



Integrated Food Security Phase Classification
Evidence and Standards for Better Food Security and Nutrition Decisions

IPC Global Strategic Programme 2019 - 2022

**Towards improved
evidence based decision
making at global,
regional, and country
levels in response to
food insecurity and
malnutrition**

The IPC Global Partners



IPC Funding Partners



TABLE OF CONTENTS

GENERAL CONTEXT 1

RATIONALE 4

GEOGRAPHIC SCOPE 5

OVERALL STRATEGIC OBJECTIVE AND PROGRAMME OUTCOMES 6

OUTCOME 1: QUALITY OF IPC OUTPUTS IS IMPROVED 7

OUTCOME 2: IPC TOOLS AND PROCEDURES ARE RESPONSIVE TO EVOLVING
ANALYTICAL DEVELOPMENTS 12

OUTCOME 3: AT GLOBAL, REGIONAL AND COUNTRY LEVEL, IPC IS SUPPORTED
BY INCLUSIVE AND SUSTAINABLE PROCESSES AND STRUCTURES 16

OUTCOME 4: IPC INFORMATION IS EFFICIENTLY COMMUNICATED AND
ACCESSIBLE TO ALL STAKEHOLDERS 20

MONITORING, EVALUATION AND LEARNING 22

SUSTAINABILITY 23

FINANCIAL REQUIREMENTS 24

ANNEX I - LOGICAL FRAMEWORK MATRIX 25

ANNEX II – COUNTRIES USING IPC SCALES AS OF DECEMBER 2018 32

ANNEX III – ORGANIGRAM OF IPC GLOBAL SUPPORT UNIT 34



GENERAL CONTEXT

Food insecurity and malnutrition affect millions of people across the world every year. The Global Report on Food Crises has consistently shown that, year on year, more than 100 million people have faced periods of food crisis. According to the latest report, in 2018, an estimated 113 million people across 53 countries were severely food insecure and in need of urgent action. An additional 143 million people in a subset of 42 countries were found to be living in *Stressed* conditions and risked slipping into *Crisis* or worse if faced with a shock or stressor. The report also highlighted the high levels of acute and chronic malnutrition in children living in emergency conditions.¹

Food insecurity is not only more widespread, but also more severe. In 2017, for the first time since 2011, Famine (IPC Phase 5) was declared in two counties of South Sudan and several other countries faced Emergency situations of food insecurity. Food crises are becoming more complex and prolonged. While in the late 90s only four countries were considered in protracted crises, they are now over 20.

Access to sufficient food of adequate quality for a normal and healthy life is impeded by exposure to shocks including man-made and natural disasters, conflict, structural and political issues and climate-related shocks. While protracted and/or frequent food crises have dire consequences for human and economic development, chronic food insecurity and malnutrition translate into limited resilience to shocks and negative outcomes in terms of health and economic productivity of a given population.

The State of Food Security and Nutrition in the World (SOFI) 2018 highlights that the number of chronically undernourished people in the world increased from 804 million in 2016 to 821 million in 2017, although still down from the 900 million estimated in 2000.² In 2017, some 151 million children under five (22 per cent) were stunted, and a further 50 million were wasted. Poor nutrition contributes to an estimated 45 per cent of all deaths in children under five.³

According to WHO's Stunting Policy Brief,⁴ stunting before the age of two years predicts poorer cognitive and educational outcomes in later life, and has significant economic consequences affecting individuals, households and communities. The World Bank estimated that stunted children earn 20 per cent less when they are adults as compared to non-stunted individuals. Malnourished adults are also likely to have higher absenteeism because of illness. In addition to its effects on immune functions, poor nutrition also increases susceptibility to chronic diseases in adulthood. It is estimated that about 60 per cent of all deaths around the world and 47 per cent of the burden of disease can be attributed to diet-related chronic diseases. About two-thirds of deaths linked to these diseases occur in the developing world.

The 2030 Agenda for Sustainable Development and the UN Decade of Action on Nutrition 2016–2025 place food security and nutrition at the forefront of the global agenda, calling on all countries and stakeholders to act together to end food insecurity and prevent all forms of malnutrition by 2030. This goal is to be achieved against global population growth, which is projected to rise from the current 7.3 billion to 8.5 billion people by 2030.⁵

IPC classifications provide information on the scale and severity of food insecurity and malnutrition. Now introduced in 35 countries across the world, IPC is used as the common tool for food security classification in about two thirds of the most severe food crisis contexts identified in the Global Report on Food Crises every year. Together with the *Cadre Harmonisé* (CH), which covers another 18 countries in West Africa and the Sahel, the IPC remains the global standard for integrated, multi-sectoral and consensus based analysis of food insecurity and acute malnutrition.

¹ Food Security Information Network, 2019. *Global Report on Food Crises 2019. Estimations contained in the Global Reports on Food Crises and related to the number of people that experience food insecurity around the world are largely based on the estimations provided by the IPC and the Cadre Harmonisé (CH).*

² FAO, IFAD, UNICEF, WFP and WHO, 2018. *The State of Food Security and Nutrition in the World.*

³ IFPRI 2017. *Global Food Policy Report.*

⁴ WHO, 2014. *WHA Global Nutrition Targets 2015: Stunting Policy Brief.*

⁵ UN, 2017. *Sustainable Development Goals.*



Specific Context

The 2014-2018 IPC Global Strategic Programme achieved a significant expansion of the IPC initiative. The number of protocols was expanded from one (Acute Food Insecurity) to three (with the addition of Acute Malnutrition and Chronic Food Insecurity). The number of countries in which IPC was applied rose to 35, with multiple countries implementing more than one protocol over time, and routine cycles of analysis established in a range of countries (see annex II). Important new partnerships were developed, including with UNICEF, the Global Nutrition Cluster and with three regional entities (*Sistema de Integración Centroamericana* (SICA), the Horn of Africa's Intergovernmental Authority on Development (IGAD) and the Southern African Development Community (SADC)) thereby deepening the stakeholder base of IPC participating institutions. IPC analysis played a major role in drawing attention to some of the worst food crises in the world, including Somalia, South Sudan, Syria and Yemen.

Drawing attention to protracted crises and persistent food insecurity, the IPC Chronic Food Insecurity (CFI) scale was rolled out in 17 countries between 2014 and 2018. With support from the Department for International Development of the United Kingdom (DFID), the IPC Global Support Unit (GSU) conducted three applied consultative case studies (in Bangladesh, Philippines and Uganda) thereby testing the ability of the IPC CFI to provide actionable information to enable better policy, programming and investment decisions that are aimed at addressing the root causes of chronic food insecurity. On the nutrition front, the Acute Malnutrition (AMN) protocol was successfully introduced in 13 countries.

The IPC Certification Programme was launched in July 2013 to certify Acute Food Insecurity Analysis (AFI) practitioners. This process continues, and expansion to include AMN and CFI protocols is underway. IPC certified trainers and facilitators now include a total of 900 IPC AFI Level 1 Certified Analysts and 115 Certified Level 2 Trainers. All of the 26 countries that regularly undertake IPC AFI analysis have at least two IPC Level 2 Trainers in situ. Given the nature and frequency of

acute crises, maintaining high numbers of IPC Level 2 certified trainers and facilitators in IPC Acute Food Insecurity and IPC Acute Malnutrition analysis is of importance for IPC sustainability at country level. For Chronic Food Insecurity analysis, certification efforts will be more focused on building capacities at the global and regional level.

The 2014-2018 IPC Global Strategic Programme (GSP) culminated with the drafting of the IPC Technical Manual Version 3.0, a collaboratively developed publication which provides the procedures and tools necessary to undertake all three IPC scales. The 2019-2022 IPC GSP will promote and support the roll-out and consolidation of the revised protocols contained in Manual 3.0, creating an opportunity to diversify the training and capacity development portfolio harmonized across all scales. For instance, all IPC e-learning materials will be brought together into one platform, encompassing the three IPC scales.

The 2019-2022 GSP is the product of a series of strategic reflections that took place over the past few years. In late 2016, the external Mid-Term Review of the IPC GSP provided strategic recommendations for IPC across the board. In mid-2017, a review of the FAO-EU Partnership Programmes FIRST and INFORMED, of which IPC is a major component, was conducted to assess the relevance of these initiatives for key stakeholders, identifying gaps and possible areas of improvement to ensure new priorities and demand for actionable evidence are addressed.⁶ In October 2017, the IPC GSU convened a series of strategic planning discussions in Rome with IPC personnel from across the world, with an eye towards crafting the next strategic phase. Finally, in late 2018, the final evaluation of the IPC GSP 2014-2018, which placed use of the IPC at the centre-stage of the exercise provided recommendations for the next phase of the GSP (2019-2022).

Based on the above, as well as lessons learned from implementation, the IPC Partnership has identified important strengths of the IPC as a whole, but also some challenges. These have served to inform the development of the 2019-2022 GSP.

