Communications Strategy

Punjab Urban Land System Enhancement (PULSE)

Project

DISCLAIMER

Communications Strategy of the Punjab Urban Land Systems Enhancement (PULSE) Project is aligned with the project's scope of work and ensures the wider dissemination of a communications plan to a variety of stakeholders. Maximum care and caution have been observed while developing this strategy, to convey the World Bank’s assistance to the Government of Punjab in key messaging, creating awareness and ownership among citizens, beneficiaries and stakeholders, and supporting all programmatic interventions for improved project delivery and perceptions under Punjab Urban Land Systems Enhancement (PULSE) Project.

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**Abbreviations**

|  |  |
| --- | --- |
| AC  | Assistant Commissioner |
| BOR | Board of Revenue  |
| DC | Deputy Commissioner |
| E&TD | Excise, Taxation and Narcotics Control Department |
| FAQ | Frequently Asked Questions |
| GoPb | Government of Punjab |
| GRM | Grievance Redress Mechanism |
| IEC | Information, Education and Communication |
| LRMIS | Land Records Management Information System |
| M&E | Monitoring and Evaluation |
| NGO | Non- Governmental Organizations |
| PIU | Project Implementation Unit |
| PLRA | Punjab Land Records Authority |
| PMDFC | Punjab Municipal Development Fund Company |
| PMU | Project Management Unit |
| PPC | Pay Per Click |
| PPV | Pay Per View |
| PR | Public Relations |
| PSA | Public Service Announcement |
| PSM | Public Service Message |
| PULSE | Punjab Urban Land Systems Enhancement |
| SEO | Search Engine Optimization |
| SMM | Social Media Manager |
| SMS | Short Messaging Service |
| SOP | Standard Operating Procedure |
| TVC | Television Commercial |
| UGC | User Generated Content |
| WB | World Bank |

1. Executive Summary

Land record digitization holds paramount importance as it revolutionizes land administration, providing accurate and up-to-date land records with reduced errors. It enhances accessibility and transparency, expediting land transactions, minimizing paperwork, and yielding significant cost savings. The digitized system facilitates better land use planning, infrastructure development, and environmental preservation. Moreover, it streamlines legal processes, aids in disaster management, attracts investments, and optimizes government land management. Integration with technology empowers data analysis and informed decision-making, ultimately fostering efficient governance, supporting economic growth, and empowering citizens with essential land-related information and services.

The old land record system in Punjab suffered from various flaws that hindered effective land administration. One major issue was the prevalence of outdated and manual record-keeping, leading to inaccuracies, discrepancies, and the risk of record loss or damage. The system's inefficiency resulted in lengthy and cumbersome land transactions, discouraging investment and hindering economic growth.

To assist the Government of Punjab in its agenda and commitment to provision of digitization of land record, the World Bank’s PULSE initiated to support the Board of Revenue (BOR) and Punjab Land Records Authority (PLRA) in improving their capacity by providing quick and easy access to accurate and up-to-date land information for efficient land administration. PULSE aims to help the Government of Punjab in land system through improved data accuracy, streamlined land transactions, better land use planning, increased transparency, and efficient governance.

PULSE’s Communications Strategy is aligned with land system enhancement and land record management undertaken by the Government of Punjab, and ensures the wider dissemination of these reforms to a variety of stakeholders. The Communications Strategy’s objectives include establishing effective internal and external communications with all stakeholders, conveying the Bank’s assistance to the Government of Punjab in key messaging, creating awareness and ownership among beneficiaries, and supporting all programmatic interventions, improved project delivery and perceptions.

Target audiences of the PULSE have been identified as Internal and External (primary and secondary) audiences, including district, provincial governments, the World Bank, Board of Revenue, PLRA, citizens of all cities of Punjab, private sectors, civil society and nonprofits and academic institutions as beneficiaries of this project. Accordingly, key messages have been identified as part of the communication strategy.

The PULSE Communications Mix includes the usage of various mediums and tools such as press and electronic media, social media, website, success stories, testimonials, Vlogs, branding and marking materials, promotional materials such as brochures, fact sheets and one pager, photo stories, documentaries, and training workshops and events. A full-fledge communications plan with timelines, budget allocation, and resources required has also been suggested. Moreover, complete matrixes detailing training and events with required communications and branding materials has been included.

With implementation of the strategy and its specific outputs through different mediums, the impact of the outreach must also be monitored. The Communications Strategy includes a monitoring and evaluation methodology, which lays a strong emphasis on media monitoring as well.

1. BACKGROUND AND CONTEXT

Punjab Urban Land System Enhancement Project (PULSE)

Punjab, Pakistan's largest province represents 55 percent of the country's population and about 60 percent of its economy. Unfortunately, it has also been heavily impacted by the COVID-19 pandemic. The resulting economic downturn is projected to cause a rise in unemployment, affecting five to eight million people in Punjab and pushing many households below the poverty line. The pandemic has particularly hindered income-generating activities for the urban poor and small landholders. Farmers and small business owners, who rely on lands and properties for their livelihoods, have been greatly affected.

