

Integrated Flood Resilience and Adaptation Project (IFRAP)

Integrated Communication Strategy

Prepared for: Ministry of Planning, Development & Special Initiatives (MoPD&SI), Government of Pakistan

Prepared by: Federal Project Management Unit (FPMU) - IFRAP

Status and use of this document

This document is a broad IFRAP-wide communication strategy to provide strategic direction, operating principles, message architecture, safeguards expectations, component integration guidance and proposal guidance for firms. Contractual scope, quantities, timelines, and payment provisions remain governed by the TOR and procurement documents.

Official Use / Procurement Annex

Document Control

Item	Details
Document title	IFRAP Integrated Communication Strategy - TOR Annex Version
Purpose	To guide bidders and the selected communication firm in operationalizing IFRAP-wide communication principles while aligning national digital communications, visibility and strategic amplification support with the TOR.
Scope	Broad project communication framework covering federal, provincial, district, community, component, safeguards, GRM, media and digital communication needs.
Procurement status	Annex to TOR; not a substitute for the TOR.

Contents

- Acronyms and Abbreviations
- 1. Executive Summary
- 2. Purpose of this Annex and Linkage with the TOR
- 3. Project Context and Communication Rationale
- 4. Communication Objectives and Guiding Principles
- 5. Stakeholder and Audience Framework
- 6. Strategic Approach and Theory of Change
- 7. Governance, Coordination and Operating Model
- 8. Message Architecture and Content Standards
- 9. TOR-Aligned Service Streams for the Communication Firm
- 10. Component-Wise Integration Framework
- 11. Grassroots Communication and Community Engagement Guidance
- 12. Safeguards, Consent, GRM and Digital Moderation Protocol
- 13. Media, Digital and Content Production Strategy
- 14. Monitoring, Evaluation, Analytics and Learning
- 15. Risk Management, Rumor Tracking and Crisis Communication
- 16. Implementation Sequencing
- 17. Guidance for Firms Preparing Technical Proposals
- Annexes A-E

Acronyms and Abbreviations

Acronym	Meaning
C4D	Communication for Development
CERC	Contingent Emergency Response Component
CWG	Communications Working Group
E&S	Environmental and Social
FPMU	Federal Project Management Unit
GoB	Government of Balochistan
GRM	Grievance Redress Mechanism
HRU	Housing Reconstruction Unit
IEC	Information, Education and Communication
IFRAP	Integrated Flood Resilience and Adaptation Project
MoPD&SI	Ministry of Planning, Development & Special Initiatives
PDO	Project Development Objective
PIU	Project Implementation Unit
PMD	Pakistan Meteorological Department
PMIS	Project Management Information System
SBCC	Social and Behavior Change Communication
SEP	Stakeholder Engagement Plan
TOR	Terms of Reference
VRC	Village Reconstruction Committee

1. Executive Summary

IFRAP requires an integrated communication system that supports delivery, transparency, public trust, inclusion, behavior change, visibility and accountability across all project components. This strategy provides a single coordinated framework for communications at federal, provincial, district and community levels. It integrates communication needs for community infrastructure, hydromet and climate services, resilient housing reconstruction, project management and institutional strengthening, and emergency communication readiness.

This annex version is deliberately broad. It does not convert the strategy into a narrow digital campaign plan. Instead, it sets out the strategic direction that bidders and the selected communication firm must respect when delivering the national digital communications, visibility and strategic amplification services required under the TOR. The firm is expected to operationalize, refine and update this strategy through FPMU-approved workplans, editorial calendars, content systems, campaign plans, reporting dashboards and knowledge handover processes.

The core operating model remains a two-tier system:

- **Federal level:** MoPD&SI/FPMU leads national stakeholder engagement, policy communication, donor and partner liaison, mainstream and digital visibility, cross-component narrative coherence, media relations, dashboard consolidation and quality assurance.
- **Provincial, district and community level:** PIUs, HRU and field structures lead localized disclosure, beneficiary journey support, community engagement, grievance awareness, safeguards communication, field evidence generation and feedback loops.

The communication firm supports the federal communications function by packaging verified evidence from components and field teams into safeguards-sensitive, audience-appropriate, localized, publication-ready and performance-measured communication outputs. It does not replace community mobilization, beneficiary verification, safeguards decision-making or GRM case management functions.

2. Purpose of this Annex and Linkage with the TOR

This document is attached to the TOR to provide bidders with the broader IFRAP communication framework. Firms must use it to understand the project narrative, audiences, governance arrangements, content standards, safeguards expectations, component linkages, field-to-federal evidence flow and reporting logic that should inform their technical proposals.