⁶ *The Food and Nutrition Security Impact, Resilience, Sustainability and Transformation (FIRST) is a policy assistance mechanism in support of improved food security, nutrition and sustainable agriculture in the selected priority countries, territories, and sub-regional organizations. The Information for Nutrition, Food Security and Resilience for Decision-making (INFORMED) Programme is a joint initiative between FAO and EC-DEVCO to increase resilience of vulnerable people's livelihoods to threats and crises.*



Those challenges include:

- Implementation of IPC could be more effective if there was better dissemination at global, regional and country level of best practices drawn from country-level experience.
- IPC has maintained an extensive Quality Review process, the impact of which could have been more significant if more systematic follow-up on the findings and recommendations took place.
- Food security and nutrition crisis events are complex and multidimensional. Information demand from decision-makers requires that this complexity and multidimensionality is captured and presented well. This has fuelled interest in the thematic extension of IPC, to cover, for instance, food insecure populations in urban areas, refugees and Internally Displaced Populations (IDPs). In addition, countries require a deeper understanding of the key drivers of chronic food insecurity, gender-specific patterns and/or, in the case of heavily decentralised governments, information at lower administrative level to inform economic investment decisions. In the same time, to be successful, the application of IPC at field level needs to remain simple and feasible.
- The Acute Food Insecurity scale is not fulfilling its early warning function well compared with its ability to capture the current status of food insecurity. In fact, most users of the IPC rely upon the current situation analysis for their decisions about forthcoming resource allocations, and not the projections. Stepping up the early warning role of the IPC has both technical and communication implications.
- The potential of the Chronic Food Insecurity scale in informing policies, programming and investment planning has not yet been realized. This results from various challenges including: limited data availability and quality, lack of granularity of the analysis, political sensitivity of the results, the challenge of translating the findings into recommendations and GSU's limited capacity to provide adequate support at country level, including for much needed engagement with potential users.
- Achieving the institutionalization of IPC by ensuring that IPC processes are embedded within

regional and country structures and institutional mechanisms is a process that is context-dependent. This requires a flexible approach that is specific to local context, with greater priority afforded to pluralistic, inclusive modes of partnership across all stakeholder organizations, not just a focus on government counterparts.

- Communications requirements have not always proactively addressed, but were attended to more reactively, responding to requests for support as they were received. Support to country-level IPC Technical Working Groups (TWG) has tended to focus on capacity building on technical topics to ensure the technical rigour of the analysis, giving less attention to the next step, i.e. communication. This has contributed to a context where there is limited communication at country level, which in turn impacts on suboptimal dissemination and uptake of IPC information.
- As IPC protocols and the number of IPC practitioners expanded, there has been an increase in usage of the Information Support System (ISS) and in the external and internal demand on ISS, certification database and other data and information systems, which need to be better addressed.

Over the course of the 2014-2018 GSP, IPC has gained new momentum but also became more complex, as demonstrated by the introduction of two new protocols and the completion of the IPC Technical Manual Version 3.0. In this next phase, the focus of the GSP will be on consolidating the gains made, building upon the experience of implementation drawn from the past four years. This central pivot of this GSP will be the introduction and adoption at country level of the IPC Technical Manual version 3.0.

The intention of this phase is not to maintain a strictly business-as-usual approach, but is rather to ensure the durability of the progress made over the previous strategic period. This entails ensuring that IPC analyses are not one-off events, but are part of the routine business of food security and nutrition analysis at country level, anticipating and responding to decision makers' needs. Moreover, since its inception, the IPC has maintained a steadfast focus on ensuring that feedback from practitioners and decision-makers is incorporated into all aspects of the IPC itself. This strategic phase proposes to do just that, based on the extensive



RATIONALE

guidance, recommendations and learning provided by stakeholders at global, regional and country levels. This feedback is buttressed by recommendations stemming from the above-mentioned programme review and evaluation processes.

With this focus on consolidation in mind, key elements of this GSP include:

- **Focusing on Food Crises:** Reaffirming the IPC's importance in food crises, the GSP will aim at improving IPC quality in key priority countries, with a special focus on those facing the worst food crises as identified by the Global Report on Food Crises. This will prioritize application of the AFI, targeted expansion of the AMN and CFI, and introduction of multi-scale analyses. This will also imply optimizing the early warning function of the IPC by improving the way IPC projections are developed and communicated.
- **Needs-based Technical Development:** The focus of technical development over the strategic period will be the rollout of the IPC Manual version 3.0, developing detailed technical guidance on specific topics (e.g. projection analysis) and refining the analytical tools to better identify the food insecure and malnourished populations. Further technical development will explore introducing IPC analysis for specific vulnerable populations, such as refugees/IDPs and food insecure urban populations and exploring possible adjustments to CFI protocols to better respond to the needs of decision makers. The IPC Partnership will also look into how to make best use of the major advances in advanced Information technologies and artificial intelligence in support of the IPC.
- **A commitment to quality:** As a stepping stone to Quality Assurance, capacity development efforts will be expanded following a continuous and flexible learning approach, which will include a wider range of training modalities for global, regional and country IPC practitioners. Furthermore, across countries, real time quality assurance measures will be prioritised over post hoc Quality Reviews, and will consist in providing technical support as needed, from the planning stages of data collection through to final dissemination of results.

- **Partnership, governance and institutionalization:** The IPC is collaborative and consensus driven in nature. This strategy will encourage IPC partner organizations to emulate their global-level commitments at regional and country levels, calling upon partners to strengthen the overall robustness of the IPC through their sector-specific expertise. Engagement at higher level and with IPC resource partners will also be sought to ensure that IPC is at the forefront of the global agenda on food security and nutrition. Where feasible, the governance of IPC at regional and country level will be strengthened to ensure improved integration of IPC into existing structures and systems for greater effectiveness, ownership and sustainability.

- **Stronger communication and information management:** The quality and utility of IPC analyses is sometimes offset by limited uptake and application of IPC information (that is, information both from and about IPC). This strategy will include communication and outreach activities at global, regional and country level aimed at increasing stakeholders' access to IPC information as well as awareness and understanding of IPC among decision-makers (thereby promoting the uptake of IPC findings). These efforts will be complemented by the introduction and coordination of a global network of communication specialists from IPC partner agencies as well as improved information management and increased support to countries for enhanced communication activities and dissemination of IPC findings.

With three protocols included in IPC Manual version 3.0, and with the overall strategic emphasis of the GSP on consolidation, this programme will focus on solidifying the use of IPC in those countries and regions covered by the last GSP. This does not preclude the inclusion of new countries, but selection will prioritize countries with complex food insecurity and malnutrition contexts and facing food crises.

The GSP envisions a total of 30 countries engaged on IPC over the course of the next four years.



IMPLEMENTATION CONSIDERATIONS AND GEOGRAPHIC SCOPE FOR THE THREE IPC SCALES

Acute Food Insecurity Scale

Overall, GSU will assist AFI analyses in at least 25 countries, most of which are already implementing IPC and receiving support from the IPC GSU. For those countries, the emphasis will be on increasing support in order to ensure quality, regularize the schedule of IPC analysis, and where applicable, increase the frequency of analyses and/or updating exercises. Importantly, support will be prioritised in the 10 countries facing the largest food crises in terms of severity and magnitude. Given the fluidity of crisis situations, priority countries Acute Food Insecurity Scale

Overall, GSU will assist AFI analyses in at least 25 countries, most of which are already implementing IPC and receiving support from the IPC GSU. For those countries, the emphasis will be on increasing support in order to ensure quality, regularize the schedule of IPC analysis, and where applicable, increase the frequency of analyses and/or updating exercises. Importantly, support will be prioritised in the 10 countries facing the largest food crises in terms of severity and magnitude. Given the fluidity of crisis situations, priority countries may change from one year to the next. In addition, the IPC GSU will provide systematic in-country support for all countries that are in their first two years of IPC implementation. The same modality will apply to a range of other contexts (see Outcome 1).

Limited expansion in some strategic countries will be considered based on findings from scoping missions undertaken by the IPC GSU in countries facing high level of acute food insecurity, such as Iraq.

Demand and commitment (that is, formal declaration of interest and available funding) to conduct AFI analysis has also increased in countries which are lower global priorities, where the scope of food insecurity has not reached major crisis proportions. GSU support to these countries will be reviewed on a case-by-case basis, ensuring that GSU remains the reference entity for compliance to IPC protocols, but without drawing focus from crisis locations. These countries may thus be supported by regional non-GSU Level 2 trainers, global partners or through the Cross-country Learning Exchange programme, with selective technical oversight

from GSU. Potential countries to be supported on this basis include Papua New Guinea and Vietnam.

Acute Malnutrition Scale

For AMN, the protocol has been implemented in 13 countries (plus four pilots under the *Cadre Harmonisé*). Acknowledging that, as with AFI, the priority will be on expansion in major food security and nutrition crises countries, the overall portfolio **will be expanded to include up to 10 new countries**, in addition to those already implementing the protocol. However, as general guidance for introduction of the AMN protocol is a Global Acute Malnutrition rate of at least five percent, it is difficult to accurately forecast where these new countries may be. For AMN, the IPC Global Support Unit will provide in-country support as needed depending on country context, capacity etc.

