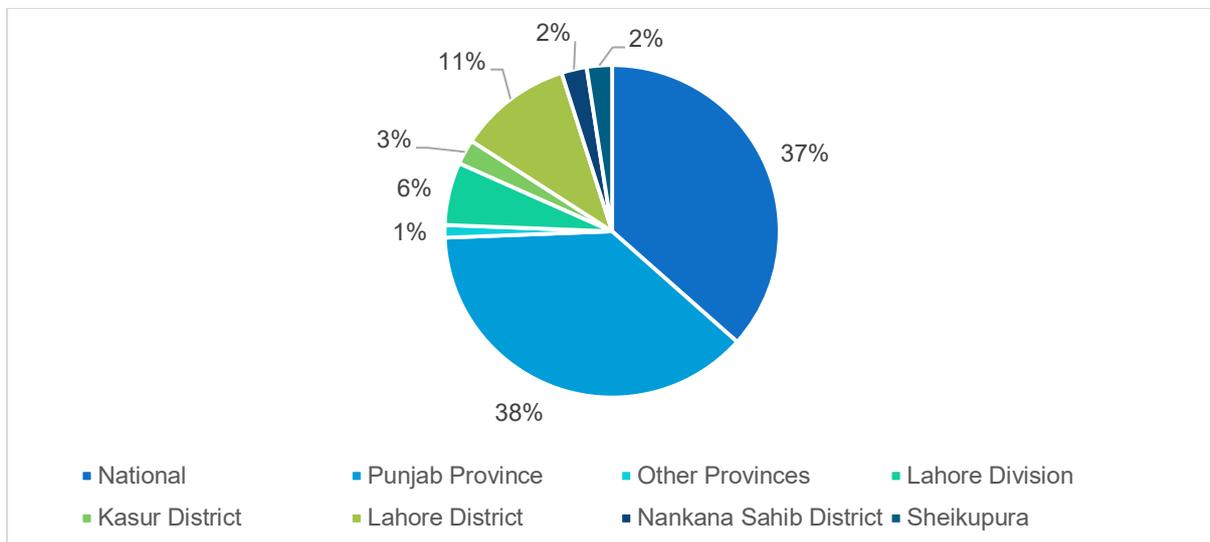
Figure 3.2 Split of Governmental Stakeholders by Level / Area (source: Dar / Asian Consulting)

These 142 public groups and stakeholders can be further analysed in order to gather a clearer picture of their current influence, their interests and concerns, and the potential future impact of the Master Plan on them. The subsequent methodology broadly follows the Asian Development Bank (ADB) procedure[9]. As part of this approach, public and stakeholder analysis is done in two steps; (1) mapping

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[9] ADB (2019) Guidance Note on Stakeholder Communication Strategies for Projects in South Asia

of primary, secondary and tertiary stakeholders, and (2) profiling of primary stakeholders vis-à-vis their perspective on the proposed project.

The table below (Table 3.2) presents the matrix deployed to map stakeholders. Stakeholders represented in the left-hand column are perceived as groups that will potentially be affected to a high degree by the Master Plan. In following the ADB methodology, these are considered 'Primary Stakeholders', whatever their level of current influence ability. Stakeholders identified in the middle column are perceived as those that will be moderately affected by the Plan and are therefore considered 'Secondary Stakeholders'. The right-hand column represents the 'Tertiary Stakeholders'. This group is expected to be least affected.

The terminology below of 'influence' relates to the current influence the public groups and stakeholders have with regards to decision-making power, their ability to engage, and their ability to have their voices heard. Ultimately, it is the aim of the public participation process to ensure all groups have the ability to engage with formation of the plan and influence the outcome. In this regard, it is desired that the stakeholder groups that currently have a 'low influence' (i.e. a difficulty to engage and express their views and ensure change is made) will be elevated to a higher level of engagement and influence in the formation of the Master Plan. While Government agencies span across the primary, secondary and tertiary categorisations, all have been placed in the 'High Influence' categories given their decision-making power and ability to influence the Master Plan.

Table 3.2 Matrix for Mapping of Primary, Secondary and Tertiary Stakeholders (source: Dar / Asian Consulting)

		PRIMARY STAKEHOLDERS	SECONDARY STAKEHOLDERS	TERTIARY STAKEHOLDERS
		Degree of Potential Effect (economic, political or social) of the Master Plan for Lahore Division 2050 on Stakeholder		
		High (Direct)	**Moderate (Indirect)**	**Low or None**
Degree of Possible Influence of Stakeholder on the Master Plan for Lahore Division 2050	**High**	**High Effect - High Influence**	**Moderate Effect - High Influence**	**Low Effect - High Influence**
	Moderate	**High Effect - Moderate Influence**	**Moderate Effect - Moderate Influence**	**Low Effect - Moderate Influence**
	Low	**High Effect - Low Influence**	**Moderate Effect - Low Influence**	**Low Effect - Low Influence**

Primary stakeholders constitute for over a third the stakeholder groups (see Figure 3.3). Combined with secondary stakeholders, this constitutes almost 80% of the stakeholder groups. This highlights that the