One of the major challenges exacerbating the economic recovery during and after the COVID-19 pandemic is the disorganized and duplicative nature of Punjab's land records. This situation poses a threat to the poor, vulnerable, and especially women.

Inefficient land management systems in Pakistan also lead to additional costs for investments. The land recording institutions in Punjab, Sindh, Baluchistan, and Khyber Pakhtunkhwa have struggled to keep up with population growth and urbanization. This has resulted in fragmented, overlapping, and incomplete land records across all provinces, adversely affecting the functionality of the real property market. Uncertainties over land titles hinder land registration and create obstacles in accessing financing and acquiring land for development, thereby dampening the overall investment climate.

The lack of comprehensive coverage of land in registered records leads to widespread land-rights related litigation. Moreover, the absence of secure land tenure and unresolved land disputes increase financial risks for infrastructure and housing investments by causing bottlenecks in land access and supply. These issues present significant challenges for investors and further hinder economic development in Punjab and other provinces in Pakistan.

PULSE aims to support the Government of Punjab in five components:

 1. Digital Land Records and Cadastral Maps for LRMIS

2. Land for Housing

3. Integrated Land and Geospatial Information Systems and Services

4. Project Management and Institutional Strengthening

5. Contingent Emergency Response Component

1. Communications Objectives

The communication function for PULSE is housed in the PMU in order to align the communication strategy behind the wider reforms undertaken by the provincial government. Communication Specialist is responsible for implementing the overarching communication strategy through media firm procured by PMU in coordination with the project Implementation Unit.

This Communications Strategy supports the following objectives:

* ***Conveying the World Bank’s assistance to Government of Punjab’s Digitization Agenda:*** This includes marking of all material assistance, programmatic and publicity events etc., to demonstrate the commitment of the Bank’s assistance to the people of Pakistan.
* ***Providing assistance in programmatic activities and establishing communication.***The PULSE will employ all functional mediums of mass communication, community interaction opportunities, public events etc. to enhance the effectiveness of land mapping operations in the field. This can be achieved by establishing clear communication protocols and ensuring that all relevant parties, particularly women, involved in the project are well-informed. This will encourage beneficiaries and stakeholders to participate in project activities. The PULSE team will ensure that all communications comply with the Bank guidelines compliance with Government of Punjab.
* ***Establishing effective internal and external communications.*** Adequate dissemination of information on the broader reform agenda of the PULSE especially in the service delivery. By establishing functional communication channels, information can be shared promptly, minimizing the chances of confusion or misinterpretation.
* ***Creating awareness and ownership among citizens*.** An awareness raising strategy will aim to create a sense of ownership of the systemic reforms and their outputs among the citizens and stakeholders as well. This Communications Strategy serves the purpose of informing the PULSE initiatives and achievements and seeking input from the public. Open and inclusive communication channels of communication will enable PULSE to address the specific needs and concerns of the people.
1. Target Audiences for PULSE

The following matrix demonstrates internal and external target audiences:

|  |  |  |
| --- | --- | --- |
| Internal Audiences | External: Primary Stakeholder | External: Secondary Stakeholder |
| * The World Bank
 | * Public of Punjab esp. Land Owners
 | * Board of Revenue, Government of the Punjab (GoPb)
 |
| * Government of the Punjab
 | * Overseas Pakistanis with interest or stake in

the land | * Finance Department, GoPb
 |
| * Project Management Unit
 | * People residing on public or state lands
 | * Local Government & Community Development Dept, GoPb
 |
| * Project Implementation Unit
 | * Community Leaders
 | * Punab Municipal Development Fund Company (PMDFC), GoPb
 |
|  | * Socially Marginalized Land-Owning Communities with a special focus on women in all these communities
 | * All Development Authorities in Punjab
 |
|  | * Opinion makers, academics, institutions, analysts
 | * Auqaf & Religious Affairs Department, GoPb
* Cooperatives Department, GoPb
 |
|  | * Social Media Influencers
 | * Excise, Taxation & Narcotics Control Department (E&TD), GoPb
 |
|  | * Civil Society Activists
 | * Evacuee Trust Property Board, Pakistan
 |
|  | * Media-Local, Regional, National and International
 | * Urban Sector Planning & Management Services Unit (pvt.) Ltd.
 |
|  | * Local Organizations and Institutions
 | * All Municipal Corporations/Committees
 |
|  | * International Organizations
 | * Punjab Information and Technology Board
 |
|  | * Social Mobilization Partners
 | * Punjab Small Industries Corporation
 |
|  | * Affected Persons
 | * Forest Department, GoPb
 |
|  | * Revenue Officers
 | * Housing & Urban Development & Public Health Engineering Department, GoPb
 |
|  | * Contractors
 | * Private Housing Colonies, Societies & Industrial Zones in Punjab
 |
|  | * Third Parties
 | * Directorate General of Kachi Abadi, GoPb
 |
|  |  | * Irrigation Department, GoPb
 |
|  |  | * All Cantonment Boards in Punjab
 |
|  |  | * All Defense Housing Authorities in Punjab
 |