Chronic Food Insecurity Scale

Overall, GSU will support CFI activities in at least 15 countries. Given the complexity and relative newness of the CFI protocol, in the first phase of the GSP, there is a **need to consolidate and support around 10 countries that have already implemented IPC Chronic analysis**. In these countries, activities may include technical support for the update of analyses based on new data, and/or to enhance communication on CFI analysis results or other actions aimed at optimizing uptake. The beginning of the GSP will also be marked by a **pause of the roll-out of the CFI in new countries**, which will allow the IPC partnership to **undertake a reform** in order to address some of the challenges that negatively affect the use of CFI results. This may include: revamping the CFI organizational structure and leadership, broadening the partnership to include development partners, ensuring that the CFI is supported by relevant expertise and skills set, improving/simplifying protocols and processes, asserting the feasibility and relevance of CFI analysis at country level, stepping up engagement with decision makers and/or improving communication of CFI results.

Following the reform, CFI analysis will be introduced in at least five new countries. Similar to the AFI, CFI expansion will prioritize countries facing acute food



insecurity regularly and already using the IPC Acute scale(s), where CFI is both applicable and feasible (e.g. in relation to data availability, capacity etc.). In these countries, particular attention will be given to cross-scale analysis and to understanding the linkages between acute and chronic food insecurity. Furthermore, given the interest in CFI analysis in countries facing predominantly chronic food insecurity and which are

not using IPC Acute scale(s), consideration will also be given to introducing CFI in these countries to inform long-term objectives.

For CFI, the IPC Global Support Unit will provide in-country support as needed depending on country context, capacity etc.



OVERALL STRATEGIC OBJECTIVE AND PROGRAMME OUTCOMES

Understanding the scale and severity of acute and chronic food insecurity as well as of malnutrition, along with their contributing factors, geographic patterns, and characteristics of the affected populations is crucial to making evidence-based decisions to meaningfully address the above-mentioned global challenges. The **overall strategic objective of the proposed programme is thus to contribute to improved evidence based decision making at global, regional, and country levels in response to food insecurity and malnutrition.**

Based on findings from the review processes mentioned above, recommendations from IPC stakeholders, and lessons learned from ongoing application at the

country level, IPC GSU has identified the following four outcome areas, in line with the elements outlined above (see Figure 1):

1. **Quality of IPC outputs is improved**
2. **IPC tools and procedures are responsive to evolving analytical developments and challenges**
3. **At global, regional and country level, IPC is supported by inclusive and sustainable processes and structures**
4. **IPC information is efficiently communicated and accessible to all stakeholders for effective decision support**

Figure 1: IPC Global Strategic Programme 2019 – 2022: IPC contributes to improved evidence based decision making at global, regional, and country levels in response to food insecurity and malnutrition.

Outcomes and Outputs





OUTCOME 1: QUALITY OF IPC OUTPUTS IS IMPROVED

Context

Over the course of the past few years, the visibility and credibility of IPC have increased substantially, as a result of IPC's importance in identifying the major food crises in 2017, including Somalia, Yemen and South Sudan. This is exemplified by its use as a main reference in the Global Report on Food Crises (along with the CH) and its role in providing the UN Security Council with up-to-date information on food insecurity in countries with conflict situations. IPC (and CH) are increasingly the global standard information on food crises, providing the evidence-base from which major decisions can be made.

In light of the rapid expansion of IPC awareness and use (notably the increasing use of IPC Acute Food Insecurity scale to inform humanitarian response), consistent and rigorous adherence to IPC protocols in all countries is required. This corresponds to decision-makers' need to compare degrees of severity and magnitude of food insecurity and malnutrition across contexts, in order to guide resource allocations. Increased IPC profile and use underscores the need to ensure the IPC's overall quality and reliability, both in terms of process and products.

The consensus-driven approach is an important strength of the IPC that contributes to the reliability and ownership of the results among the humanitarian and development community. This approach is in line with the Grand Bargain commitment to improve joint and impartial needs assessments.⁷ However, in the complex operating contexts in which IPC is applied, this poses the risk of political interference in both the analytical process and release of results. Moreover, the more severe the food crisis, the more difficult it is to maintain the standards IPC has set: this is especially the case in conflict zones, where limited humanitarian access makes it difficult to collect data of the required standard. Nevertheless, there is an important feedback loop to this process: increased visibility is contingent on rigorous quality standards, and if those standards are maintained, further uptake of IPC will be promoted.

Maintaining and upgrading the quality standards for IPC and, in the same time, preserving the consensus driven approach, is crucial to ensuring the credibility of IPC and informed decision-making.

Lessons Learned

To date, IPC has maintained an extensive Quality Review process, with more than 20 quality reviews conducted since 2015 and several on-demand rapid quality checks. These have yielded important improvements in the overall quality and application of IPC. Nonetheless, over time an important shift in the understanding of ensuring quality has emerged. Quality improvement efforts have focused on real time quality reviews, which took place after the analysis process was conducted at country level but prior to release of the findings. On occasion, this was problematic: real time quality reviews were sometimes requested by partners based on breakdowns in consensus, which did not manifest during the analysis process itself. This necessitated a second round of consensus building efforts, outside the initial analysis process, which undermined ownership at country level.

Although findings from the retrospective quality reviews have proven extremely useful for GSU's understanding of the bottlenecks to full consolidation of IPC in certain countries, the adoption of findings at country level and follow-up on the recommendations has not always taken place, and accountability measures have not been enforced by the IPC GSU.

Both real-time and retrospective quality reviews have indicated that the key to ensuring technical rigour of analysis are rooted in capacity building and technical support, aimed at improving the quality of the work, not simply assessing it and/or imposing conditions on the release of findings. Based on recommendations from the Mid-Term Review and feedback from stakeholders at the country level, there is a need to move from an external Quality Review processes to a Quality Assurance approach, providing a more inclusive, collaborative and holistic way of ensuring quality throughout the process.

This shift acknowledges that implementation of IPC could be more effective, if there was better sharing of good practices drawn from country-level experience. Similarly, capacity development needs to address country capacities gaps and respond to TWGs' specific needs, depending on the local context, and

⁷ Information on the Grand Bargain initiative can be found at: <https://www.agendaforhumanity.org/initiatives/3861>



relying on a more effective utilization of IPC partners' competencies and expertise. This implies expanding capacity development beyond standard IPC level 1 and 2 training packages towards a more flexible and tailored approach.

Finally, IPC classification is only as robust as the evidence used. As the IPC does not directly involve primary data collection, it is reliant on data sources available in the public domain. IPC provides an efficient conduit for identifying critical data gaps, but does not have the means to directly address them. If these gaps are only identified when analysis begins, it is often too late to do anything about them. Nevertheless, IPC can and does act as a stimulus to increase the availability and quality of data being collected at the systems level by all stakeholders, both in terms of the collection and use of specific indicators, and in terms of the methodologies underpinning analysis of these indicators.

Rationale

The IPC GSU has the responsibility to oversee Quality Assurance and has at its disposal a variety of ex ante and ex post mechanisms to ensure technical rigour and neutrality of analysis and to identify learning for future improvements.

For the next strategic phase, IPC GSU will move further towards a Quality Assurance approach, supporting country-level capacity at various stages of the implementation process, depending on the countries' needs, with a more limited role for real time quality reviews. IPC analysis planning and design phases will be structured to include quality assurance milestones at key stages of the process. Support to countries will be expanded to include a wide variety of modalities such as face-to-face trainings, online trainings and webinars, tailored trainings, hands-on technical support, country exchange visits, real time and retrospective Quality Reviews, and specialized expert technical support. Within these mechanisms, greater emphasis will be placed on stepping up the early warning function of IPC by strengthening capacity and processes related to projection analyses. The expanded sustained support to be provided will also enable to better identify data gaps and data quality issues. This will generate recommendations, and therefore action, aimed at increasing data availability and quality, in turn improving the quality of IPC analyses.

In order to ensure that all relevant country level IPC stakeholders are equipped with everything they require to undertake analyses, greater engagement with key IPC-partner organizations will be sought, in order to bring their sector-level expertise to bear on the IPC process. Furthermore, new follow-up and accountability mechanisms will be developed in order to monitor quality improvements in terms of overall analytical process and products. As a consequence of this, countries will be increasingly held accountable for meeting the standards required for IPC, thereby fostering IPC consolidation.

In terms of geographic targeting, quality assurance activities, especially real time support throughout the process, will emphasize support to the 10 worst-off food crisis locations. In addition, the IPC GSU will provide systematic technical support and in-country facilitation for all countries that are in their first two years of IPC implementation. The same modality will apply to a range of other contexts, such as contexts where adherence to IPC protocols has been questioned in previous analyses, contexts where partner(s) disagreement on classification is frequent, and contexts where conflict and/or insecurity is identified as a key driver of food insecurity and therefore further assurance on the neutrality of the IPC analysis may be required.