Master Plan has the potential to have a high effect on a large amount of public and stakeholder groups spanning a number of sectors and topics.
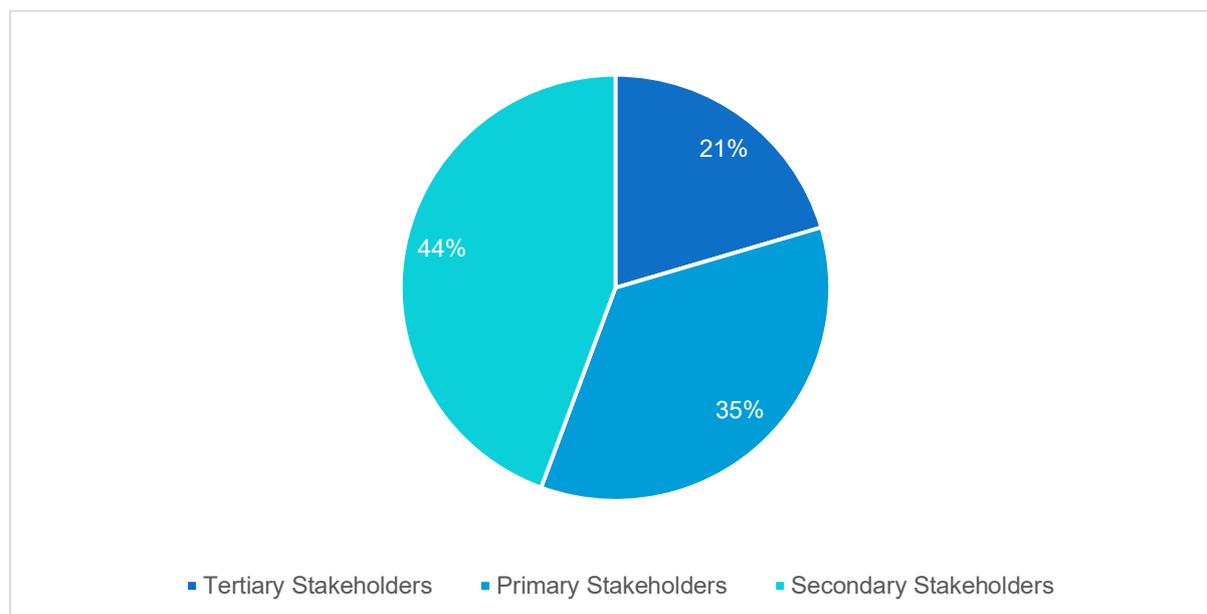

Figure 3.3 Split of Primary, Secondary and Tertiary Stakeholders (source: Dar / Asian Consulting)

Further expanding upon the ADB methodology for stakeholder analysis, upon identifying primary, secondary and tertiary stakeholders, step 2 uses a tool to profile the identified primary and secondary stakeholders (i.e. those most affected by the Plan).

Analysis has been carried out to group the primary and secondary stakeholders by their sectors / fields of interest. This will allow the identification of prominent topics for public participation with specific regard to the key public and stakeholder groups. Table 3.3 identifies a primary and secondary 'sector' or 'field of interest' for each primary and secondary stakeholder. The list provided is by no means exhaustive and is intended as a general 'umbrella' to categorise public and stakeholder groups. It does not mean that a particular stakeholder group has no further roles and responsibilities in other sectors outside of those stated. Please note that the stakeholder groups stated below have been stated in alphabetical order and by no means suggest a higher level of priority.

Table 3.3 Public and Stakeholder Sectors / Fields of Interest (source: Dar / Asian Consulting)

Stakeholder	Categorization	Primary Sector / Field of Interest	Secondary Sector / Field of Interest (if applicable)
Primary Stakeholders			
Ministry of Climate Change	**Governmental**	Environment	Sustainability
Ministry of Finance, Revenue and Economic Affairs	**Governmental**	Economic Development	
Ministry of Housing and Works	**Governmental**	Housing	Planning & Development
Ministry of Industries and Production	**Governmental**	Industry	Economic Development
Ministry of Planning and Development	**Governmental**	Planning & Development	
Ministry of Railways	**Governmental**	Transport	Infrastructure

Stakeholder	Categorization	Primary Sector / Field of Interest	Secondary Sector / Field of Interest (if applicable)
Ministry of Science and Technology	**Governmental**	Research	Sustainability
Ministry of Water Resources	**Governmental**	Utilities	Infrastructure
National Highway Authority	**Governmental**	Transport	Infrastructure
National Transmission and Despatch Company (NTDC), Ministry of Energy	**Governmental**	Utilities	Infrastructure
Pakistan Railways	**Governmental**	Transport	Infrastructure
Communication and Works Department	**Governmental**	Infrastructure	Planning & Development
Department of Agriculture, Punjab	**Governmental**	Agriculture	Planning & Development
Department of Archaeology	**Governmental**	Heritage & Culture	Planning & Development
Directorate General Monitoring & Evaluation P&D Department, Lahore	**Governmental**	Governance	
Directorate of Katchi Abadi	**Governmental**	Housing	Planning & Development
Environment Protection Department Punjab	**Governmental**	Environment	Sustainability
Housing Urban Development & Public Health Engineering Department	**Governmental**	Planning & Development	Housing
Planning and Development Board Government of the Punjab, Lahore	**Governmental**	Planning & Development	Economic Development
Punjab Housing And Town Planning Agency	**Governmental**	Planning & Development	Housing
Punjab Industrial Estates Development and Management Company	**Governmental**	Industry	Economic Development
Punjab Industries, Commerce & Investment Department	**Governmental**	Economic Development	
Punjab Land Records Authority	**Governmental**	Planning & Development	Data Collection
Punjab Masstransit Authority	**Governmental**	Transport	Infrastructure
Punjab Safe Cities Authority	**Governmental**	Safety	
Transport Department	**Governmental**	Transport	Infrastructure
Lahore Development Authority	**Governmental**	Planning & Development	Governance
Lahore Electric Supply Company Limited	**Governmental**	Utilities	Infrastructure
Lahore Water and Sanitation Agency	**Governmental**	Utilities	Infrastructure
Traffic Engineering & Transport Planning Agency (TEPA)	**Governmental**	Transport	Infrastructure