* 1. Guidelines for target audiences
		1. District and provincial governments/government officials/institutions and Line Departments

 Government officials, institutions, and line departments at provincial, and/or district levels may directly be linked with Land Record Management. Through promoting the role of the project in supporting the GoPb’s agenda of making digitization of Punjab, the project will gain their cooperation and confidence, ensuring their attendance and involvement in project activities, and influencing them to create a more enabling environment in their jurisdiction.

* + 1. Private Sector Institutions

Private sector institutions such as Real Estate Developers, Financial Institutions, Legal Firms, Urban Planners and Architects are also a focus audience for the PULSE. Communications targeted to this audience will help elicit their participation in formulating and implementing sector growth strategies in Punjab’s Land Record System.

* + 1. National, Regional, and International Media

The project will carry out communications for international, national, and regional media to highlight the PULSE interventions. It will foster good relationships with journalists, reporters, and media professionals so that the level of outreach can be expanded. The Project will ensure wider participation of regional and national electronic media at the project’s publicity and programmatic events and provide journalists with information and promotional material to help formulate stories. This material will include press releases, project fact sheets, program one pagers, success stories, photographs, assistance for video coverage, and others.

* + 1. Opinion Makers, Economic Analysts, Institutions, and Academics

The Project will also communicate with opinion makers, academics, economic, financial, tech analysts and institutions to make them aware of the success achieved through PULSE contributions to the Land Record Digitization.

* + 1. Wider Communities and Public

The Project will communicate the objectives, successes, and milestones through direct and indirect media to wider communities and the public in general. The beneficiaries of the project will also be enabled through provision of printed material, discussions, and other mechanisms (where possible) and encouraged to spread this message. The project will ensure that special publicity and engagement events are organized for the general public regularly during the life of the project.

1. Mission Statement and Key Messages

The mission statement for the PULSE will be, “To Establish A Unified, Efficient And Transparent Platform For Managing And Accessing Comprehensive Land Records To Support Sustainable Development And Promote Equitable Land Rights”

**5.1. Key Users of the Communication Strategy**

The World Bank, the PIU, and the PMU staff, as well as other concerned governmental departments including the PLRA and the BOR will use the communications strategy to create awareness about the PULSE Project. The strategy would be used to,

* Educate people about their rights
* Create awareness about the improvement in the system after the successful implementation of the project
* Seek cooperation from private and public entities and individuals for the implementation of the project
* Channel two-way communication with the stakeholders and general public

5.2. Key messages that position the project:

* The Urban Land System Enhancement project aims to modernize land management practices, utilizing advanced technology and digitization to improve efficiency and effectiveness.
* The digitization agenda of the Government of Punjab holds immense potential to foster economic growth.
* The joint commitment of the World Bank and the Government of Punjab endures, supporting the people of Punjab in their endeavors to modernize the land system.
* The PULSE aims to accelerate efficiencies, accuracy, and transparency of available government land system.
* A robust Punjab is in the economic interest of Pakistan.
* The modernized land system creates a conducive environment for investment, attracting businesses and stimulating economic growth within urban areas.

**5.3. Risks and Opportunities:**

The project itself and the communication strategy face risks from the status quo. The misrepresented records maintained by the departments, the housing schemes, and other stakeholders will see digitization as a challenge. The socially accepted practice of keeping women and other marginalized groups from the ownership and use of the land that they are entitled to faces correction in the face of digitization. The norms of delayed transfer of inherited land, the misuse of state land, and the hold of the mafia over public and private land will all be brought to justice by the digitization of land records.

Process delays and the misuse of power by functionaries will be challenged by the digitization of land records.

Though digitization of land records and the development of cadastral mapping is hugely beneficial to the people of the Punjab Province, the elements of the status quo would resist change.

Consequently, it is of utmost importance that the strategy is devised with cultural sensitivity and caution.

**5.4. Managing Intervention Risks:**

In order to minimize the potential risks and negative consequences of any communication interventions, the strategy will take the following steps:

**5.4.1. Keeping the Messaging Apolitical**

The strategy would keep the messaging apolitical to ensure an all-partisan approach and develop a general consensus.

**5.4.2. Focusing on the issues of Socially Marginalized along with the general public**

The strategy would focus on the socially marginalized without antagonizing the masses. The culturally sensitive content will be well-whetted prior to publishing, printing, and sharing.