For proposal purposes, firms should explain how they will:

1. Operationalize this strategy through a practical inception plan, quarterly strategy refreshes and monthly editorial calendars.
2. Translate verified component-level progress and community evidence into national digital, media and stakeholder communication products.
3. Maintain safeguards-sensitive content production, informed consent, privacy protection, language localization and accessibility standards.
4. Manage digital platforms, amplification, WhatsApp updates, online moderation and engagement escalation in a disciplined and auditable manner.
5. Support FPMU with analytics, dashboards, SEO/platform optimization reporting, digital archive management and final knowledge handover.
6. Coordinate with FPMU, PIUs, HRU, PMD, safeguards and M&E teams without duplicating or displacing their official roles.

The TOR remains the controlling document for contractual scope, deliverables, implementation period, qualifications, evaluation and payment. This annex is a strategic and operational guide for quality, coherence and alignment.

3. Project Context and Communication Rationale

3.1 Background

The 2022 floods in Pakistan caused widespread damage to lives, infrastructure, agriculture, housing and livelihoods, with Balochistan among the most affected provinces. IFRAP responds to recovery needs while strengthening long-term flood resilience and climate adaptation through investments in community infrastructure, hydromet and climate services, resilient housing reconstruction, institutional strengthening and project management systems.

3.2 Project components

Component	Communication relevance
Component 1: Community Infrastructure Rehabilitation	Public information on prioritization, works, timelines, service restoration, worksite safety, community participation, operation and maintenance, and GRM access.
Component 2: Strengthening Hydromet and Climate Services	Plain-language early warning communication, trusted official sources, warning interpretation, preparedness actions, seasonal campaigns, relay networks and feedback on warning receipt and comprehension.
Component 3: Resilient Housing Reconstruction and Restoration	Beneficiary journey communication, eligibility and process clarity, tranche and verification guidance, safer construction communication, safeguards, dispute sensitivity, inclusion and GRM access.
Component 4: Project Management, Technical Assistance and Institutional Strengthening	National visibility, institutional credibility, PMIS/dashboard communication, capacity building, learning products, stakeholder reporting and knowledge management.
Component 5: Contingent Emergency Response Component	Pre-approved crisis communication, verified information streams, safety instructions, coordination with authorities and protection-sensitive messaging during emergency activation.

3.3 Why communication is delivery-critical

- **Service uptake and fairness:** Communities and beneficiaries need clear information on eligibility, processes, timelines, verification, support channels and grievance options.
- **Trust and social accountability:** Two-way engagement, credible disclosure and GRM awareness reduce misinformation, exclusion, conflict and reputational risk.
- **Behavioral outcomes:** Safer construction, preparedness, warning response, asset care and community operation and maintenance require sustained SBCC, not only publicity.
- **National legitimacy and partner confidence:** Verified results, human-interest evidence and transparent reporting strengthen government, donor, media and public confidence.

4. Communication Objectives and Guiding Principles

4.1 Strategic objectives

- **Awareness:** Ensure stakeholders understand IFRAP purpose, benefits, eligibility, timelines, channels and ways to access support.
- **Participation and citizen engagement:** Enable communities to influence priorities, monitor delivery, participate in operation and maintenance and provide feedback.
- **Inclusion and protection:** Reach women, persons with disabilities, minorities, youth and other vulnerable groups through tailored, safe and accessible modalities.
- **Preparedness and resilience behaviors:** Strengthen early warning comprehension, timely action, safer housing practices and risk-reducing household and community behavior.
- **Transparency and accountability:** Proactively disclose project information, promote GRM awareness and close the feedback loop with communities.
- **Stakeholder engagement and resource mobilization:** Support national engagement with government, development partners, civil society, academia, media and private sector actors through credible evidence.
- **Reputation and risk management:** Reduce rumor and misinformation impact and maintain confidence during delays, disputes, incidents or emergencies.

4.2 Guiding principles

Principle	Application
One narrative, many voices	Use a single fact base and message architecture, while adapting language, messenger and format to each audience and context.
Two-way by default	Every disclosure or campaign channel should include a feedback pathway, including GRM referral where relevant.
Evidence-based communication	Claims must be supported by verified data, approved milestones, signed records, PMIS information or field evidence.
Safeguards-sensitive and do-no-harm	Protect personal data, avoid exposing vulnerable households, respect consent and avoid content that inflames conflict or risk.
Inclusion and accessibility	Design for low literacy, limited connectivity, disability access, local languages, women-only engagement options and safe participation.
Political neutrality	Focus on institutions, services, rights, resilience and results; avoid partisan framing, personal promotion or claims not grounded in approved project evidence.
Adaptive management	Use feedback, analytics, GRM trends, field learning and media monitoring to improve messages and activities over time.