Stakeholder	Categorization	Primary Sector / Field of Interest	Secondary Sector / Field of Interest (if applicable)
Lahore Parks and Horticulture Authority	**Governmental**	Open Space	
Lahore Ring Road Authority	**Governmental**	Transport	Infrastructure
Lahore Waste Management Company	**Governmental**	Utilities	Infrastructure
Ravi Urban Development Authority	**Governmental**	Planning & Development	
District Commissioners Office - Kasur	**Governmental**	Community	Governance
District Council - Kasur	**Governmental**	Community	Governance
District Commissioners Office - Lahore District	**Governmental**	Community	Governance
Lahore Metropolitan Corporation	**Governmental**	Community	Governance
District Council - Nankana Sahib	**Governmental**	Community	Governance
District Commissioners Office - Sheikhupura	**Governmental**	Community	Governance
District Council - Sheikhupura	**Governmental**	Community	Governance
Lahore Conservation Society/Lahore Bachao Tehreek	**Non-Governmental Organisations (NGOs)**	Heritage & Culture	Planning & Development
Department of City Regional Planning, Lahore College of Woman University	**Professional Bodies & Academic Institutions**	Education	Planning & Development
Department of City Regional Planning, University of Engineering Technology Lahore (UET)	**Professional Bodies & Academic Institutions**	Education	Planning & Development
Department of City Regional Planning, University of Management Technology (UMT), Lahore	**Professional Bodies & Academic Institutions**	Education	Planning & Development
Association of Builders and Development (ABAD)	**Businesses & Business Associations**	Planning & Development	
Constructors Association of Pakistan (CAP), Lahore	**Businesses & Business Associations**	Planning & Development	
Defence Housing Authority, Lahore	**Businesses & Business Associations**	Housing	Planning & Development
Local Residents/Occupants	**Communities & Community Associations**	Education	Planning & Development
Secondary Stakeholders			
Ministry of Statistics	**Governmental**	Data Collection	Research

Stakeholder	Categorization	Primary Sector / Field of Interest	Secondary Sector / Field of Interest (if applicable)
Auqaf and Religious Affairs Department Punjab	**Governmental**	Religion	
Bureau of Statistics Punjab	**Governmental**	Data Collection	Research
Department of Forest	**Governmental**	Utilities	Infrastructure
Education Department	**Governmental**	Education	
Local Government & Community Development (katchi abadi)	**Governmental**	Housing	Community
National Transmission and Dispatch Company	**Governmental**	Utilities	Infrastructure
Population Welfare Department	**Governmental**	Community	Equality / Inclusion
Punjab Provincial Assembly	**Governmental**	Community	Economic Development
Social Welfare Department	**Governmental**	Community	Equality / Inclusion
Specialized Healthcare And Medical Education Department	**Governmental**	Health	
Tourism Development Corporation of Punjab	**Governmental**	Tourism	
Lahore Specialized Healthcare And Medical Education Department	**Governmental**	Health	Economic Development
Walled City of Lahore Authority	**Governmental**	Heritage & Culture	Planning & Development
Akhuwat Foundation, Lahore	**Non-Governmental Organisations (NGOs)**	Community	Equality / Inclusion
Alfateh Welfare Organization Bara Ghar, Nankana Sahib	**Non-Governmental Organisations (NGOs)**	Community	Equality / Inclusion
Al-Khidmat Foundation, Sheikhupura	**Non-Governmental Organisations (NGOs)**	Community	Equality / Inclusion
Aurat Foundation, Lahore	**Non-Governmental Organisations (NGOs)**	Community	Equality / Inclusion
Bazam Welfare Foundation, Sheikhupura	**Non-Governmental Organisations (NGOs)**	Community	Equality / Inclusion
Bilqees Sarwar Foundation, Lahore	**Non-Governmental Organisations (NGOs)**	Community	Equality / Inclusion

Stakeholder	Categorization	Primary Sector / Field of Interest	Secondary Sector / Field of Interest (if applicable)
Care Foundation, Lahore	**Non-Governmental Organisations (NGOs)**	Community	Equality / Inclusion
Daachi Foundation, Lahore	**Non-Governmental Organisations (NGOs)**	Community	Equality / Inclusion
Good Thinkers Organization for Human Development (GTO), Kasur	**Non-Governmental Organisations (NGOs)**	Community	Equality / Inclusion
Green Circle Organization, Lahore	**Non-Governmental Organisations (NGOs)**	Community	Equality / Inclusion
Ittehad Foundation, Kasur	**Non-Governmental Organisations (NGOs)**	Community	Equality / Inclusion
Kashf Foudation, Lahore	**Non-Governmental Organisations (NGOs)**	Community	Equality / Inclusion
WISE (Women in Struggle For Empowerment), Nankana Sahib	**Non-Governmental Organisations (NGOs)**	Equality / Inclusion	Community
UNESCO, Islamabad	**Non-Governmental Organisations (NGOs)**	Heritage & Culture	Planning & Development
College of Earth and Environment Sciences, University of Punjab Lahore	**Professional Bodies & Academic Institutions**	Education	Environment
Environmental Consultant Association (ECAP)	**Professional Bodies & Academic Institutions**	Environment	Sustainability
Sustainable Development Study Centre, GC University Lahore	**Professional Bodies & Academic Institutions**	Education	Sustainability
Al Jalil Garden Housing Scheme, Sheikhupura	**Businesses & Business Associations**	Housing	Planning & Development
Al Mustafa Garden Housing Society, Sharaqpur Road Sheikhupura	**Businesses & Business Associations**	Housing	Planning & Development
All Pakistan Textile Mills Association (APTAMA)	**Businesses & Business Associations**	Industry	Economic Development