**5.4.3. Educating and Onboarding Stakeholders**

The stakeholders including housing schemes, public servants, and departments would be briefed about the system and taken on board.

**5.5. Taking Community Elders on Board**

To seek support from the general public and stakeholders, the community elders and influencers will be taken on board. Their support and messages would ensure community support.

**5.6. Gender Sensitization and Women’s Land Rights Advocacy:**

Deeply held attitudes and biases about gender and land require gender sensitization to be a mandatory part of the communication strategy. Effective gender sensitization and advocacy will target persons across gender, ages, religions, ethnicities and social status, etc. The strategy will focus on creating awareness among officials and land sector administrators and technicians. The general public and community leaders will be targeted. Special activities around gender sensitization will be designed and rolled out. The awareness campaigns will cover the following themes:

* + Legal Rights of women on land ownership and inheritance
	+ Social and cultural barriers
	+ Access to information and resources for land registration processes
	+ Gender-based violence (GBV), sexual exploitation and abuse (SEA), and sexual harassment (SH)

5.7. Key messages for citizens and civil society

* The PULSE project empowers civil society by providing easy access to accurate land records, fostering transparency, and enabling active participation in land-related decisions.
* The enhanced land system supports community development initiatives by enabling better land use planning, promoting sustainable development, and identifying opportunities for urban and rural growth.
* PULSE project encourages investment, economic growth, and social development, contributing to a prosperous and equitable society.
1. BRANDING and MARKING



‘Branding and Marking’ refers to applying graphic identities or logos to program materials and project signage to visibly acknowledge contributors. The standard logo for PULSE represents the Government of Punjab through green colour. In case of reports, title pages, case studies and other official materials to be disseminated internally and with stakeholders a standardized branding strip has been developed which identifies with all major stakeholders, including the Government of Punjab, PULSE and the World Bank, The Communications Specialist will ensure that all stakeholders comply to this standardized branding and marking. Thus, the following logo strip shall be placed at the center-top of the document:



1. COMMUNITY CONSULTATIONS STRATEGY UNDER STAKEHOLDERS’ ENGAGEMENT PLAN

PILOT DISTRICTS (Hafizabad & Lodhran)

A customized socialization plan for each district will be planned and initiated before carrying out the survey mapping. Plan for Hafizabad and Lodharan has been attached. Similar socialization activities will be planned and carried out prior to socialization activities in each district.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Sr.No** | **Method Used for SE** | **Topic of Engagement** | **Type of Stakeholders** | **Frequency** |
| **1** | Stakeholders Consultation Workshop (Provincial Level) | * Yearly Progress of the project.
* Experience sharing
* Lessons Learnt
* Next Year Project Activities
* Recommendations and Way forward
 | * Provincial Level Stakeholders Departments
* Academia and Research
* Private Sector Developers and Societies
* Civil Society
* NGOs / INGOs
* Law Firms
 | One Provincial Level Workshop after completion of year |
| 2 | Stakeholders Consultation Workshop (District Level) | * Project Orientation
* Awareness Campaign
* Parcel Mapping door to door survey
* Geodetic Network
* Project objectives and Outcomes
* Environment & Social Safeguards
* Gender Strategy
* Grievance & Redressal Mechanism
 | * DC, ADCR, ACs and Leads of the stakeholders Departments
* Revenue Staff (Tehsildars, Patwari & Lambardars)
* Housing Societies
* Market Committee
* Peace Committee and Religious Leads
* Media
* Civil Society
* Academia
* Community
 | Two workshops before the start of the Parcel Mapping Survey |
| 3 | Focus Group Discussions (FGDs) | * Project Orientation
* Parcel Mapping door to door survey
* Project Objectives and Outcomes
* E&S Safeguards
 | * Revenue staff of concern union council
* Local Community
 | Two FGDs/per union Council in urban areaMouza Wise FGD in a Union Council for Rural area |
| 4 | Focus Group Discussions (FGDs) with Vulnerable Groups | * Project Orientation
* Parcel Mapping door to door survey
* Project Objectives and Outcomes
* E&S Safeguards
 | * Women
* Religious Minorities
* Gender minorities
* Residents of Kachi Abadis (if any)
 | One FGD/per individual Vulnerable Group  |
| 5 | Field Community Interactions and Key Informant Interviews | * Project Orientation
* Parcel Mapping door to door survey
* Project Objectives and Outcomes
* E&S Safeguards
 | * Local Community
* Individual Departments Leads
* Women
* Religious Minorities
* Transgenders
* Residents of Kachi Abadis (if any)
* Elderly People
* Special Persons
 | Multiple Key Informant Interviews depends on the size of the concerned community |
| 6 | Seminars | * Project Orientation
* Parcel Mapping door to door survey
* Project Objectives and Outcomes
* E&S Safeguards
 | * Local Communities
 | High Schools/Colleges/Universities |
| 7 | Awareness Campaigns* News Letter of the Project (Quarterly/Biannually)
* Local Cable
* Banners and Streamers (Districts and Tehsils entrances, Fruits & Vegetable Markets/Livestock Markets/Main Bazars/Any other key points identified by concerned District)
* Announcements (specially in Urban Areas through Loud Speakers and Mosques)
* Literature Dissemination among Stakeholders
* Local and National Newspapers
* Dedicated
* Project information dissemination on the official Website
* Panaflex and Standees for District level and Provincial Level Workshops, Community level FGDs
 |  |  |  |