Output 1: IPC Capacities are generated and maintained to promote adherence to IPC protocols

Building capacity in IPC processes and analyses is fundamental to increase the quality of IPC analysis and its products and ensure sustainability. The IPC strategy aims at ensuring professionalized, increased, decentralized and sustainable IPC technical capacity at national and regional level among a wide range of stakeholders. This includes providing adequate training for global IPC partners so that they can further support IPC implementation at country level. IPC has developed a range of tools to build capacity at country level. However, the overall capacity building portfolio needs to be strengthened and enlarged in scope, thereby expanding opportunities beyond formal, face-to-face and one-shot IPC technical trainings towards a broader conception of continuous capacity development in IPC and related topics.



This programme will **promote IPC certification in the three scales** (Acute Food Insecurity, Acute Malnutrition and Chronic Food Insecurity) to ensure increasing and decentralized human resource capacities across the world. An improved **system for the certification programme management**, covering more than 4,000 practitioners, 900 analysts (IPC Level 1 certified) and 115 trainers (IPC level 2 certified) in AFI alone, will be set up and progressively expanded to include IPC Chronic Food Insecurity and IPC Acute Malnutrition practitioners. This system, coupled with the launch of **certification campaigns** for IPC Level 1 certification and the individual follow-up on any pending capacity requirements for IPC Level 2 and Level 3 candidates will result in an increased number of certified analysts and facilitators, thus contributing to IPC sustainability at country and regional level.

Learning opportunities in IPC protocols at all levels (global, regional, national and sub-national) **will be expanded**. This will include the promotion of web-based learning resources via a new e-learning portal and ISS training portal for IPC Manual version 3.0 and IPC Acute Malnutrition protocols.

Beyond formal IPC training, **tailored training** will be conducted for country IPC analysts based on their specific needs and gaps identified. **IPC GSU will link up with IPC partners so they provide training opportunities in IPC-related areas of knowledge**. This will be done by capitalizing on their specific areas of expertise. For instance, training on standards for data collection and analysis could be provided by those partners that are a major provider of the data that feeds into IPC analyses.

Innovative ways of delivering trainings will be established with emphasis on providing **continuous learning opportunities via the Community of Practitioners** that will be established. This initiative will be developed based on good practices from existing learning platforms, such as the Cash Learning Partnership, bringing together IPC Level 2 and Level 3 facilitators at country, regional and global level. This platform of advanced practitioners will be engaged through webinars, online forums, and technical updates/newsletters and linked to training opportunities in IPC related fields of expertise provided by IPC partner organizations. This will entail a capacity building approach which goes beyond a simple focus on IPC protocols and ensure that IPC trainers at global, regional and country level both contribute to and are

kept abreast of lessons learned from implementation as well as updates in IPC technical development (e.g. updates of the IPC resources kit).

Crucial to the expansion of competencies and promotion of best practices across and between regions will continue to be the **Cross-Country Learning Exchange programme**. This initiative has proven to be a valuable opportunity not only to expedite the certification process, but also to increase the application of standardized IPC protocols across the world and contribute to cross-fertilization of best practices for IPC implementation across countries.

Finally, in the second phase of IPC Course Curriculum Development activity, collaboration with universities will be strengthened through IPC training and certification centres in strategic locations across the world. The roll-out of the **IPC University Course Curriculum in Universities and regional training hubs** will ensure that IPC proficiency is promoted among entry-level food security professionals and mid-career practitioners alike.

Output 2: IPC analyses and processes are supported in real time for better quality

Where the previous IPC GSP emphasized quality review processes, this output will shift the focus to real-time quality assurance provided through technical support. This will entail the **provision of remote and in-country Technical Support by GSU and partners at global and regional level throughout IPC implementation processes**.

By design, **real time support to analyses provided by IPC GSU includes technical support (remote or in-country) starting from analysis preparation, continuing through the analysis process and up to the development and release of IPC information products, and promotion of uptake**. Support can vary from providing technical inputs on specific questions raised by the country TWG to continuous support throughout the implementation process. Beyond the support provided by IPC GSU, greater emphasis will be put on ensuring better coordination and contribution from IPC partners at all levels (global, regional, country) and at different stages of the IPC implementation process. This support will be extended, on demand, to the countries where CH is implemented.



The IPC GSU and global partners real time support is provided to IPC TWG according to the country's needs, the characteristics of the IPC analyses underway, the country context and available resources within the IPC GSU/IPC Global Partners. **Building upon this approach, IPC GSU will explore means of extending pre-analysis support to TWGs to increase the availability and quality of the data collected and used for IPC analysis.** This will be achieved by collaborating with relevant stakeholders in the planning stages of data collection in order to ensure that surveys and assessments protocols align with the indicators, thresholds and standards required for IPC analysis.

Crucially, with the simultaneous, parallel implementation of IPC Chronic Food Insecurity, Acute Food Insecurity and Acute Malnutrition analyses, **particular attention will be paid to linking the findings from the various IPC scales.** When two or three scales are implemented at country level, simultaneous analyses and combined presentation of results should allow decision makers to better understand and respond to food insecurity and malnutrition.

Although with a more limited scope compared to the previous IPC Programme, **GSU and IPC partners will continue to conduct Real Time Quality Reviews aiming at strengthening the quality of the IPC analysis prior to validation and release of the final IPC product.** This is particularly important when there is a breakdown in technical consensus regarding the classification of areas with high levels of food insecurity (when minority views are expressed during the process) as well as in the process of Famine Classification.

Attention will be given to ensuring that **learning from the support provided to countries and identification of good practices regularly feed into IPC quality assurance processes.** Furthermore, **follow-up and accountability mechanisms** will be applied in order to ensure that real time quality reviews translate into actual improvements. Follow-up will be done by assessing the degree of incorporation of Quality Review recommendations by the TWG or partner(s) in their analysis. In the event that the TWG or partner(s) fail(s) to adhere to IPC protocols to the extent that comparability with IPC products from other countries is seriously compromised, the Global IPC Steering Committee may require that the Technical Working Group remove the IPC logo.

Output 3: IPC analyses and processes are assessed and monitored over time to facilitate future improvements

While the real time quality assurance processes described in Output 2 will improve the standards of implementation, retrospective quality reviews provide a unique opportunity for assessing capacity, monitoring improvements and identifying support needs to improve the quality of IPC analysis and products as well as processes, systems and governance.

In the previous GSP, **comprehensive Retrospective Quality Reviews were conducted with the aim of identifying potential areas for future improvements, contributing to the learning process at country level.** These reviews assessed the technical soundness and overall quality of a completed IPC analysis, as well as **IPC processes and governance in the country.** Technical findings from Retrospective Quality Reviews are used to identify areas for further capacity enhancement for the IPC TWG, and as a starting point for the preparation of Tailored Trainings. More importantly, findings regarding governance and IPC processes in the country are used to boost institutionalization, decision-making processes, sustainability and use of IPC by decision makers, feeding the development of IPC Country Consolidation Plans.

These reviews have provided in-depth understanding of the status of the IPC consolidation process at the country level and for this reason, will continue to be conducted under this programme. Specifically, Retrospective Quality Reviews have proven effective in identifying bottlenecks for greater uptake of IPC at the country level. This programme will further invest in these reviews to boost the relevance of IPC by expanding the scope of the review process to include: alignment of data collection systems with IPC evidence requirements, the appropriateness of the frequency of IPC analysis, the timeliness of IPC products release vis-à-vis programming and policy information needs, the suitability of the unit of analysis vs. decision makers' needs in terms of prioritisation of resources, the rationale for the IPC scale implemented in a given country, and the synergies and complementarity with other scales. These elements are not currently integrated into these reviews.

Taking place after the validity period of a given IPC analysis, **Retrospective Quality Reviews** are not intended to change its results, but are an opportunity



to engage in retrospective learning. However, as these reviews are lengthy and time bound, they are not meant to be implemented in a given country on a regular basis. **An additional simple tool able to measure the degree of adherence of country IPC analyses to IPC protocols will thus be created and applied on a yearly basis in particular in countries where technical issues have been highlighted. This will allow continuous appraisal and follow-up on the technical recommendations of the Quality Reviews and other learning exercises to ensure that the technical quality of IPC analysis is progressively enhanced.** With the support of the reshaped self-assessment tool (included in IPC Manual version 3.0) to be completed by country IPC analysis teams at the end of each analysis and through the roll-out of this simple quality check system, GSU and its partners will identify areas for further technical improvements in the analysis

process. For follow-up on recommendations related to process and governance, country consolidation plans will be developed jointly with the TWG, outlining the actions required to address the bottlenecks and will be monitored by GSU on a regular basis to ensure progressive improvements.

In addition, **post hoc lessons-learned exercises will be used to ensure that country-level learnings are taken up at regional and global level, for further application in other analysis locations. Learning from technical support and quality reviews will continue to be documented and brought to the attention of the Global IPC Technical Advisory Group (TAG) as necessary to ensure that protocols are not only technically relevant but also feasible and applicable in terms of implementation at country level.**

OUTCOME 2: IPC TOOLS AND PROCEDURES ARE RESPONSIVE TO EVOLVING ANALYTICAL DEVELOPMENTS AND CHALLENGES

Context

Technical development has been at the forefront of the IPC since its inception. Over the last few years, a number of key milestones have been accomplished. Most prominently, the number of applicable protocols advanced from one (Acute Food Insecurity) to three (Acute Food Insecurity, Acute Malnutrition and Chronic Food Insecurity). Protocols have been reviewed to integrate challenges encountered in implementation with the highest technical standards, with requisite revisions added to the portfolio of Technical guidelines via guidance notes, annexes and working papers.