Stakeholder	Categorization	Primary Sector / Field of Interest	Secondary Sector / Field of Interest (if applicable)
Askari Housing Schemes Lahore	**Businesses & Business Associations**	Housing	Planning & Development
Bahria Town, Lahore	**Businesses & Business Associations**	Housing	Planning & Development
Farmers Association of Pakistan (FAP)	**Businesses & Business Associations**	Industry	Community
Fazaia Housing Scheme, Lahore	**Businesses & Business Associations**	Housing	Planning & Development
Garden view housing scheme, Kasur	**Businesses & Business Associations**	Housing	Planning & Development
Government Institute of Commerce Chunian Kasur	**Businesses & Business Associations**	Economic Development	
Green Woods Housing Society, Sheikhupura	**Businesses & Business Associations**	Housing	Planning & Development
Kasur Chamber of Commerce & Industry	**Businesses & Business Associations**	Economic Development	
Lahore Chamber of Commerce & Industry	**Businesses & Business Associations**	Economic Development	
Lahore Motorway City, Sheikhupura	**Businesses & Business Associations**	Planning & Development	Housing
Lake City, Lahore	**Businesses & Business Associations**	Planning & Development	Housing
Model Town Housing Scheme, Nankana Sahib	**Businesses & Business Associations**	Housing	Planning & Development
Nishat Group, Lahore	**Businesses & Business Associations**	Economic Development	
Park Avenue, Lahore	**Businesses & Business Associations**	Housing	Planning & Development
Park View City, Multan Road Lahore	**Businesses & Business Associations**	Planning & Development	Housing
Safari Gardens Housing Scheme, Lahore	**Businesses & Business Associations**	Housing	Planning & Development
Shalimar Royal Housing Scheme, Nankana Sahib	**Businesses & Business Associations**	Housing	Planning & Development
The Sheikhupura Chamber of Commerce & Industry	**Businesses & Business Associations**	Economic Development	

Stakeholder	Categorization	Primary Sector / Field of Interest	Secondary Sector / Field of Interest (if applicable)
Lahore Business Networking Meetup	**Communities & Community Associations**	Economic Development	
Pakistan Kissan Rabita Committee PKRC	**Communities & Community Associations**	Agriculture	Equality / Inclusion
Pakistan Sikh Gurdwara Prabandhak Committee	**Communities & Community Associations**	Religion	Equality / Inclusion
Sheikhupura Hiran Minar Lions Club	**Communities & Community Associations**	Community	
Women Chamber of Commerce and Industry, Lahore	**Communities & Community Associations**	Equality / Inclusion	Economic Development

Of the 142 stakeholder groups identified, 113 stakeholders have been identified as primary and secondary stakeholders. At present, 55% of the primary and secondary stakeholders fall within the category of governmental (see Figure 3.4). This is expected at this stage given the heavy weighting of governmental stakeholders as a percentage of the total public and stakeholder groups, which amounts to 58% (as highlighted in Figure 3.1), however, it would be expected that this majority percentage decreases as further stakeholder groups are identified during the ongoing process of public participation and citizen engagement.

The 'media' stakeholders of 'City 42 Lahore', 'Lahore News' and 'Lahore Rung' are outliers in this mapping and require special mention. As they will likely only experience a low effect as a result of the Master Plan they are categorised as tertiary stakeholders, however, they will be a critical component in publicising and communicating the plan to the wider community. Media outlets should be approached as a vital tool within the communication strategy.
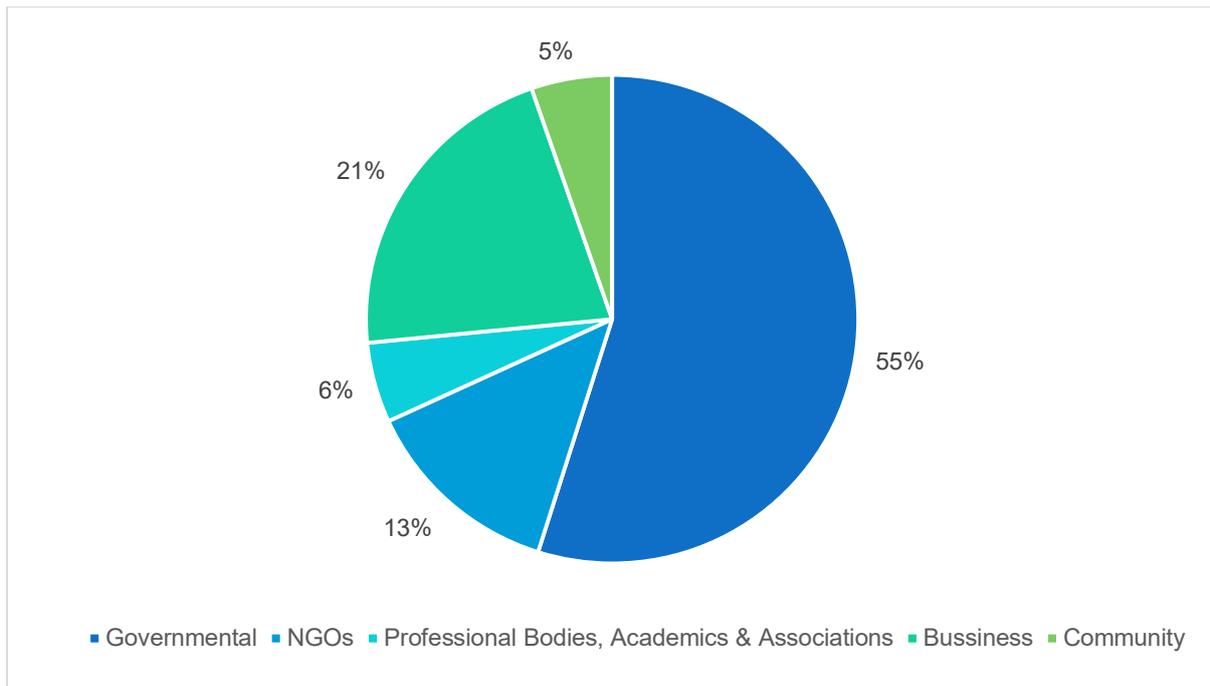
Figure 3.4 Split of Primary and Secondary Stakeholders by Categorization (source: Dar / Asian Consulting)
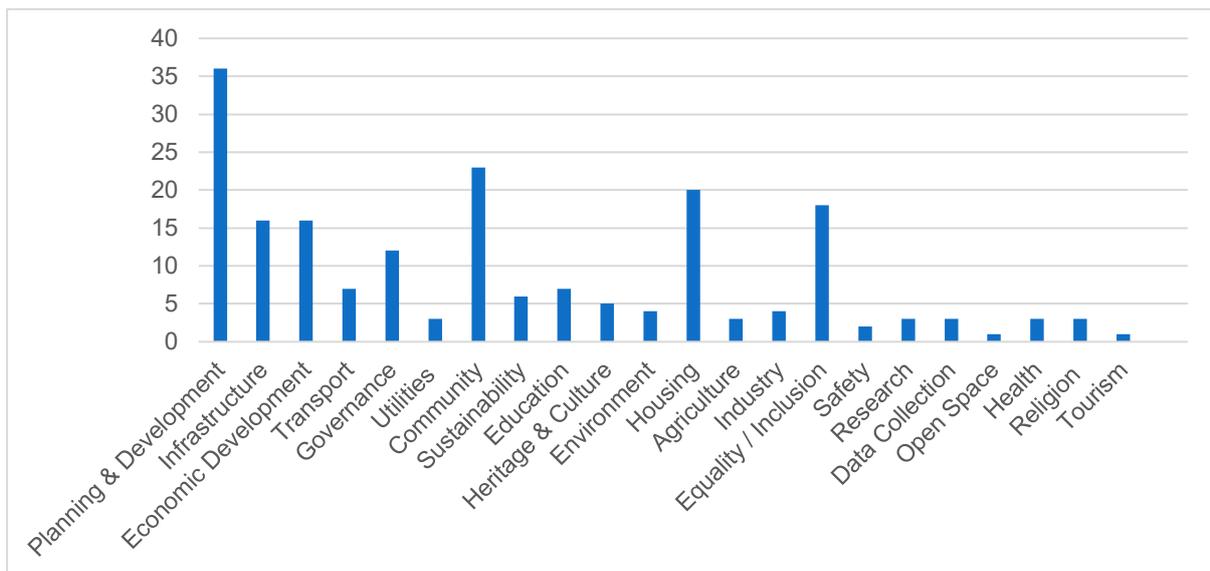