**Community Participation Processes**

Communication strategy will be applied to the below three main phases of community participation for cadastral mapping and registration.

In addition, ***the Standard Operating Procedures (SOPs) of Environmental and Social Safeguards for Digital Parcel Mapping survey of Punjab*** outline the environmental and social steps that need to be taken during the digital parcel mapping exercise, including community engagement activities.

***Phase 1: Planning and Preparation Work***

This phase includes the following processes:

1. Information Dissemination and Community Sensitization

This preliminary process is led jointly by members of parcel mapping and registration taskforces, with oversight from the Adjudication Committee and facilitated by local governments in the respective district. Key information that needs to be disclosed at this stage include:

* A general overview of mapping and registration work and criteria for area selection for land mapping and registration, as well as eligibility criteria for certification, roles and responsibilities.
* Requirements for the involvement of community leaders, local residents, community representatives and other relevant agencies in mapping, identification of parcels
* Parcel mapping and registration cycle (mapping, data gathering, public notification/display of maps, including physical and legal data, registration, certification, etc.)
* Explanation of feedback and grievance redress mechanisms, including use of community institutions and/or mechanisms to resolve grievances related to land tenure.
* Whether the community concerned, through a consultative process, agrees to proceed with the mapping activities.

During this meeting, any concerns, and grievances, as well as potential resistance from respective communities and other stakeholders, should be noted. Depending on how well the communities receive the project, information dissemination may continue throughout. Key considerations for information dissemination include people’s availability to attend meeting, socio-cultural dynamics and economic status and other factors which may prevent certain groups, including women and other groups from participating.

1. Community mobilization and socialization at Tehsil level

Community leaders and community representatives, including women and youth, respected figures, etc. will be reached out and included in the dialogs around cadastral mapping, digitization of land records, and subdivision/registration where applicable. Efforts shall be identified to promote participation of vulnerable groups in the community to partake in the socialization process.

1. Community Training

Community training is essential in ensuring effective and constructive community participation.

***Phase 2: Field Survey***

Building on the initial community engagement, mobilization and socialization earlier, the second phase includes the following processes:

1. Technical Meetings at various level

Technical meetings will be held on a regular basis to update progress, identify concerns and risks as they emerge from the implementation and to ensure that parcel mapping and registration activities are properly coordinated with local stakeholders. These meetings are also expected to foster community participation over the course of parcel mapping and registration processes.

1. Field Data Collection and Community Engagement

Field data collection will result in accurate and comprehensive land information when the community is engaged in the process. Community involvement in the field data collection, under oversight and guidance from parcel mapping and registration teams, will help promote community acceptance and ownership. This process is also to ensure that land parcels could be appropriately classified.

***Phase 3: Post-mapping implementation***

1. Public Display

A series of public display meetings will be conducted by the parcel mapping and registration taskforces and local facilitation teams to allow participating communities to verify the parcel maps and also raise their objections. Through these meetings, public display processes, including how corrections and any disputes concerning parcel maps and recorded claims, will be dealt with.

1. Presentation of Parcel Maps

Following the public display, the parcel mapping and registration taskforces with assistance from local revenue officers and patwari will present the verified and revised parcel maps to clarify additional concerns and questions from participating communities, and any pending disputes.

1. Environmental and Social Monitoring

Upon completion of the parcel mapping and registration processes, including certification of undisputed parcels, a periodic environmental and social monitoring will be conducted in joint coordination between the safeguards, gender, communication and M&E teams and Safeguards/GRM Officers. This environmental and social monitoring is aimed at identifying emerging risks and impacts following the parcel mapping and registration processes, including indirect risks that may be associated with the project. Depending on the types of issues identified through this exercise, the monitoring results will be addressed to the local land office and/or other relevant agencies if they fall outside the PULSE’s scope.