5. Stakeholder and Audience Framework

Stakeholder engagement under IFRAP follows the principles of openness, informed participation, inclusiveness and sensitivity. Communication planning should be audience-led, with distinct information needs, channels, language requirements and feedback mechanisms for each group.

Audience cluster	Primary information needs	Preferred channels	Primary lead
Flood-affected communities and beneficiaries	Eligibility, process steps, timelines, technical guidance, GRM access, safety and inclusion information.	Community meetings, VRCs, local radio, posters, leaflets, SMS/WhatsApp where feasible, mosque/community announcements.	PIUs/HRU, with firm support for approved packaging and amplification.
Community structures and local influencers	Project updates, role clarity, rumor correction, O&M responsibilities and referral to GRM or focal persons.	Dialogue sessions, briefing packs, WhatsApp groups, local media and community announcements.	PIUs/HRU.
Provincial government and district administration	Coordination, progress evidence, safeguards compliance, event planning and local risk issues.	Official correspondence, coordination meetings, dashboards, provincial media and field briefings.	PIUs with FPMU support.
Federal ministries and national institutions	National progress, policy relevance, cross-component coherence, risk updates and partner coordination.	Briefs, dashboards, national events, media briefings and policy notes.	FPMU.
World Bank and development partners	Results evidence, compliance reporting, safeguards-sensitive stories, learning and scalability.	Quarterly reports, documentaries, dashboards, field visits, briefs and learning products.	FPMU.
Media and general public	Credible updates, human-interest stories, preparedness messaging, milestones and clarity on GRM.	Press releases, interviews, media visits, social media, broadcast content and online news.	FPMU for national; PIUs for local.
Private sector, CSR and PPP partners	Impact narratives, partnership entry points, investment relevance and collaboration pathways.	Roundtables, pitch decks, LinkedIn, PR, stakeholder packs and briefing notes.	FPMU.
Youth, academia and civil society	Learning, civic engagement, internships, innovation, monitoring, resilience and constructive participation pathways.	University sessions, digital campaigns, competitions, webinars and social platforms.	FPMU with PIU support.

6. Strategic Approach and Theory of Change

IFRAP communication is treated as a delivery enabler rather than a visibility add-on. It combines participatory Communication for Development, results-oriented theory of change and Social and Behavior Change Communication to translate project delivery into trusted services, informed public participation and sustained resilience behavior.

6.1 Results pathway

1. People receive clear, timely, localized information and know where to ask questions.
2. People understand the process, perceive it as fair and trust the sources providing information.
3. People participate in planning, monitoring, preparedness and maintenance, and use formal feedback or GRM channels when needed.
4. Households and communities adopt safer construction, early action, preparedness and asset-care behaviors.
5. Resilience outcomes persist because community ownership, institutional transparency and behavior change continue beyond individual activities.

6.2 Communication lenses

Lens	Role in IFRAP communication	What it enables
C4D	Promotes two-way communication, participation and accountability.	Trust, inclusion, rumor resistance and community ownership.
Theory of Change	Links communication outputs to intermediate outcomes and PDO contribution.	Measurable pathways, learning and adaptive management.
SBCC	Designs communication around desired behaviors, not only awareness.	Safer construction, early warning response, O&M and preparedness behaviors.
Behavior driver analysis	Identifies barriers, motivators and social norms.	Localized messages grounded in trust, norms, access, ability and skills.
Campaign optimization	Uses evidence, testing and analytics to improve digital products and audience response.	Better reach, engagement, understanding, recall and action.

Youth-focused communication in Balochistan should reinforce constructive civic engagement, shared responsibility for public assets, resilience leadership and confidence that communities are seen, included and able to provide feedback. Messaging should remain factual, non-partisan and grounded in approved project evidence.

7. Governance, Coordination and Operating Model

7.1 Roles by level

- **MoPD&SI/FPMU:** Owns national narrative, approvals, federal stakeholder engagement, donor and partner communication, media positioning, digital visibility direction, reporting consolidation and quality assurance.
- **Communication firm:** Supports FPMU by operationalizing the strategy, preparing editorial plans, producing multimedia and written outputs, managing digital amplification, moderation, WhatsApp updates, SEO, analytics, archive and handover systems as per TOR.
- **PIUs:** Lead localized disclosure and engagement for Components 1 and 2, support field content capture, coordinate with district administration and local media, and provide verified field updates.
- **HRU:** Leads Component 3 beneficiary journey communication, housing-related field outreach, safeguards-sensitive documentation and housing evidence inputs.
- **PMD and technical leads:** Validate hydromet and technical messages, warning interpretation content and technical accuracy for component-specific communication.
- **Safeguards, GRM and M&E teams:** Ensure content is safe, accurate, consent-based, privacy-compliant, linked to GRM pathways and consistent with monitoring systems.