Figure 3.5 Weighting of Public and Stakeholder Sectors / Fields of Interest (source: Dar / Asian Consulting)

As can be seen in Figure 3.5, the most prominent sector identified is that of 'Planning & Development'. This is expected and validates the groups identified in the stakeholder list to some extent given the project intent. The community, housing and equality also appear to be of high importance. This said, the variety of other sectors that are covered by the primary and secondary groups shows a positive spectrum of topics that will provide for fruitful discussion, valuable insights, and a strong evidence base that will allow the Plan to be well informed across a variety of topics.

The stakeholder analysis performed in this section provides a more detailed picture of the different groups that were originally identified within the public and stakeholder list. While the analysis requires further development at later stages (e.g. conducting step 2 to profile stakeholder groups and understand their position on the project), it aids the design of the Participation Plan. Further, as new public and stakeholder groups are identified and their interests are logged, new analysis can be made, the

appropriateness of the public participation techniques can be assessed, and updates / adjustments can be made if necessary.

4   WORKSHOP PROFILES

One of the forms of engagement that will be used is that of workshops. The following pages contain a proposed profile for each of the participation workshops. Each profile contains indicative details to guide the planning of the workshops, such as the format, number and category of participants, and follow-up actions. These may evolve during the workshop planning process, but provide a starting point to build upon. For the first two workshops, remote participation alternatives have been included as a standby option if the workshops cannot proceed in physical form due coronavirus restrictions. Similar alternatives could be utilised for future workshops, if required.

Inception Workshop	
Aim:	Raise awareness about the project and gather evidence about Lahore Division
Objectives:	Ensure the public and stakeholders understand what the form and function of the Regional and Master Plans will be Ensure the public and stakeholders understand the work stages that will be followed and when they can participate Obtain opinions from the public and stakeholders about the division's profile
Indicative Format:	**Structured Workshop:** - Consultant presentation - Open forum discussion (Consultant to facilitate) - Question and answer session (Consultant to facilitate)
Approximate Length:	Half-day
Approximate Number of Participants:	50 Consultant to advise on participants. Client to prepare and send invitations
Indicative Materials (Digital and Paper):	PowerPoint presentation(s) Leaflets Questionnaires
Indicative Follow-Up Actions:	Submit Summary Report on the Workshop (Consultant) Publish materials on LDA website (Client) Arrange sector-based meetings to enable further discussion, where necessary (Consultant)

Project Launch	
Aim:	Raise awareness about the project and gather evidence about Lahore Division
Objectives:	Ensure the public and stakeholders understand what the form and function of the Regional and Master Plans will be
	Ensure the public and stakeholders understand the work stages that will be followed and when they can participate
	Obtain opinions from the public and stakeholders about the division's profile
Indicative Format:	**Public Exhibition:**
	- Large exhibition boards and / or slideshows for attendees to view at their own pace
	- Consultant available for informal discussion and questions with participants
Approximate Length:	Half-day
Approximate Number of Participants:	Unlimited (maximum 50 in the venue at one time)
	Media communication to be used to publicise the workshop and provide instructions on how the public and stakeholders can participate
Indicative Materials (Digital and Paper):	PowerPoint presentation(s)
	Large exhibition boards
	Leaflets
	Questionnaires
Indicative Follow-Up Actions:	Submit Summary Report on the Workshop (Consultant)
	Publish materials on LDA website (Client)
	Arrange media report on the workshop (Client & Consultant)

Finalisation of Assessment Report	
Aim:	Confirm the preliminary assessments of the division
Objectives:	Ensure the public and stakeholders understand the preliminary assessments of the division Obtain feedback from the public and stakeholders about the preliminary assessments Respond to the feedback Determine a way forward for resolving major differences of opinion
Indicative Format:	**Structured Workshop:** - Consultant presentation - Open forum discussion (Consultant to facilitate) - Question and answer session (Consultant to facilitate)
Approximate Length:	Half-day
Approximate Number of Participants:	50 Consultant to advise on participants, Client to prepare and send invitations
Indicative Materials (Digital and Paper):	PowerPoint presentation(s)
Indicative Follow-Up Actions:	Submit Summary Report on the Workshop (Consultant) Publish materials on LDA website (Client) Arrange sector-based meetings to enable further discussion, where necessary (Consultant)