1. Grievance Redress Mechanism

Dissemination Information Regarding the Grievance/Complaint Logging

The important factor to logging the grievances/complaints is to broadcast the process for public and all concerned, so that they can get benefit from the established GRM system. For this purpose, Information, Education and Communication (IEC) strategy will be used for the dissemination of information about the process of grievance logging. These channels of communication or IEC materials are such as GRM website (https://www.punjab-zameen.gov.pk/), posters, flyers, leaflets, brochures, booklets and steamers. On the other hand, information will share through the printed or broadcasted media such as radio broadcast or TV spots, or interpersonal communication in a manner, appropriate to the target group’s culture and values. It is intended to instill positive knowledge for appropriate behavior in the community which will promote the acceptability of the project interventions.

Awareness Campaigns tools will be used at appropriate forms:

• News Letter of the Project (Quarterly/Biannually)

• Local Cable

• Banners and Streamers (Districts and Tehsils entrances, Fruits & Vegetable Markets/Livestock Markets/Main Bazars/Any other key points identified by concerned District)

• Literature Dissemination among Stakeholders

• Local and National Newspapers

• Dedicated Project information dissemination on the official website, as well as GRM web portals.

• Panaflex and Standees for District level and Provincial Level Workshops, Community level FGDs, Community Engagement Sessions

1. PULSE Communication Mix
	1. Press:

PULSE’s Communications Specialist shall be using a robust press medium for various outreach purposes, covering events, major milestones, successes, innovative approach and best practices. This will include media coverage of events and trainings, media kits, press releases, rebuttals, media tours and press briefings to engage the media, features and articles in newspapers, advertisements, etc.

* 1. Electronic Media:

In case of electronic media, PULSE’s Communications Specialist will arrange television/radio interviews of key stakeholders, television debates on land records reform agendas, awareness raising television/radio campaign, radio and television public service announcements (PSAs); to highlight the progress of the project.

* 1. Website:

As part of this communications strategy, the Communications Team will develop a live website dedicated to the program only. Communications Team and Software Developer is responsible for managing and updating this website on a regular basis, uploading fresh content. One of the primary goals is to promote this website through various methods including, online advertising and search engine marketing, placing URL on all promotional materials and email signatures, ensuring that the URL is included in any press release that is sent out to the media, and promoting the URL at trainings, ceremonies and events.

* 1. **Social Media Platforms and Strategies:**

In order to create further outreach, all exposures will be through the official PULSE Social Media pages. Social media is especially effective in reaching out to the younger generation, can create instant news and ensure greater dissemination of information, not just on the national level but also on the international level. The expansion of social media now provides a very useful mechanism to reach audiences more widely. PULSE pages have already been rolled out on Facebook, LinkedIn, Twitter and Instagram.

1. **PULSE Live**

The Communications Team is going to conduct a vlog series for social media platforms. The title of the series will be “PULSE Live” and it will cater the internal and external publics. On social media, through organic and paid reach, two-way communication with the stakeholders and general public would be ensured, and new updates and steps would be announced.

1. **“Do you know” Series**

The "do you know" series is an effective way to foster community engagement, spark discussions, and share knowledge in a fun and interactive manner on social media platforms. It can be used by individuals or organizations to increase their social media reach and connect with their audience in a meaningful way.

1. **Testimonials**

Testimonials are essential elements of a communication strategy as they build trust, authenticity, and emotional connections with the audience. They offer valuable social proof, help overcome objections, and contribute to an organization's overall reputation and success. Incorporating testimonials can have a positive impact on target audience retention. The communication team has a plan to shoot testimonials on weekly basis and disseminate on social media platforms of PULSE.

1. **International Days**

Celebrating international days can be a valuable component of a communication strategy for an organization. Incorporating international days into your communication efforts can serve various purposes and bring several benefits. International days often revolve around important global issues, such as human rights, environmental conservation, health, and social justice. Aligning communication with these themes demonstrates organization's awareness of and commitment to these issues. We, at PULSE, are determined to celebrate international days to make our social media more responsive.

* 1. Marking & Branding (M&B) Material:

The M & B material covers products like brochures, standees, posters, manuals, hoardings, programmatic outreach maps, etc. The material is being used to disseminate programmatic information with all stakeholders. This material will also be used to brand our various events that occur under each respective component.

* 1. Fact-sheets:

Fact-sheets are one to two-pagers, containing information on each intervention that the PULSE has undertaken. The information is based on the objectives of the project, highlighting success against each year’s targets. The fact sheet for each component will be updated on a yearly basis, as per the updates given from the Monitoring and Evaluation teams. The Communications Specialist will be responsible for dissemination of these fact sheets to all stakeholders and media firm will be responsible for maintaining the design. Fact Sheets may also be developed for each component as a means to review the progress.

* 1. Success Stories:

Success of each intervention will be highlighted through case studies, focusing on project objectives achieved. Highlighting this element will lend credibility to the story shared, giving the intervention and its inevitable success a communications angle. The project will provide at least 1-2 success stories every year throughout the project’s life time PIU will be responsible to nominate. Each story will be submitted in Microsoft Word format, with an accompanying photograph in jpeg format. Success story templates will be shared with all staff of PMU and PIU.