7.2 Coordination mechanisms

Mechanism	Purpose	Expected output
Communications Working Group	Monthly planning and review chaired or convened by FPMU with PIU, HRU, safeguards and M&E participation.	Approved monthly calendar, key messages, evidence needs, risk review and follow-up actions.
Single source of truth	Shared fact base, Q&A, asset library, terminology and approval records.	Reduced contradiction, faster clearance and consistent message discipline.
Editorial calendar	Rolling content and campaign plan aligned to component milestones, seasons, events and reporting needs.	Predictable content pipeline and clear ownership.
Field-to-federal evidence flow	Structured collection of verified stories, photos, videos, beneficiary consent and milestone updates.	Publication-ready national content based on authentic field evidence.
Approval workflow	Defined review, clearance and escalation process for routine, urgent and sensitive outputs.	Timely publication with safeguards and reputational protection.

7.3 RACI for core communication functions

Function	FPMU	PIUs/HRU/PMD	Firm	Safeguards/M&E
Message pillars, Q&A and brand guidance	Accountable / Approves	Consulted	Drafts and packages	Consulted for accuracy and risk
Monthly editorial calendar	Accountable / Approves	Provides inputs	Responsible for preparation	Consulted
Community engagement and local disclosure	Consulted / coordinates	Accountable / Responsible	Supports through materials and documentation as assigned	Consulted / validates safeguards
National PR and media placement	Accountable / spokesperson direction	Provides field facts	Responsible for drafting, pitching and coordination as approved	Consulted
Multimedia production and localization	Accountable / approves	Provides access and field evidence	Responsible for production and localization	Validates consent and risk
Digital platforms, paid amplification and SEO	Accountable / approves	Provides inputs	Responsible as per TOR	Consulted for sensitive content
Moderation and WhatsApp management	Accountable for protocol	Provides referral points	Responsible for routine management and logs	Defines escalation and GRM referral rules
Analytics, dashboard and archive	Accountable	Provides component data	Responsible for dashboard packaging, performance reports and archive	Quality checks and disaggregation

R=Responsible, A=Accountable, C=Consulted, and I=Informed

8. Message Architecture and Content Standards

8.1 Core narrative

IFRAP supports flood-affected communities in Balochistan to rebuild services, homes and resilience through transparent, inclusive and evidence-based processes that communities can see, shape and verify.

8.2 Message pillars

Pillar	Meaning for content
Delivery and dignity	Practical improvements in services, housing, safety and livelihoods should be communicated through respectful community-centered stories.
Build back better	Infrastructure, hydromet services and housing communication should emphasize climate and multi-hazard resilience in plain language.

Pillar	Meaning for content
Fairness and transparency	Explain selection, eligibility, verification, timelines, documentation, grievance pathways and zero tolerance for corruption.
Inclusion and protection	Show how women, persons with disabilities, vulnerable households and low-literacy groups can access information and support safely.
Preparedness and risk reduction	Promote trusted warnings, early action, safer construction, asset care and household preparedness.
Partnership and national value	Present federal, provincial and partner collaboration as institutional, public-interest work, not individual promotion.

8.3 Content standards and guardrails

- Use approved project terminology and facts; avoid unverified claims, exaggerated impact statements or premature announcements.
- Do not publish personal data, beneficiary lists, identifiable complaint details, sensitive location information or images without valid consent.
- Use Urdu and English for national audiences, and relevant local languages such as Balochi, Brahui, Pashto and other locally required languages for community-facing materials.
- Include captions/subtitles for videos, readable graphics, alt-text or descriptive captions where possible, and audio/visual formats for low-literacy audiences.
- Keep communication institution-focused, service-focused and non-partisan.
- When discussing grievances, eligibility or disputes, refer people to official channels rather than resolving cases through public comments or informal digital exchanges.

9. TOR-Aligned Service Streams for the Communication Firm

The following service streams translate this broad strategy into practical guidance for firms responding to the TOR. They do not replace the TOR deliverable table; they explain the quality and integration expectations behind those deliverables.

9.1 Strategy operationalization and editorial planning

- Review this strategy and prepare an operationalization plan that identifies content themes, approval routes, component evidence needs, campaign windows and reporting templates.
- Prepare monthly editorial calendars aligned to project milestones, seasonal risks, media opportunities, community feedback themes and FPMU priorities.
- Support quarterly strategy refreshes based on analytics, field learning, GRM themes, media monitoring, component progress and risk context.

9.2 Multimedia, visual and written content production

- Produce platform-ready short-form content, long-form documentaries or video reports, graphics, infographics, articles, blogs, scripts, captions, FAQs and story packages using verified evidence.
- Ensure all beneficiary-facing content follows consent, dignity, privacy and safeguards protocols.
- Translate complex technical information into clear public communication without losing accuracy.
- Package each content item for the intended channel, including aspect ratio, subtitle, thumbnail, caption, language and accessibility requirements.