The Indicator Approach	
Aim:	Confirm the proposed urban planning indicators to be used in the project
Objectives:	Ensure the public and stakeholders understand the proposed urban planning indicators Obtain feedback from the public and stakeholders about the proposed urban planning indicators Respond to the feedback Determine a way forward for resolving major differences of opinion
Indicative Format:	**Structured Workshop:** - Consultant presentation - Open forum discussion (Consultant to facilitate) - Question and answer session (Consultant to facilitate)
Approximate Length:	Half-day
Approximate Number of Participants:	50 Consultant to advise on participants, Client to prepare and send invitations
Indicative Materials (Digital and Paper):	PowerPoint presentation(s)
Indicative Follow-Up Actions:	Submit Summary Report on the Workshop (Consultant) Publish materials on LDA website (Client) Arrange sector-based meetings to enable further discussion, where necessary (Consultant)

Draft Regional and Master Plans	
Aim:	Prepare Draft Regional and Master Plans that have been shaped by public and stakeholder participation
Objectives:	Provide an opportunity for the public and stakeholders to discuss their aspirations for the Draft Regional and Master Plans Obtain ideas and sketches for the Draft Regional and Master Plans from the public and stakeholders Ensure the public and stakeholders understand how their ideas and sketches for the Draft Regional and Master Plans will be used in the next steps of the Project
Indicative Format:	**Participatory Strategic Planning:** - Consultant presentation - Ideas generation and sketching (Consultant to facilitate) - Open forum discussion (Consultant to facilitate)
Approximate Length:	Full-day
Approximate Number of Participants:	50 Consultant to advise on participants. Client to prepare and send invitations
Indicative Materials (Digital and Paper):	PowerPoint presentation(s) Large exhibition boards Leaflets Flip charts
Indicative Follow-Up Actions:	Submit Summary Report on the Workshop (Consultant) Publish materials on LDA website (Client)

Sector-Wise Development Projects	
Aim:	Confirm the proposed projects to be included in the Draft Regional and Master Plans
Objectives:	Ensure the public and stakeholders understand the proposed projects to be included in the Draft Regional and Master Plans Obtain feedback from the public and stakeholders about the proposed projects to be included in the Draft Regional and Master Plans Respond to the feedback and determine the proposed projects of highest priority Determine a way forward for resolving major differences of opinion
Indicative Format:	**Structured Workshop:** - Consultant presentation - Open forum discussion (Consultant to facilitate) - Question and answer session (Consultant to facilitate)
Approximate Length:	Half-day
Approximate Number of Participants:	50 Consultant to advise on participants. Client to prepare and send invitations
Indicative Materials (Digital and Paper):	PowerPoint presentation(s)
Indicative Follow-Up Actions:	Submit Summary Report on the Workshop (Consultant) Publish materials on LDA website (Client) Arrange sector-based meetings to enable further discussion, where necessary (Consultant)

Finalisation of Regional and Master Plans	
Aim:	Raise awareness of the Final Regional and Master Plans
Objectives:	Ensure the public and stakeholders understand the Final Regional and Master Plans Ensure the public and stakeholders understand how their input and feedback have shaped the Final Regional and Master Plans Ensure the public and stakeholders understand their role in implementing the Final Regional and Master Plans
Indicative Format:	**Public Exhibition:** - Large exhibition boards and / or slideshows for attendees to view at their own pace - Consultant available for informal discussion and questions with participants
Approximate Length:	Half-day
Approximate Number of Participants:	Unlimited (maximum 50 in the venue at one time) Media communication to be used to publicise the workshop and provide instructions on how the public and stakeholders can participate
Indicative Materials (Digital and Paper):	PowerPoint presentation(s) Large exhibition boards Leaflets
Indicative Follow-Up Actions:	Submit Summary Report on the Workshop (Consultant) Publish materials on LDA website (Client) Arrange media report on the workshop (Client & Consultant)

5 COMMUNICATION APPROACH

5.1 INTRODUCTION

This chapter presents the Public and Stakeholder Communication Approach for the Master Plan for Lahore Division 2050 .It is designed to ensure the project and planning process are effectively communicated to the public and stakeholders throughout the lifecycle of preparing the Master Plan.

The Asian Development Bank[10] references that 'communication is generally defined from two models:

1. Transmission Model - which defines communication as the sending of information, ideas, feelings, practices, values, and needs from one person or group to another; and

2. Interactive Model - which views communication as a dialogical process of creating shared understanding of the project features and results, including the promotion or adoption of certain attitudes and practices.'

The Bank goes on the explain that communication should aim to reach key public groups and stakeholders on the project's relevance, key features, target benefits, and roles and responsibilities. It leans towards use of the interactive model of communication, which is incorporated in this approach along elements reflecting the transmission model.

A continuous approach to public and stakeholder communication is proposed, as shown in Figure 5.1. This approach functions as a positive feedback loop in that the aim and objectives, developing the message, and media options are subject to change as more knowledge is gained as the communication progresses.

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[10] *Kallahanet al (2007) cited in Asian Development Bank (2019) Guidance Note on Stakeholder Communication Strategies for Projects in South Asia (No. 3)*

Figure 5.1: Diagram showing the Continuous Approach to Public and Stakeholder Communication (source: Dar / Asian Consulting)

Steps 1, 2 and 3 are set-out in the following sections.

5.2 AIM AND OBJECTIVES

This Communication Approach has been prepared at the start of the planning process, therefore, the aim and objectives set out in this section may evolve and be subject to change as information is gathered and processed.

The aim of the communication approach is:

> *To inform the public and stakeholders about the preparation of the master plan through early, ongoing and effective communication*

The objectives are to:

- Raise awareness about the project and proposals;
- Explain key elements of the project and proposals; and
- Advise the public and stakeholders how they can participate in the project and proposals.