Technical rigor is reinforced by the IPC TAG and relevant Global Technical Working Groups, which work to ensure that IPC protocols are of the highest international standards. 2018 culminated with the drafting of the IPC Technical Manual version 3.0, which provides a comprehensive guide for all practitioners and stakeholders across all protocols of acute food insecurity, chronic food insecurity and

acute malnutrition. Over the forthcoming strategic period, with Technical Manual version 3.0 providing the blueprint, IPC GSU is committed to solidifying its reputation for field-responsiveness in food security and nutrition analysis.

Lessons Learned

The technical rigor of the IPC has notably improved as the IPC TAG has come to play an important role in ensuring that IPC standards keep pace with the latest thinking on food security and nutrition measurement, in terms of individual and composite indicators, data collection and analysis protocols and threshold values for classification. However, in complex emergencies or other data-poor contexts, higher IPC standards have resulted in less timely analysis; and, in some contexts, it has proven to be near impossible to meet these standards (recalling that IPC has no direct role in primary data collection). In addition, the development of multiple IPC protocols (Acute Food Insecurity, Acute Malnutrition and Chronic



Food Insecurity) has generated new challenges related to harmonization and understanding of findings across and between scales, especially in regions in protracted or complex humanitarian crises.

As noted in the 2017 Global Food Crises report, food security and nutrition crisis events are increasingly complex and multidimensional. **Simultaneously, decision makers have been requesting more granular and comprehensive information within the shortest possible time** in more countries. This has had knock-on effects on the effectiveness of IPC implementation and responsiveness to decision makers' needs. The technical development of IPC tools and procedures must balance the needs of decision makers and field feasibility, including data availability, as well as human, time and financial resources at country level.

Rationale

Within the overall vision of IPC tools and procedures being responsive to analytical challenges, the approach for technical development over the next four years is threefold. First, acknowledging the growing interest in IPC as an evidence-base for informed decision making, **IPC will revise and expand protocols and technical guidance taking into account new analytical challenges, lessons learned and global technical developments.** Second, recognizing that IPC must be simple, feasible and flexible to meet the needs of individual learners, the IPC GSU will develop **state-of-the-art learning materials and opportunities**, which will include a wide range of modalities fed by the latest information technology developments. Finally, the GSU will **explore ways of increasing the use of innovative technologies to support IPC analysis by making the IPC process more timely, comprehensive and robust.**

Output 1: IPC protocols are revised and expanded

With regards to IPC protocols, the IPC GSP will mainly focus on four areas of work, namely: (i) Expanding the IPC through the development of new tools and procedures in at least **two selected thematic areas**; (ii) Developing new supporting tools and guidelines to ensure **better linkages between** IPC Acute Food Insecurity, IPC Chronic Food Insecurity and IPC Acute Malnutrition analyses and

products; (iii) Revising the protocols as needed based on lessons learning and latest developments, including research; and (iv) Advocating for the development and use of more robust indicators. These are described in detail below.

IPC tools and procedures will be expanded to at least two additional thematic areas thereby extending the potential application of IPC to a wider range of food insecure populations, and providing more detailed information to inform decisions. Choice of thematic areas will be guided based on consultations with relevant stakeholders (including the Global IPC Steering Committee and TAG), and shall be selected with decision-makers' needs and operational feasibility in mind. Potential thematic areas to be considered include:

- IPC for Urban Areas
- Gender Sensitive IPC Analysis
- IPC specific Protocols for Refugees and Internally Displaced Populations
- Trend analysis
- Integration of IPC with Resilience Analysis
- Detailed analysis of Contributing Factors (the 'why')
- Expanded analysis of Affected Populations (the 'who')

Whichever thematic areas are recommended for further development, all applicable adaptations of IPC functions to these new thematic areas will be developed and tested with IPC partner organizations and reviewed by the TAG. Any new materials emerging from this process will be incorporated into the Resources section of IPC Manual version 3.0 and all subsequent revisions of the Manual.

New supporting tools and procedures will be developed, tested and introduced to ensure better linkages between IPC Acute Food Insecurity, IPC Chronic Food Insecurity and IPC Acute Malnutrition analyses and products. This will provide the basis for more comprehensive IPC analyses and facilitate understanding of the food insecurity and malnutrition contexts to better inform well-coordinated response (e.g. short-term and long-term interventions).



Lessons learned from the application of the IPC Manual version 3.0 at country level and uptake of latest developments in the food security and nutrition analysis field **will directly feed into the development of additional materials and requisite revisions of IPC Resources** as necessary and, if needed, of the Manual. This will be supplemented by academic journal articles on IPC, authored (or co-authored) by GSU personnel and collaborating partners. Furthermore, in order to deepen the analysis and understanding of acute food insecurity and contribute to the evidence base for IPC technical development, the IPC GSU will commission **independent research on specific topics**. Examples of research questions include: how to better identify households in IPC Phase 5 (Famine), how to improve use of qualitative data, and/or understanding the impact of prolonged Phase 3 and 4.

Advocacy for the development and use of more robust indicators will be pursued. As a prime user of food security and nutrition data and information, the IPC initiative is in a unique position to advocate for the development and use of stronger indicators. IPC will work with global partners on indicator and analysis developments, adapting the Resources sections of IPC Manual version 3.0 as applicable.

Output 2: Practical guidance for field use is expanded

With the IPC Manual version 3.0 completed, attention turns to the introduction and application of the protocols contained in that Manual at country level. Actions under Output 2 are therefore twofold: (i) Develop the Resources section of the Manual to promote understanding by analysts of all current and forthcoming protocols; and (ii) Revise and upgrade IPC learning materials to reflect all Manual version 3.0 changes as well as practitioners' feedback and lessons learned. In addition, in order to expand the linguistic coverage of IPC, renewed efforts will be made to expand Practical Guidance for Field Use into relevant languages, including French, Spanish and potentially Arabic and Portuguese. Specifically, the following activities are foreseen:

IPC Resources will be developed as needed to support IPC Manual version 3.0 or an updated version of the Manual. The resources will be primarily

developed by the IPC GSU under technical guidance from the TAG and should be responsive to users' needs and incorporate lessons learned from the application of the Manual. Resources may include any topic requested by users, such as advanced materials on:

- Convergence of Evidence for area classification and population estimations
- IPC Projections and updates
- Analysis worksheets and ISS
- Indicators – definition, methods and use
- Assessing how factors aggravate and mitigate acute food insecurity, including humanitarian food assistance
- Classification of areas with limited or no humanitarian assistance
- Famine Classifications

IPC learning materials will be revised and upgraded to reflect changes in IPC Manual version 3.0, feedback on the ISS, lessons learned based on users' experiences, improved approaches to adult learning and technological development. Following global trends in distance and web-based learning, the IPC will continue to use technological solutions to increase the cost-efficiency of trainings and access a wider range of potential learners. Training materials will include basic and advanced materials (Level 1 and 3 for all three scales as well as Level 2 for the AFI scale), targeting analysts and trainers respectively. The overall learning and training packages will include an array of interlinked modalities for more efficient and relevant delivery, which can be adapted to different contexts, including:

- **Face-to-Face Modules:** This will entail upgrades to the basic training modality currently in place, ensuring that all materials (including presentation materials, exercise workbooks, facilitation notes) are complementary and based on state-of-the-art pedagogic approaches. Course content will also be upgraded to include more multimedia inputs to improve learners' experience.



■ **E-learning courses, focusing on different users:**

Within this modality, various options to increase the range and depth of IPC e-learning courses will be included, reinforcing linkages between face-to-face courses and e-learning content.

■ **Online Learning System:** In order to continue learning before and after the classroom and e-learning experience, the IPC GSU will provide online spaces for collaborative learning through the IPC community of practice (e.g. channels for direct communication with trainers, learner feedback area, IPC peer discussion forums and learning process planning tools).

■ **University course curriculum materials:**

Currently, IPC is not linked to any university or center of excellence. The course curriculum activity is an initiative designed to expand the global IPC knowledge base, introducing IPC to graduate students. This activity will consist in adapting the IPC training and certification package into regionally tailored academic courses relevant for masters and doctoral level students; and supporting universities to ensure that the IPC course is well embedded into existing courses. Thereafter, internships and research on IPC related topics by graduate level students will be promoted. Finally, the IPC GSU will explore ways to establish selected partner universities as training hubs for non-students IPC practitioners.