9.3 Field documentation and evidence packaging

- Undertake FPMU-approved field documentation missions in coordination with PIUs, HRU, PMD, district authorities and safeguards teams.
- Capture before/after evidence, community voice, milestone verification, technical explanations, consent records and metadata required for reporting and archiving.
- Respect the boundary between documentation and implementation: the firm may document, package and amplify evidence, but community mobilization, beneficiary verification, safeguards decisions and GRM case handling remain with project authorities.

9.4 Media outreach, stakeholder amplification and share packs

- Develop national and international media stories, interviews, press notes and media kits based on approved milestones and evidence.
- Prepare stakeholder amplification packs that allow federal, provincial, partner and institutional accounts to share consistent messages.
- Maintain spokesperson lines, hard-question Q&A and media response guidance for sensitive or high-interest issues.
- Coordinate media engagement so that field visits, photography, filming and interviews are safe, consent-based and aligned with project protocols.

9.5 Digital platforms, paid amplification, SEO and audience growth

- Manage digital content planning, platform optimization and SEO reporting for approved channels in line with FPMU direction.
- Design paid and organic amplification so that communication products reach intended audiences, especially during preparedness windows, major milestones, GRM awareness pushes and national visibility moments.
- Use ethical audience growth and campaign optimization practices; avoid misleading targeting, inflated metrics, clickbait or content that undermines institutional credibility.
- Maintain campaign testing and optimization logs that show what was tested, what was learned and how future content was adjusted.

9.6 WhatsApp Channel management, community engagement and moderation

- Manage approved WhatsApp Channel updates as a formal information stream, using verified, concise and shareable messages.
- Moderate digital interactions using an FPMU-approved response matrix that distinguishes routine public information, misinformation, complaints, safeguarding issues, abuse and emergencies.
- Do not adjudicate eligibility, grants, grievances or disputes through public comment threads or informal chats. Refer cases to official GRM or designated focal points.
- Maintain auditable engagement logs, escalation records and issue summaries for monthly and quarterly reporting.

9.7 Analytics, dashboards, archive and handover

- Maintain a centralized digital content archive with approved file naming, metadata, consent records, versions, raw/edited assets and handover-ready structure.
- Prepare performance dashboards and quarterly reports covering reach, engagement, video performance, paid campaign results, audience growth, moderation themes, WhatsApp performance, SEO, media coverage, inclusion indicators and lessons learned.
- Ensure reporting is useful for FPMU decision-making, not only activity counting. Each reporting cycle should include interpretation and recommendations.
- Prepare a final knowledge handover package including asset archive, performance summary, lessons, templates, recommendations and continuity guidance.

10. Component-Wise Integration Framework

The firm should not treat IFRAP communication as separate campaigns for separate components. Component information must feed a single national narrative while preserving the distinct delivery realities and stakeholder needs of each component.

Component	Priority communication focus	Evidence to capture	Firm integration role
Component 1: Community Infrastructure Rehabilitation	Selection transparency, work progress, site safety, service restoration, community monitoring, O&M and GRM.	Before/after visuals, worksite milestones, community use, safety notices, O&M actions and local feedback.	Package verified infrastructure progress into national stories, explainer graphics, short videos, photo essays and milestone updates.

Component	Priority communication focus	Evidence to capture	Firm integration role
Component 2: Modernization of Hydromet & Climate Services	Warning interpretation, trusted sources, relay networks, preparedness action and seasonal learning.	Demonstrations, warning messages, community understanding, relay drills, seasonal preparedness sessions and PMD improvements.	Translate technical hydromet improvements into plain-language explainers, seasonal campaigns and preparedness content.
Component 3: Resilient Housing Reconstruction	Beneficiary journey, eligibility, tranches, verification, safer construction, inclusion, safeguards and GRM.	Beneficiary stories with consent, construction guidance, training, tranche process explainers and safeguards-sensitive documentation.	Support national packaging of housing progress while respecting HRU-led field communication and beneficiary privacy.
Component 4: Project management and institutional strengthening	Systems, transparency, capacity, PMIS, internships, dashboards, learning and institutional performance.	Training, dashboard improvements, partner briefings, learning notes, systems evidence and institutional milestones.	Create policy-relevant briefs, dashboards, digital content and learning products that build confidence and transparency.
Component 5: CERC	Emergency information readiness, verified updates, safety instructions and rumor control.	Pre-approved templates, verified facts, official instructions and post-incident learning.	Support rapid packaging of verified information under FPMU-approved crisis protocols.