5.3 DEVELOPING THE MESSAGE

5.3.1 CORE INFORMATION

Following Asian Development Bank guidance[11], the core information should represent the project as a whole and be communicated consistently to the public and stakeholders. Once developed, the core information will include:

- Project aim, objectives and outputs;
- General plan of activities and timeframe;
- Expected benefits, impacts and potential mitigation required;
- The timing and format for public and stakeholder participation, how to participate, and feedback and grievance mechanisms; and
- Progress of project implementation.

5.3.2 CUSTOMISED INFORMATION

It is envisaged that the majority of the communication will be widespread rather than targeted, given this is a regional scale master plan covering a large geographic area and population. In these cases, the core message that is developed will be used consistently.

Where it is considered necessary to undertake targeted communication, messages will be customised to the relevant public and stakeholder groups (for instance hard-to-reach groups), taking account of the key issues relevant to them and media sources appropriate to their circumstances.

5.4 MEDIA OPTIONS

The LDA already has established media channels and relationships with external media providers, so the project will seek to utilise these resources given that they already have a level of readership and subscribers. Dar / Asian Consulting will work with the LDA's Communication Team, assisting with the preparation of content that will be published by the LDA. The Household Survey being undertaken in support of the Master Plan includes questions about the media channels the public use. This will provide a baseline understanding of the media channels that may be most effective. When the results of the survey are available, the media sources to be used will be reviewed and updated if necessary.

5.4.1 FACE-TO-FACE COMMUNICATION

Face-to-face communication will be done via the face-to-face participation methods detailed in the Public and Stakeholder Participation Plan. These are workshops and sector-based meetings.

5.4.2 DIGITAL COMMUNICATION

LDA Website

The LDA has an official website providing information about the organisation and its activities. It contains news and appears to be used as a channel for public announcements. On this basis, it is well-placed to be used for communicating information about the Master Plan for Lahore Division 2050, be that information that is permanently available or available for a fixed period (e.g. during a public comments period on the plan).

LDA Social Media – Facebook and Twitter

The LDA has a Facebook page and Twitter handle that it manages. The Facebook page has nearly 40,000 followers and the Twitter handle has just over 4,500 followers. It is understood that Facebook is

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[11] *Asian Development Bank (2019) Guidance Note on Stakeholder Communication Strategies for Projects in South Asia (No. 3)*

popular and widely used in Lahore, therefore could form the basis of the social media communication. Twitter could be used as a supporting source.

News Websites

These websites are often associated with newspapers, although some web-only news organisations exist. They provide a way of communicating news to a wide audience, including people who do not have access to, or prefer not to read, paper-based newspapers.

Local Television News

Television can be a useful communication tool as it allows the use of moving images and video, rather than static images and text. This tends to bring the news 'to life' and viewers can feel a stronger attachment and understanding. Live and recorded speeches and interviews can also be done, reaching a large audience.

5.4.3 PAPER-BASED COMMUNICATION

Local Newspapers

For many, newspapers provide the predominant source for reliable news. They are widely accessible, including to those who do not have access to (good) digital infrastructure and skills. It is often a legal requirement for project information to be published in newspapers circulating in the project area.

Public Advertisements and Displays

These include a wide variety forms, such as roadside hoardings, posters on public transport and community noticeboards. Depending on their location, they can reach a large and varied audience and can easily incorporate both text and graphics.

Leaflets

Batches of information leaflets will be prepared and made available for the public and stakeholders to take away from the workshops.

5.4.4 SCHEDULE

The programme in Chapter 7 of the Public and Stakeholder Participation Plan shows how the main media communication is aligned with other project activities. Further details on the media communication schedule are set-out in Table 5.1.

Table 5.1: Media Communication Schedule (source: Dar / Asian Consulting)

Stage	Media Communication – Key Message	Media Options – to be implemented by LDA
1. Inception Report / Anticipatory Scenarios	Project Launch	*Digital:* • LDA Website • LDA Social Media – Facebook and Twitter • News Websites • Local Television News *Paper-Based:* • Local Newspapers • Public Advertisements and Displays
2. Assessment Reports / Digitisation and Preparation of GIS Maps	None at this stage	N / A

Stage	Media Communication – Key Message	Media Options – to be implemented by LDA
3. Identification of Baseline Indicators	None at this stage	N / A
4. Draft Regional Plan 2050 for Lahore Division and Individual Master Plans for Urban Centres	Start of Draft Plan Preparation	*Digital:* • LDA Website • LDA Social Media – Facebook and Twitter • News Websites • Local Television News *Paper-Based:* • Local Newspapers • Public Advertisements and Displays
4. Draft Regional Plan 2050 for Lahore Division and Individual Master Plans for Urban Centres	Draft Plan Available for Public Comments	*Digital:* • LDA Website • LDA Social Media – Facebook and Twitter • News Websites • Local Television News *Paper-Based:* • Local Newspapers • Public Advertisements and Displays
5. Final Regional Plan 2050 for Lahore Division and Individual Master Plans for Urban Centres	Completion of Final Plan Preparation	*Digital:* • LDA Website • LDA Social Media – Facebook and Twitter • News Websites • Local Television News *Paper-Based:* • Local Newspapers • Public Advertisements and Displays

5.5 MONITORING AND REPORTING

The main element of the communication monitoring and reporting is to provide the information necessary to understand the effectiveness of the approach in achieving the aim and objectives and whether it needs to be reviewed.

At points when project communication is being undertaken, the quantitative metrics associated with the digital channels will be monitored in collaboration with the LDA's Communication Team. These include website and social media page views and shares, re-tweets. This data will be reported to the LDA periodically.

A watching brief of all media channels will be maintained in collaboration with the LDA's Communication Team. A summary of key matters arising will be reported to the LDA periodically. Should any major concerns or opportunities be identified that need a media response, the LDA will be notified as soon as possible along with a proposed course of action.

Should the monitoring and reporting described above demonstrate the need to review the communication approach, this will be undertaken and a revised version submitted to the LDA for approval.