Output 3: IPC protocols utilize state-of-the-art information systems and innovative technologies

The new IPC GSP will explore and incorporate some of the latest innovations in information technology for the advancement of the IPC protocols. The focus will be in two areas: (i) enhancing the IPC Information Support System with improved automation and data visualisation; and (ii) exploring, adapting and integrating advanced technologies and artificial intelligence (AI) to support IPC analysts during IPC Acute Food Insecurity classifications.

The ISS will be enhanced. The ISS will be reinforced to better meet the needs of IPC analysts and decision makers. This will entail exploring methods and tools

to facilitate the entry, organization, storage, analysis and/or retrieval of data in the ISS. The ISS will also be enhanced to ensure that country-based outputs better connect to the public IPC Analysis Portal.

The IPC partnership is committed to leveraging advanced technologies and artificial intelligence into IPC analysis to make the IPC process more robust, comprehensive and timely, while maintaining the evidence-based consensus building process led by analysts. This will begin with an assessment of how new technologies can improve the IPC analytical process, followed by design, adaptation, testing and eventual integration into the ISS.

A few areas which will be explored for the **development of innovative technologies** are listed below:

1. **Expanding data sources** by linking to currently underutilized data, including crowd sourced data, social media, the internet of things, and other data streams. This might entail creating new technological solutions to get information from affected communities.
2. **Establishment of an 'AI-Coach'** to guide and support IPC users through the analysis process by providing automated inputs and prompts.
3. **Introduction of AI-driven integrated analysis** providing probabilistic models on the severity and drivers of current and projected food crises.
4. **Include other advanced information technologies and automation tools**, thereby increasing the complexity and robustness of findings while reducing the time and effort required to conduct classification.

Due to the technical complexity and innovative nature of the initiative, a global **working group** will be formed under the umbrella of the IPC Technical Advisory Group to provide high-level expert advice on technology development for IPC analysis. The group will link up with the World Bank Famine Action Mechanism and the "ARTEMIS" analytical models that seek to use artificial intelligence and machine learning to estimate and forecast worsening food security crises in real-time.



OUTCOME 3: AT GLOBAL, REGIONAL AND COUNTRY LEVEL, IPC IS SUPPORTED BY INCLUSIVE AND SUSTAINABLE PROCESSES AND STRUCTURES

Context

The IPC is a multi-stakeholder initiative based on partnerships. Under the aegis of the IPC Steering Committee and the TAG, Global Partners provide the strategic orientation of the IPC, oversee the Global Strategic Programme and provide guidance to IPC GSU. They play a vital part in the technical development of IPC. Regional entities such as CILSS, IGAD, SADC and SICA play an important role in the institutionalization and uptake of IPC (or CH in the case of CILSS) in their respective regions. At country level, IPC is led by TWGs that are multi-partners collaborative structures, which manage both the institutional and technical aspects of the IPC.

To date, efforts at institutionalizing the IPC have mainly focused on national governments, promoting the adoption of IPC processes in state structures and institutional mechanisms. This has tended to pivot around country-level TWGs, which are well established in most locations. The process of institutionalization has included generating awareness of IPC amongst potential stakeholders and users, expansion of the partner network at country level, provision of training and technical support, and the formal introduction of the IPC itself via the TWGs and analysis processes themselves.

Lessons Learned

Despite the high levels of expertise in evidence at IPC Global Steering Committee level, the Mid-Term Review of the IPC GSP highlighted the need to engage with representatives of the 15 IPC Global Partners and donors at the highest level, which would, inter alia, raise the profile of IPC and promote the initiative in major international fora, thereby advocating for uptake at the highest levels. In addition, the Mid-Term Review underlined the need for greater consistency in the IPC global partners' participation in IPC activities at all levels (global, regional and national). To date, the basis of collaboration, and the roles and responsibilities implicit in such a partnership, including at a

decentralized level, have not been well articulated. This has impeded GSU's ability to stimulate more proactive partner engagement in institutionalization, training, quality assurance and communication, as well as in IPC implementation at country level.

Institutionalization is a process which is heavily context-dependent. The Mid-Term Review noted that different operating contexts confirm the observation that there is no 'one size fits all': government engagement in the analysis process is not always consistent, and political interference can compromise IPC neutrality (e.g. through hindered data collection, bias in classification and/or blockages in the release of IPC results etc.). The need for technical rigor and neutrality in IPC processes requires a series of checks and balances which implies a level of external oversight and review which is not always politically convenient. Donors, partners and end-users have a self-evident interest in a timely and neutral consensus-based analysis. Government counterparts play a critical role in IPC analyses, but there is a need for a more flexible interpretation of institutionalization, and greater attention to a more pluralistic, inclusive mode of partnership, which would in turn contribute to a better positioning of IPC overall.

In addition, the predominant IPC in-country body (IPC TWG) is mainly comprised of technical experts, who are not always able to anticipate and meet decision-makers' demands (in terms of timing, flexibility, unit of analysis, etc.); less attention is paid to the engagement of senior management of participating organizations in the process. This adversely affects IPC relevance and therefore use. Depending on the local context, inclusion of senior management of IPC partners in IPC governing structures at regional and/or country level can play an important role in providing strategic guidance to the TWG and in overcoming institutional and implementation challenges. This evolution in terms of governance would also have the added benefit of better integration of IPC into existing food security structures and systems, ensuring increased political and financial endorsement of the IPC country consolidation strategies, thus contributing to sustainability.



Rationale

In this GSP, partnership, governance and institutionalization are seen as strategies towards more inclusive, responsive and sustainable IPC processes at global, regional and national levels. It proposes working towards better partnerships with more engaged partners at all levels, including regional and country governance structures which support joint planning processes, and flexible, context-driven approaches to institutionalization which builds on existing structures and mechanisms. Recognizing that these processes entail elements that are beyond IPC GSU's ability to control or influence, the GSP emphasizes better coordination of resources between global, regional and country levels, such that the commitments of partners at the global level are matched at the level of implementation.

Output 1: Partners' engagement in support of IPC is strengthened

In this programme, IPC Partners' engagement will be enhanced in order to support the implementation of the IPC GSP and advocacy for IPC uptake.

There is a need to **further strengthen and expand the participation of IPC Global partners into all IPC activities**, including those managed by the GSU. To that end, a **new collaborative approach** will be proposed, which will **clarify partners' modalities of engagement in the implementation of the IPC GSP**. The process will start with a consultation with global partners, in which their participation in IPC activities will be discussed, as well as the support they might require from the GSU to that end. This may require mobilizing additional resources to those already foreseen in this programme to ensure specific partners' sufficient and dedicated capacity in support of IPC at regional and country level.

These discussions, which will take place at global level, and at regional level as deemed relevant, will translate into the development of **joint workplans with the various partners** that will both serve as guidance for partner's involvement and accountability purposes. Emphasis will be put on the areas where partners' engagement needs to be strengthened in order to increase the efficiency and sustainability of IPC processes. These relate in particular to: quality

assurance and partners' roles in capacity building, technical support to IPC analysis and quality reviews, communication and dissemination of IPC results, better understanding and use of partners' communication channels, technical development, taking better advantage of partners' specific competencies, and leadership and participation in IPC processes and activities to bolster support in countries with weaker implementation of IPC.

The IPC GSU will support partners, depending on their specific needs, for the implementation of their commitments, through the **promotion of awareness** raising events on the IPC partnership at all levels, the **provision of regular updates on IPC activity plans and requests for participation in/support to these activities**. Other activities such as **capacity building** and the support to a **community of practitioners** under Outcome 1 of this programme will also contribute to that end. Global partners will be encouraged to assign formal IPC responsibilities internally to their regional and country level staff members.

Collaboration will be strengthened with key strategic partners, building on synergies and complementarities, in support of harmonization of tools and processes. This will include stronger collaboration with the global Food Security Cluster (FSC) supported by the development of joint guidelines and tools, joint missions, country models of collaboration etc. Building on the crucial role that the FSC plays prior to and after IPC analyses, within the framework of the humanitarian planning cycle, collaboration will specifically focus on: (i) Coordinated planning of all steps of the humanitarian planning cycle and ensuring adequate funding for all activities; (ii) Addressing gaps and quality issues for the data that feeds into IPC analyses, (iii) Strengthening information sharing and involvement of a wide range of stakeholders (building on the extensive FSC network) in support of inclusive, multi-partner IPC analyses and strategic dissemination of findings; (iv) Adequate response analysis and planning led by the FSC based IPC findings.

This will be complemented with **collaboration with the Global Nutrition Cluster**, especially in relation to the IPC Acute Malnutrition Scale, with a focus on coordination of nutrition information and assessment activities as well as advocacy and partnership.



Collaboration between IPC and CH will continue to pursue harmonization of protocols and processes as well as cross-learning and mutual support through joint initiatives in the following areas of work: (i) Technical development, (ii) Capacity development and certification, (iii) Roll-out of Acute Malnutrition and Chronic Food Insecurity analyses in West Africa and the Sahel, (iv) Quality assurance, and (v) Communication and information management.

IPC Global Partners' engagement in support of IPC will also be pursued at higher level, with the introduction of **ad hoc consultations with the high-level representatives of the 15 IPC Global Partner organisations**. These meetings will take place on the sidelines of major food security and nutrition global events (e.g. the Committee on World Food Security) and will aim at raising the profile and visibility of IPC and strengthening linkages with decision-making.