* 1. Photo Stories:

A picture speaks a thousand words and the PULSE team shall be highlighting some of the successes through visuals. The photo stories will come out of the professional photography sessions by the media firm. These stories will be a combination of before and after comparison, strong statistics and personal accounts of the beneficiaries and stakeholders.

PULSE’s communication and informational products are designed with updated photographs demonstrating the impact of the project interventions in selected sectors and targeted regions and a visual documentation of the interventions is necessary to show impact.

* 1. Documentaries:

To showcase the progress of **PULSE**, the Communications Specialist will set aside budgets for filming and disseminating documentaries to a wider public. These films will showcase the results of the interventions, highlighting progress of each intervention. The idea is to use these films as a tool for creating awareness about PULSE services. This awareness raising tool would document the impact of the interventions to provide a holistic view of the improvements achieved in digitized land record management.

* 1. **Docudramas:**

Docudrama, a combination of documentary and drama, can be an effective format for a media campaign. Docudramas often include real-life stories and experiences, which can evoke strong emotions in the audience. This emotional connection can help the media campaign resonate with viewers on a deeper level, making it more memorable and impactful.

* 1. Promotional Material:

Information and promotional material such as newsletters, brochures, pamphlets, flyers and other similar materials will be developed and it will also available on the project website. Downloadable: <http://pulse.gop.pk/>

* 1. Training, Public Events and Workshops:

PULSE plans to holds multiple training events throughout the life of the project that are part of the respective technical teams’ work plan. Tailoring engagement and communication based on local characteristics and people’s availability will be offered. The Communications Team will use these events to disseminate information about the project and program objectives. These training events also offer the potential to be turned into media outreach events with wide or limited media invited to observe the proceedings and engage with trainers, beneficiaries, and participants. For all training events, training and communications material will be customized keeping in mind the local needs, project objectives and desired outcomes.

There are various training sessions and events planned to foster a deeper understanding of the impact of the PULSE interventions. Additionally, the team will use external events like, awareness raising consultative dialogues and stakeholder conferences to further engage the partners in programmatic activities of PULSE. Public events are an integral tool to generate positive press coverage and increase the awareness of project impact and its benefits. They provide beneficiaries with an opportunity to speak about the impact of the PULSE and to be recognized for successes. This recognition is important for fostering ownership of results among general public and citizens. Public events may include inaugurations, workshops, Kiosk, Floats technical inspections, fairs, and awards ceremonies.

* 1. **PULSE Information Cell:**

The cell will be comprised of communications team including Communication Specialist, Social Media Manager and Communication Associates. Duties that will be performed by the cell are as under:

1. Audio Video Production
2. Media Monitoring
3. Public Relations
4. Advertising Campaigns
5. Event Management
6. Media Briefings
7. Journalist Meet-ups
8. Archive Management
9. Core Communication Working Group

To successfully and seamlessly implement the project, Pulse has taken on board a team of experts.

Certain experts from various wings will work together for the successful implementation of the Communication Strategy of the PULSE Project. This group of experts, labeled as Core Communication Working Group, will ensure that all the resources are pooled, there is no duplication of efforts, and the material broadcasted has validity and sensitivity for the successful communication of the message.

The Core Communication Working Group will consist of Communication Specialist, Social Media Manager, Social Safeguard Specialist, Environmental Safeguard Specialist, GRM Specialist, and Gender Specialist.

The team will have (a) representative(s) from the World Bank, if and when needed, from the partner organizations. The team will also take input from Legal, HR, and GIS specialists as and when needed.

The team will deliberate on the strategy that needs to be rolled out.

After the communication strategy or campaign is devised, it will be reviewed and vetted by the Core Communication Working Group.

The Group would also ensure that the Communication Strategy is implemented in time and evolves as per the monitoring and Evaluation results.

1. Monitoring and Evaluation:

The Communication Strategy will be reviewed on a quarterly basis. The evidence-based tools will be put to use to measure the success of the strategy and to plan further improvements. A report will be generated and shared with the stakeholders on a quarter-a-year basis.