11. Grassroots Communication and Community Engagement Guidance

Although the TOR focuses on national digital communications, visibility and amplification, the national communication function must remain grounded in field realities. The firm should use grassroots engagement evidence responsibly and support FPMU with materials that strengthen, rather than substitute, PIU and HRU community engagement.

11.1 Community communication toolkit

- Community dialogue scripts and talking points aligned to approved Q&A.
- Low-literacy IEC templates, pictorial explainers and audio scripts.
- Site-board and public disclosure templates including project scope, timeline, safety and GRM information.
- Beneficiary journey guides for housing reconstruction and verification processes.
- Preparedness checklists for hydromet and flood risk communication.
- You said / we did templates to support feedback closure.

11.2 Inclusion modalities

- **Women:** Women-only meetings facilitated by female staff where appropriate; safe venues, suitable timing and privacy-sensitive documentation.
- **Persons with disabilities:** Accessible venues, clear audio/visual content, home visit or phone options where feasible and accessible formats.
- **Low-literacy audiences:** Prioritize visuals, demonstrations, radio, community announcements and verbal explanation over text-heavy products.
- **Vulnerable and sensitive cases:** Use survivor-centered, non-identifying and referral-based communication; never expose personal cases publicly.

12. Safeguards, Consent, GRM and Digital Moderation Protocol

12.1 Safeguards-sensitive content production

- Obtain informed consent before photographing, filming or naming individuals, especially beneficiaries, women, children, persons with disabilities and vulnerable households.

- Use consent forms or documented consent processes approved by FPMU and safeguards teams.
- Avoid images or details that reveal complaint identity, land disputes, household vulnerabilities, exact locations of sensitive cases or information that could create retaliation risk.
- Do not stage beneficiary stories or pressure participants to provide positive statements.
- Store raw media and consent records securely in the digital archive.

12.2 GRM communication

- GRM information should be embedded in relevant materials, events, site communication, social content and WhatsApp updates.
- Communication should explain how to submit a complaint, what information is needed, expected response channels, confidentiality protections and escalation routes.
- Public communication should promote GRM access but should not publicly discuss individual complaint details.
- Recurring themes from GRM and digital comments should inform monthly content planning and operational feedback to FPMU.

12.3 Digital moderation escalation matrix

Type of interaction	Routine response	Escalation
General project information request	Respond using approved FAQ or refer to official page/WhatsApp update.	Log if recurring or unclear.
Eligibility, grant or verification question	Provide general process information only; do not decide individual status.	Refer to official project focal point or GRM.
Complaint or grievance	Acknowledge and provide GRM pathway; avoid public back-and-forth on details.	Escalate to GRM/focal point according to approved protocol.
Misinformation or rumor	Use approved clarification; keep tone factual and non-confrontational.	Escalate repeated or high-risk rumors to FPMU for response.
Safeguarding, abuse, threat or sensitive disclosure	Do not investigate publicly; avoid asking for sensitive details in open channels.	Immediately escalate to designated safeguards/GRM focal point.
Emergency or incident	Share only verified official information and safety instructions.	Activate crisis communication protocol through FPMU.

13. Media, Digital and Content Production Strategy

13.1 Owned channels

Owned channels should serve as authoritative sources for approved updates, FAQs, milestone evidence, campaign content, GRM visibility and stakeholder-facing information. Content should be platform-specific, accessible, localized when required and archived systematically.

13.2 Earned media

Earned media should focus on verified results, beneficiary impact, resilience learning, preparedness, institutional collaboration and policy relevance. Media engagement must be evidence-first, safeguards-sensitive and coordinated with FPMU-approved spokesperson guidance.

13.3 Paid and amplified media

Paid amplification should be used selectively for high-priority objectives such as preparedness actions, GRM awareness, housing technical guidance, stakeholder visibility and major milestones. Campaigns should include audience logic, creative testing, performance review and optimization records.

13.4 Content types

Content type	Purpose	Quality expectation
Explainers	Clarify processes, warning meanings, eligibility, tranches, GRM and preparedness actions.	Plain language, visual, localized, accurate and short enough for intended channels.

Content type	Purpose	Quality expectation
Human-interest stories	Show dignity, community voice, inclusion and practical improvements.	Consent-based, non-exploitative, evidence-backed and safeguards reviewed.
Data-backed updates	Report milestones, district progress, service restoration and dashboard findings.	Verified source, clear visualization and no unsupported claims.
Documentaries/video reports	Provide integrated quarterly or milestone visibility across components.	Broadcast-grade, cross-component, subtitled/localized and approval-ready.
Share packs	Enable coordinated amplification by stakeholders.	Consistent messages, pre-approved captions, visual assets and posting guidance.
FAQs and scripts	Support moderation, spokespersons, field teams and media engagement.	Approved, regularly refreshed and aligned with GRM/safeguards protocols.