Engagement with decision makers will also be stepped up **through joint annual coordination meetings between IPC Resource Partners and global IPC Steering Committee members**. These will be an opportunity to promote dialogue, keep donors abreast of IPC developments and get their perspective, as major users of IPC products, on key issues.

Output 2: IPC Governance is strengthened and IPC is integrated into existing structures and systems

Governance of IPC processes needs to be more strategic and inclusive, in order to allow wider uptake, effective management and more contributions from all relevant partners and sectors. In this new programme, **governance, IPC membership, structures and processes will be reviewed and, where relevant, strengthened**, in order to better integrate IPC into food security and nutrition systems, manage and implement more efficiently the IPC, and better respond to decision makers' needs.

The main global governance structure of the IPC, the IPC Steering Committee currently consists of 15 partner organisations. Over the course of this programme, in line with the inclusive approach of IPC and given the wider application of the three IPC scales, **the IPC global partnership may be expanded to include a limited**

number of new partners. Such expansion will focus on partners that play a critical, strategic role in food security and nutrition analyses and that are already supporting IPC implementation at country level.

Institutionalization of IPC is envisioned as the integration of IPC into regional and national food security structures and systems. **At regional level, GSU will continue to support institutionalization through the Regional IPC Coordination bodies (e.g. regional IPC Technical Working Groups) and their hosting institutions (SICA, IGAD, SADC and CILSS for CH)**. Efforts will range from promoting IPC among regional stakeholders, mobilizing resources and coordinating regional technical support to countries, to ensuring a harmonized approach across countries on process, technical and communication aspects. To facilitate the institutionalization of IPC at regional level, in East and Central Africa, Southern Africa and Central America, GSU regional teams will be hosted within the intergovernmental institutions which provide the institutional home for IPC, i.e. IGAD, SADC and SICA, respectively.

The members of the regional and country IPC technical working groups tend to be professionals with technical skills who are well equipped to technically support/ implement IPC analyses, but may not be able to resolve governance, institutional or management issues that arise. In order to explore ways to address this challenge, the GSU will conduct **strategic missions to promote effective IPC governance structures at regional and country level**. While the TWGs will continue to fulfill their role, depending on the local context and challenges encountered, complementary bodies that build on existing regional and in-country governance structures may be introduced or strengthened in order to support the national TWG in achieving the following:

- **Strengthen the relevance** (e.g. in relation to frequency and units of analysis) **and sustainability of IPC** in the region/country,
- **Ensure inclusiveness and neutrality** throughout the IPC processes,
- **Address bottlenecks** related to coordination, timely resource mobilization etc., and
- Contribute to **dissemination of IPC results at highest levels and promote uptake**.



This governance structure will be introduced or strengthened in regions and/or countries where it is feasible and where it brings a value added in support of the TWG's efforts. It will consist of senior managers and representatives of IPC partners (government, UN agencies, NGOs, technical agencies etc.) that support/implement IPC who will consult regularly other decision makers (e.g. donors) for feedback on their information needs.

This programme will also support the **institutionalization of IPC by assisting in-country IPC structures to develop and implement IPC consolidation plans**

based on Quality Review findings, lessons learning exercises (see Outcome 1), and/or outcomes of strategic missions. These plans will address critical issues for IPC relevance and sustainability in the country. These may include the institutional anchoring of the IPC, its integration and alignment with national food security systems and data collection processes, in-country capacity to implement IPC, the frequency and unit of analysis for allowing timely decision making, the efficiency of IPC processes, the funding of IPC activities in country (aiming at financial sustainability) etc.

OUTCOME 4: IPC INFORMATION IS EFFICIENTLY COMMUNICATED AND ACCESSIBLE TO ALL STAKEHOLDERS FOR EFFECTIVE DECISION SUPPORT

Context

As mentioned at the outset of this strategy, the scope and demand for IPC data and information has expanded. Data and analyses on numbers of affected populations, spatial distribution, trend analysis and cross-country comparisons are in higher demand than ever before. As the number of external users and IPC practitioners continues to rise, there is an increasing need to improve the presentation of, and access to IPC information overall. In the same time, given the recent introduction of the IPC AMN and CFI scales, there is a need to increase the understanding of the IPC harmonized tools, as well as their added value and synergies with other analytical products.

Lessons Learned

In the previous IPC GSP, communication requirements were not always proactively addressed, but were reactive, responding to demand as requests were received. As a consequence, information and communications tools and products have not always been timely, or of wide interest to prospective users. Templates for reporting IPC analysis results have been standardized across countries, but as a consequence did not always reflect country-level users' interests and priorities. The quality, timeliness and accessibility (especially

for non-technical audiences) of IPC communications products have been uneven. Specifically, quality of writing, cartography, and visual display of quantitative information need improvement. The country cases studies on the potential of IPC CFI to better inform economic investment decisions pointed to weak communication and dissemination of the IPC chronic results, which is likely to have affected their utilization for decision-making. In addition, the expansion in the diversity and number of IPC stakeholders has not been accompanied by measures to improve and widen access to IPC information (communication products, resources, workspaces etc.).

At the systems level, information management and communication have not been seen as cross-cutting priorities across technical development, quality assurance and management, but rather as stand-alone components. At the implementation level, GSU support to TWGs has tended to prioritize capacity building in technical analytical aspects over communication, contributing to a context where communication capacity at country level is limited, which in turn leads to suboptimal dissemination of IPC information.

Finally, with the proliferation of IPC scales (Acute Food Insecurity, Acute Malnutrition and Chronic Food Insecurity), there has been an increase in usage of the ISS



as well as in the number of IPC practitioners enrolling in the Certification programme and recorded in the certification database. The lack of harmonization between the data and information management systems created duplicate efforts and inefficient work practices.

Rationale

Significant investments in time and human resources will be needed on communication and information management. First, communication at global level needs to be stepped up, in order to (i) improve overall understanding among decision-makers of the IPC harmonized tools and their added value; and (ii) enhance access to IPC information by both decision-makers and practitioners. This will entail the development of a range of communication tools, products and initiatives to cater to information needs at the global level. This will also provide inputs for specific activities outlined under Outcome 3, such as the consultations with the high-level representatives of the IPC Global Partner organisations.

Next, the development of communication products and their dissemination at the country level will be more comprehensively incorporated into the work of TWGs, which will also entail greater involvement of communication experts from IPC partner organizations in-country. This will be linked to efforts to raise awareness among decision-makers at country (or regional) level on the value added and use of IPC for policy and programme decisions. This will also be complemented with renewed efforts to highlight IPC projection findings as early warning, generate synthesis reports, such as cross-country analysis, trend analyses and topic-specific briefs as required.

Finally, this outcome will entail harmonizing IPC data and information management systems and making them more accessible to more users, both internally (i.e. within the GSU and IPC Global Governance bodies) to inform management decisions, and externally to enhance access to IPC information by IPC practitioners, decision makers etc. and to increase learning and understanding of the IPC. The new strategic objective is thus to streamline and join all data and information

management systems and rationalize all IPC-related work (internal and externally oriented). This implies ensuring that the flow of data and information from country (and region) to the global level, then out to the wider audience will be effectively managed in a coordinated and harmonized manner.

Output 1: Sharing and outreach of IPC information is strengthened

This output will serve to improve all stakeholders' access to IPC information and further raise the profile and understanding of IPC and its added-value, thereby promoting uptake.

A communications strategy for the new IPC GSP and annual communication plans will be developed, covering all aspects of communication across all outcomes.

Activities will entail the **development of information materials and products and organization of events and outreach initiatives to increase understanding of IPC**. This will include the development of global publication series, global IPC analyses alerts and updates, and cross-country IPC analyses in the context of high-profile emergencies.

A network of communication specialists from partner agencies will be established and coordinated at the global level, with the aim of ensuring consistency in IPC communications across partners, organizing multi-agency communication initiatives such as media campaigns and trainings on IPC communication.

IPC contributions to major analytical and decision making tools and information products at Global level, such as the Global Report on Food Crises, United Nations Security Council reporting and Early Warning Early Action Reports, will continue to be a centerpiece of IPC communication activities. To this end, IPC GSU will continue to play an active role in the technical consultations for the preparation of these reports and will make available real time updates for countries of concern. This will provide the basis for enhanced coordination around food security analysis



and response through the Global Network against Food Crises⁸ and will feed into various knowledge sharing platforms, such as the knowledge centre that is being developed under the umbrella of the European Commission.

Of particular importance will be the **management and enhancement of the web-based IPC Global Platform**, which will become the main conduit and reference point for IPC information and data as well as an access point for all stakeholders to other IPC web-based tools for internal and external communication (e.g. ISS, Certification Database, Community of Practice, online learning system, IPC global workspace). The platform will also allow generating automatic notifications including emails digests for users on upcoming IPC events, release of new IPC analyses results and new IPC resources.