6   RESPONSIBILITY MATRIX

Table 6.1 lists the key participation activities referred to in the Public and Stakeholder Participation Plan and these Supporting Documents, and sets out the associated responsibilities for the LDA and Dar / Asican Consuling Teams.

Table 6.1: Responsibility Matrix (source: Dar / Asian Consulting)

Participation Activities	Organisations and Tasks	
Face-to-Face Participation - Regional Planning and Environmental Assessment Workshops	LDA Responsibilities:	Approve workshop profiles / formats, agendas, participant lists and materials, publish on LDA website where relevant Arrange venues Prepare and send invitations Attend workshops, contribute where necessary Approve and publish workshop summary reports on LDA website
	Dar / AsianCon Responsibilities:	Prepare workshop profiles / formats, agendas, participant lists and materials, print where necessary Assist with arrangements for venues and invitations, where necessary Coordinate workshops and contributions Prepare brief workshop summary reports Follow-up with participants, where necessary
Face-to-Face Participation - Sector-based meetings	LDA Responsibilities:	Facilitate arranging meetings, where necessary Attend meetings, where necessary
	Dar / AsianCon Responsibilities:	Arrange meetings Attend meetings Prepare minutes Follow-up with participants, where necessary
Remote Participation -	LDA Responsibilities:	Approve and publish survey forms on LDA website Approve and publish survey summary reports on LDA website

Online and Paper Surveys	Dar / AsianCon Responsibilities:	Prepare survey forms Monitor survey outputs Analyse survey data and prepare survey summary reports
Media Communication - Key Messages	LDA Responsibilities:	*Public Exhibition Workshops:* Publish Workshop details on LDA social media - Facebook and Twitter, local newspapers, and public advertisements and displays. Coordinate with news websites and local television news to publicise Workshops. Coordinate with local newspapers, news websites and local television news for reporting on Workshops Publish link to Workshop materials and summary reports on LDA social media - Facebook and Twitter *Online Surveys:* Publish survey / link on LDA social media - Facebook and Twitter *Start of Draft Plan Preparation:* Use LDA social media - Facebook and Twitter, and coordinate with local newspapers, news websites and local television news to publicise that Draft Plan preparation has started *Draft Plan Available for Public Comments:* Use LDA social media - Facebook and Twitter, and coordinate with local newspapers, news websites and local television news to publicise the Draft Plan is available for public comments (ensure LDA Master Plan Rules 2014 are satisfied)
	Dar / AsianCon Responsibilities:	Assist with preparing content for LDA social media - Facebook and Twitter, local newspapers, public advertisements and displays, news websites and local television news

APPENDIX A: PARTICIPATION TECHNIQUE CASE STUDIES

The tables below provide information on the types of consultation methods that were used in two case studies at a similar scale; the South East Queensland (SEQ) Regional Plan 2009-2031 and the Metro Vancouver 2040. These tables show that there is not necessarily a 'one-size-fits-all' approach, but rather a combined approach of multiple techniques is required, particularly at a regional scale.

Participation Techniques used in the South East Queensland Regional Plan 2009-2031

Participation Techniques	SEQ 2009-2031
Public Launch	**Draft document was publicly launched by the Queensland Premier and then the Minister for Infrastructure and Planning on 7 December 2008**
Advertisements	**Advertisements in regional and metropolitan newspapers** **Radio advertisements** **Television advertisements**
Gazettal Notices	**Lodged in the Queensland Government Gazette**
Public Information Displays	**Public information displays and stalls set up at shopping centres and other establishments across the region** **The displays were manned with DIP staff at all venues and over a 25-day period**
Briefings	**Briefings with local government councils** **Public meetings** **Stakeholder presentations**
Shopfront	**A DIP 'shopfront' accessible to the public in the Department's home building in the Brisbane Central Business District (CBD)**
Electronic Aids	**Electronic versions of the draft regional plan available through the Department's website** **Regulatory maps also available electronically** **Interactive mapping tool** **Forms available for the public to make submissions electronically and information available on how to prepare a properly made submission**

Participation Techniques used in the Metro Vancouver 2040 Plan[13]

Participation Techniques	Metro Vancouver 2040
Weekly Updates	**Weekly consultation updates distributed through corporate relations databases** **Weekly blog updates**
Public Meetings	**Meetings held with public**
Regional Growth Strategy Workshops	**For local government, provincial government, representatives of business, community and non-profit groups**
Evening Meetings	**Evening meetings held sub regionally** **Evening meetings at the request of individual municipalities**
Regional Forums	**Regional forums**
Webinars (online seminars)	**Municipal, agency nongovernment organizations, and public**
Breakfast Meetings	**Breakfast meetings**
Intergovernmental Advisory Committee Meetings	**Meeting of IAC organized by Metro Vancouver staff**
Private Meetings	**Two privately operated public meetings**
Advertisements	**Weekly print advertisements began in March 2009, with full-page advertisements placed in regional and metropolitan newspapers** **Sub regional meeting notices were placed in community newspapers** **Other single advertisements in print publications** **A series of radio advertisements on a number of different radio stations** **Earned media—three stories, on radio and in the print media, were released with leaders of the Regional Planning Committee**
Focus Groups	**Two 'focus groups' were conducted, with participants chosen to represent the demographic and geographic structure of the region**
Web	**Comprehensive public consultation website setup** **This provided links to a full schedule of meetings, enabled registration, feedback, and access to copies of the draft Regional Growth Strategy**
Municipal Consultation	**Metro Vancouver forwarded the draft Regional Growth Strategy to all member municipalities and other affected local governments** **Municipalities provided submissions to Metro Vancouver**

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[13] Summarised from DeMarco & Hocking (2009) Regional Growth Strategy Consultation Program Results, Memo to Regional Planning Committee; and Garnett (2010) Draft Regional Growth Strategy, Summary of public consultation activities, identification of consultation issues, and responses for the revised draft,

Modern Technology	**Electronic recordings of response in public meetings**
Contact	**Email account setup**
	Website