14. Monitoring, Evaluation, Analytics and Learning

Communication performance should be measured through a PMIS-linked or PMIS-compatible reporting logic that combines activity delivery, quality, audience response, inclusion, safeguards compliance and learning. The selected firm should help FPMU move beyond output counting toward evidence-based communication management.

KPI category	Examples of indicators
Reach and visibility	Platform reach, impressions, website sessions, media pickup, stakeholder amplification and audience growth.
Engagement and content quality	Engagement rate, watch time, completion rate, saves/shares, comments, sentiment snapshots and content approval performance.
Localization and accessibility	Localized outputs, subtitles, language adaptation, captioning and accessible formats.
Campaign performance	Paid campaign delivery, cost-efficiency metrics, audience response, A/B testing outcomes and optimization actions.
Moderation and community interaction	Interaction volume, response categories, escalation logs, rumor themes, misinformation corrections and referral patterns.
GRM and accountability communication	GRM awareness pushes, referral consistency, closure communication instances and recurrent complaint themes for content adaptation.
Inclusion	Disaggregated participation where feasible, women-focused communication outputs, PWD-sensitive formats and vulnerable group outreach evidence.
Archive and compliance	Asset metadata completeness, consent records, approval records, file naming, version control and handover readiness.
Learning and adaptation	Monthly insights, quarterly recommendations, message refreshes, channel adjustments and lessons learned.

14.1 Reporting rhythm

- Monthly: editorial calendar update, content log, campaign status, digital performance snapshot, moderation themes and upcoming evidence needs.
- Quarterly: integrated performance dashboard, campaign learning, media analysis, stakeholder amplification review, archive status and strategy refresh recommendations.
- Annually or at major milestones: learning note, content portfolio, cross-component results package and updated audience/message priorities.
- Completion: final performance summary, lessons learned, recommendations, templates and full digital asset handover.

15. Risk Management, Rumor Tracking and Crisis Communication

Risk	Mitigation approach
Misinformation and rumors	Maintain rumor log, issue approved clarifications, use trusted messengers and coordinate digital and field responses.
Eligibility, delay or dispute-related tension	Communicate process steps and constraints clearly, promote GRM and avoid case-by-case public arguments.

Risk	Mitigation approach
Safeguarding or exploitation risk	Use survivor-centered language, avoid public details, escalate through safeguards protocols and protect identities.
Privacy and data protection risk	Do not publish beneficiary lists or personal data; secure raw assets and consent records.
Security and access constraints	Coordinate field movement and media visits with FPMU, PIUs, district administration and safeguards teams.
Premature or exaggerated claims	Publish only approved milestones and verified evidence; correct errors transparently.

15.1 Crisis communication rules

- Facts before speed: issue a holding statement only when necessary and avoid speculation.
- Single spokesperson discipline: IFRAP approved spokespersons (Project Director & Communications Specialist) and cleared lines.
- Verified local facts: PIUs/HRU/PMD provide field facts; FPMU approves national communication.
- Protection first: avoid blame, exposure, personal details and inflammatory language.
- Post-incident learning: document lessons and update protocols, scripts and risk registers.

16. Implementation Sequencing

The strategy will be implemented across the IFRAP communication implementation period through a phased approach aligned to the TOR. Exact contractual timelines and deliverable frequencies remain governed by the TOR.

Phase	Primary focus	Key outputs
Phase 1: Set-up and alignment	Inception, governance, editorial system, approvals, evidence flow, archive structure, baseline analytics and quick-win content.	Operationalization plan, master Q&A, editorial calendar, content templates, moderation protocol, dashboard schema and initial asset library.
Phase 2: Scale and standardize	Regular multimedia production, national visibility, stakeholder amplification, seasonal campaigns, reporting discipline and field documentation.	Cross-component content pipeline, campaign plans, documentaries/video reports, media stories, share packs, performance dashboards and quarterly strategy refreshes.
Phase 3: Consolidate and institutionalize	Learning, handover, sustainability, final results storytelling and institutional memory.	Final content portfolio, lessons learned, archive handover, templates, recommendations and continuity guidance.

17. Guidance for Firms Preparing Technical Proposals

Bidders should use this strategy to demonstrate not only production capacity but also strategic judgment, safeguards discipline, coordination ability and evidence-based campaign management. A strong proposal should show how the firm will convert this broad framework into a practical, FPMU-approved implementation system.