1. Printed Materials:

The following printed materials will be developed and used as part of regular project communications:

|  |  |
| --- | --- |
| **Printed Materials** | **Audience** |
| Success stories | World Bank, Government of Punjab |
| Folders, brochures, leaflets, MS PowerPoint presentations, posters, other educational and promotional material, stationary design | PMU, PIU, Stakeholders, General Public |
| Training and extension materialsBanners and signage | Beneficiaries |
| Paid advertisementsPress releases, fact sheets, and media advisories | General Public/Citizens |

13. Tentative Communications Plan

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **S.#** | **Activity / Deliverable** | **# of Deliverables** | **Proposed Date** | **Description / Explanation** | **Budget**  | **Responsible / Focal Person** |
| 1 | **Press Release** | Minimum 24 per year  | July 2023 – June 2024 |  | N/A | Communications Specialist |
| 2 | **Press Articles** | Minimum 6 per year | July 2023 – June 2024 | Related to programmatic milestones and successes. | N/A | Communications Specialist and media firm |
| 3 | **TV/Radio interviews of stakeholders** | Minimum 4 per year | July 2023 – June 2024 |  | NA | Communications Specialist and media firm |
| 4 | **Beneficiary and Success Story** | Minimum 12 per year  | July 2023 – June 2024 | Related to programmatic milestones and successes. | N/A | Communications Specialist, media firm  |
| 5 | **Before and After impact Statistics** | Minimum 1 per quarter | July 2023 – June 2024 | Related to programmatic milestones and successes. | N/A | Communications Specialist, media firm |
| 6 | **Marking and Branding Material** | The number for these deliverables will vary according to each output required | July 2023 – June 2024 | StandeesBrochuresPosters Technical HoardingsProgrammatic outreach maps Generic material *(calendar/planner, backdrop, standees, folders, table/name tags etc.* |  | Communications Specialist, media firm |
| 7 | **Digital marketing/ social media****promotional items** |  | July 2023 – June 2024 | Blog, Vlogs, DVCs, Short Videos to be aired on YouTube, Facebook, WhatsApp, TikTok and website promotion | N/A | Communications Specialist and media firm |
| 8 | **Print and Electronic Media Awareness Campaigns** |   | July 2023 – June 2024 | Print and electronic based advertisement campaign.  |  | Communications Specialist, Media Firm |
| 9 | **Documentary** | Documentary on Program Introduction and other advancements | July 2023 – June 2024 | The idea is to use these films as a tool for awareness |  | Communications Specialist, Media Firm |

13. Tentative Social MEDIA Plan

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **S.#** | **Activity / Deliverable** | **# of Deliverables** | **Proposed Date** | **Description / Explanation** | **Responsible / Focal Person** |
| 1 | **Videos** **(Facebook, Twitter, Instagram)** | Minimum 110 per year | July 2023 – June 2024 | Videos about project and progress | SMM |
| 2 | **Infographics, images and still photography shared as posts on social media accounts** | Minimum 162 per years | July 2023 – June 2024 |  | SMM |
| 3 | **Short****Documentary** | Minimum 4 per year | July 2023 – June 2024 |  | SMM |
| 4 | **Videos on LinkedIn** | Minimum 54 per year  | July 2023 – June 2024 |  | SMM  |
| 5 | **Analytic Report** | Minimum 1 per quarter | July 2023 – June 2024 | Generated using statistics from social media pages and web pages | SMM |
| 6 | **Communication Material** | Media reports, on site activities as required, will be shared on social media | July 2023 – June 2024 |  | SMM |
| 7 | **Vlogs, Endorsements and employee videos** | Minimum 20 per year | July 2023 – June 2024 | This would include videos of experts on land records, cadastral mapping, and PULSE project, its outcomes and benefits.  | SMM |
| 8 | **Blogs** |  Minimum 20 per year | July 2023 – June 2024 | Will be update on website and will be shared on social media.  | SMM |
| 9 | **Gender Mainstreaming and Social Safeguard Messaging** | Minimum 15 posts | July 2023 – June 2024 | Minimum 15 posts in the form of blogs and social media posts will be shared | SMM |
| 10 | **Jingle** | At least 1 per year  | July 2023 – June 2024 | Composition will also be used as background music in other videos too | SMM |
| 11 | **Jingle Video** | At least 1  | July 2023 – June 2024 |  | SMM |
| 12 | **Gallery Update on website** | 54 updates per year | July 2023 – June 2024 |  | SMM |
| 13 | **SEO and Backlinks** | As required | July 2023 – June 2024 |  | SMM |

Annexures

**Annex 1**

**General Communications Guidelines**

**Press Release:** Keep the heading to one line only. Always include an interesting captioned photograph, for e.g.: a creative photograph that tells the story in a creative manner and not just 4 people sitting on a head table.

**Success Story**: Must be well-composed: Introduction, Conflict, Resolution rule. A clear story that evokes emotion in the audience is what PULSE is looking for.

**Photograph print sizes:** 10 x 10, 22 x 22 and 24 x 38. Framed: 22 x 22, 36 x 36, 36 x 58. A good photograph can stand alone and show impact and outcome.

**Media engagement:** Actively look for creative ways to engage the media - not just wait for events etc.

**Media Coverage:** For media coverage, always contact the relevant department or journalist of a news agency such as the ones covering development sector work.

Always use a Digital Voice Recorder when interacting with journalists. This might help if news is exploited in the wrong way or put in a different newspaper than the one that was claimed. Exercise caution!