17.1 Firms should demonstrate

- Understanding of IFRAP components and how field-level evidence will be integrated into one national narrative.
- A practical methodology for strategy operationalization, monthly editorial planning and quarterly refreshes.
- Production capacity for platform-ready multimedia, visual, written and localized content.
- Approach to field documentation that protects consent, dignity, privacy and safeguards requirements.
- Media outreach and stakeholder amplification methodology grounded in verified milestones and approved messages.
- Digital platform, SEO, paid campaign, audience growth and optimization approach with ethical performance management.

- Moderation and WhatsApp Channel management plan linked to GRM, safeguards and escalation protocols.
- Analytics and dashboard approach that supports decision-making and PMIS-compatible reporting.
- Digital archive and final handover methodology that preserves institutional memory.
- Coordination plan with FPMU, PIUs, HRU, PMD, safeguards, M&E and other stakeholders.

17.2 Firms should avoid

- Treating IFRAP communication as generic publicity without connection to service delivery, safeguards, GRM and behavior change.
- Overpromising impact claims that cannot be verified through project evidence.
- Confusing digital moderation with formal grievance handling.
- Replacing local engagement structures or bypassing FPMU approvals.
- Producing content that is visually strong but technically inaccurate, politically risky, insensitive or not consent-based.
- Reporting only activity counts without interpretation, learning or corrective recommendations.

Annex A. Component Communication Priorities

Area	Component 1	Component 2	Component 3	Component 4 / 5
Public information	Works, timelines, disruptions, safety and service restoration.	Warnings, official sources and seasonal preparedness.	Eligibility, verification, tranches and safer construction.	Systems, dashboards, emergency updates and institutional learning.
Behavior change	Asset care, O&M and safe worksite behavior.	Early warning response and household preparedness.	Multi-hazard resilient construction and safe household practices.	Service orientation, transparency and emergency communication discipline.
Evidence for national content	Before/after assets, community feedback and completed services.	PMD improvements, warning relay and community preparedness.	Beneficiary stories, training, construction guidance and safeguards.	PMIS, capacity building, partner engagement and crisis readiness.
Primary local lead	PIUs.	PMD/PIUs.	HRU.	FPMU communications specialist with relevant technical leads.
Firm support	Packaging, storytelling, media and digital amplification.	Plain-language explainers and seasonal campaigns.	National visibility products with HRU-approved evidence.	Dashboards, stakeholder packs, reports and crisis support.

Annex B. Minimum Content Governance Checklist

Checklist item	Question to confirm before publication
Fact verification	Is every claim supported by approved project evidence or a cleared source?
Approval	Has the appropriate FPMU/technical/safeguards approval been obtained?
Consent	Are consent records available for all identifiable people, images and stories?
Privacy	Does the content avoid personal data, complaint details and sensitive location information?
Language and accessibility	Is the content understandable, localized and accessible for the intended audience?
GRM referral	Does the content include or refer to GRM information where relevant?
Neutrality	Does the content avoid partisan framing, personal promotion and exaggerated claims?
Archive	Are source files, edited files, metadata, captions, approvals and consent records stored properly?

Annex C. Digital Archive and File Management Standards

- Use a centralized folder structure organized by component, date, location, content type, approval status and campaign/event.
- Maintain separate folders for raw assets, edited masters, platform exports, captions, subtitles, scripts, thumbnails, approvals and consent records.
- Apply consistent file naming that includes date, component, district/location, subject, version and language where applicable.

- Preserve metadata for field documentation, including location, date, content owner, consent status, photographer/videographer, component and intended use.
- Maintain an asset register that can support PMIS reporting, audit, reuse and final handover.
- Do not store sensitive consent records or vulnerable case information in publicly accessible folders.

Annex D. Stakeholder Inventory and Language Considerations

Detailed stakeholder lists should remain living documents maintained by the CWG and refreshed regularly. The following clusters should guide audience targeting and localization planning:

- Provincial government departments, district administration, PDMA/DDMA structures and relevant line departments.
- Federal and national institutions including MoPD&SI, NDMA, PMD, EAD and relevant ministries.
- Communities, VRCs, local elders, religious leaders, women groups, youth groups, farmers and water user associations.
- Civil society, NGOs, UN agencies, academia, research institutions and private sector partners.
- Regional, national and international media, including print, electronic, digital and community radio outlets.

National communication should generally use Urdu and English. Community-facing communication in Balochistan should use locally relevant languages such as Balochi, Brahui, Pashto and others as appropriate. Where connectivity is limited, radio, mosque/community announcements, face-to-face engagement and visual/audio materials should remain central.

Annex E. Final Note for Procurement Use

This annex is intended to help firms understand the broader communication ecosystem into which their TOR services will fit. It should encourage technically sound, safeguards-sensitive and operationally realistic proposals. It should not be read as adding financial information or replacing the contractual provisions of the TOR. The selected firm will be expected to work under FPMU oversight and in coordination with relevant technical teams.