In this framework, efforts will be pursued to ensure that IPC platforms, systems and global communication products are available in English, French and Spanish, and when essential in other languages (e.g. Arabic, Portuguese).

Output 2: Countries are supported in the development and dissemination of IPC communication products

In line with IPC communication protocols, **activities will aim at strengthening communication skills within national TWGs; developing and implementing communication and dissemination strategies to improve the understanding and encourage the uptake of IPC results.** The support to the development of IPC Analysis Reports and complementary communication products will be crucial for this activity.

Other activities will focus on **supporting the communication on cross-cutting IPC analyses such**

as IPC Acute Food Insecurity and Malnutrition and/or Chronic Food Insecurity to facilitate a better understanding of the food insecurity and malnutrition contexts and inform different strategic objectives (e.g. short-term and long-term interventions).

IPC GSU will also support regions and countries in reaching out to decision-makers in order to improve their understanding of the relevance of IPC information for decision-making. This will require **conducting briefings with decision-makers to raise awareness on the use of IPC to inform policy and programme decisions. As an initial step in this process, IPC GSU will review good practices on the use of IPC for decision-making and will develop information products/packages specifically for decision-makers.** This activity may also entail exploring synergies with IPC Partners' food security policy programmes at country level, (such as FAO/FIRST) in order to better understand the policy context in situ and increase the use of IPC analysis in policy and programme development.

Output 3: IPC Information Systems (tools and processes) are strengthened

This output will serve to define, develop and enhance the IPC information systems and better streamline the linkages with communication activities in order to facilitate stakeholders' access to IPC information. **Activities under this output will ensure that all data and information tools and procedures are rationalised, developed, harmonized, accessible and supported.** This entails enhancing the outputs from existing IPC information management systems by developing and integrating cutting-edge data and map visualization tools to be used for communication and dissemination purposes. Other activities will aim at improving the linkages between IPC data collection and storage tools with the IPC Global Platform and other web-based tools.

⁸ Information on the Global Network against Food Crises can be found at: <http://www.fsincop.net/global-network/about/en/>



MONITORING, EVALUATION AND LEARNING (MEL)

A MEL approach will be adopted, focusing on capturing the learning that emerges from the implementation of the outcomes described above to guide adaptive management and adjustments to programme approaches. The IPC GSU will develop a Learning Agenda within the first six months of the programme, which will identify key learning questions, related methods and expected learning products/outputs. Furthermore, learning from implementation at country level will be captured and documented through a range of activities, such as:

- Self-assessments completed by country IPC TWGs after completion of IPC analyses, which will be complemented by broader Lessons Learning exercises in selected countries and fed back to the IPC GSU.
- Quality Reviews and in-country support provided by GSU and partners.
- Consultations with relevant stakeholders (e.g. IPC practitioners) on specific topics, such as on the application of IPC Manual version 3.0 at field level or on the content of IPC training and guidance materials.

Findings and lessons learned from the above-mentioned activities will be shared annually with relevant stakeholders at global level, such as members of the IPC TAG and Global IPC Steering Committee, and, whenever possible and feasible at regional and country level with regional IPC TWGs and senior management of country IPC partners.

In addition, the IPC GSU will provide online spaces (through webinars, online forums etc.) for knowledge sharing and promotion of good practices through the IPC community of practice, whereby IPC trainers at global, regional and country level will both contribute to and be kept abreast of lessons learned from implementation as well as updates in IPC technical development. Knowledge sharing will also be promoted through the KORE online platform (i.e. Knowledge Sharing Platform on Resilience) within the FAO Partnership Programme against Food Crises, of which IPC is a major component. KORE will promote a knowledge-sharing culture by disseminating and archiving comprehensive content related to the resilience of agricultural-based livelihoods and food security analyses, with a particular focus on the Humanitarian-Development-Peace (HDP) nexus.

GSU will develop a Monitoring & Evaluation Plan. This plan will allow assessing progress against the programme's expected impact, outcomes and outputs through baseline and endline surveys - which will be conducted at the outset and conclusion of the programme as well as other monitoring tools. Regular monitoring of the use of IPC findings for decision-making will be an important component of the M&E Plan.

In the second year of IPC implementation of the GSP, the IPC Partnership will consider whether to conduct a mid-term strategic review and identify suitable topics of focus based on latest developments. At the end of the Programme, a final evaluation of the GSP will be undertaken.



SUSTAINABILITY

For the IPC, sustainability can be defined as the embedding of IPC analyses into food security systems and structures at global, regional and country levels, such that analysis exercises are well supported by a wide range of stakeholders, with information generated used to support concrete actions taken to alleviate food insecurity and malnutrition.

The approach to sustainability over the next four years will be contingent on the different scales, recognizing that CFI and AMN are still in the process of being introduced, whereas AFI is better established. It is also acknowledged that sustainability is defined by plurality of participation, and not just government ownership and funding. Successful IPC exercises bring together a range of stakeholders with different roles to play, and different resources to add to the mix.

To that end, efforts geared towards promoting sustainability will include capacity development,

which goes beyond standard IPC training to include the promotion of decentralized training centres. IPC certification and training continue to add to the overall numbers of qualified personnel (IPC Level 1, Level 2 and Level 3 certified) from a wide range of organizations and government institutions across the globe. IPC Level 2 certified trainers in particular are expected to play an increasingly important role in delivering IPC training and facilitating analyses in their regions/countries. Other efforts described under the third Outcome of this programme that are aimed at enhancing partners' engagement in the GSP activities a decentralized level and strengthening IPC governance at global, regional and country level are also expected to contribute to sustainability. It should, however, be acknowledged that given the complexity and relative newness of the IPC (notably the CFI and AMN protocols), progressing towards sustainability will take considerable time and effort, against a backdrop in which day-to-day demand for IPC information is rising.



FINANCIAL REQUIREMENTS

The overall cost of the new IPC Global Strategic Programme (GSP) is estimated at USD 34 million over four years, from 2019 to end of 2022.

The table below provides the breakdown by outcome of the overall GSP budget plan (in USD million), as well as the staffing vs. activities costs' split.

Table 1: Overall IPC GSP Budget

		73%	27%	7% of subtotal	
		Staffing	Activities	PSC	Total
Outcome 1	Quality and Capacity	11.7	5.0	1.2	17.9
Outcome 2	Technical Development	4.7	1.3	0.4	6.4
Outcome 3	Institutionalization	2.4	0.9	0.2	3.5
Outcome 4	Use	4.7	1.3	0.4	6.4
Total		23.5	8.5	2.2	34

Annex III includes the IPC GSU staffing structure that is required to deliver this programme.

The costs related to the implementation of the GSP activities include expenses to be charged the following Budget Lines:

- **Travel:** transport/flight tickets by the most direct and economical regularly-scheduled route, Daily Subsistence Allowances (DSA), terminals, airport taxes, and other travel-related costs. This line will be largely used to cover the travel costs of GSU and partners' staff when supporting countries for the implementation of IPC (e.g. for training and support to IPC analysis, strategic missions etc.).
- **Training:** capacity development related costs, e.g. venues rentals for training and analysis workshops, supplies, and other related miscellaneous costs at field level.

- **Contracts:** Contracts or Letters of Agreement (LoA) are put in place between FAO and third parties in order to leverage local capacities (government, NGOs, academia, or other relevant non-profit organizations) for the delivery of specific services, whenever needed and where a cost/benefit analysis justifies it.
- **Equipment:** procurement activities carried out under the programme, including the purchase of IT and office equipment, deemed necessary for carrying out the action, but also the printing of training materials, guidelines and publications.
- **General Operating Expenses:** general running costs incurred as part of the implementation of the action, including operation/maintenance of equipment, insurance, IT deployment, postal and courier services, telecommunication (telephone/fax) costs, and other miscellaneous direct operational costs.
- **Technical Support Services:** reports and evaluation costs.



ANNEX I - LOGICAL FRAMEWORK MATRIX

Results Chain	Indicators				Assumptions
	Indicators	Baseline	Target	Means of Verification	
Impact Evidence-based decision making at global, regional, and country levels is improved to respond to food insecurity and malnutrition	% of decision-makers who confirm that IPC is helpful to them in making programme funding and design decisions	65%	80% of decision-makers interviewed	Annual user surveys	Political economy and environment are open to implications of IPC for policy and programming
	% of decision makers reporting satisfaction with timing, quality and relevance of IPC analyses for use in their decision making	N/A	70% of decision-makers interviewed	Annual user surveys	Country demand for food security analysis remains high throughout the duration of the programme
Outcome Decision makers at the global, regional and country level use the IPC to respond to food insecurity and malnutrition	% of countries where IPC is cited and/or reportedly used in food security and nutrition programming and policy documents	<ul style="list-style-type: none"> • AFI: 100% • AMN: N/A⁹ • CFI: 40%¹⁰ 	<ul style="list-style-type: none"> • AFI: 100% of countries where IPC AFI is implemented • AMN: 50% of countries where IPC AMN is implemented • CFI: 70% of countries where IPC CFI is implemented 	Review of Food Security and Nutrition policy documents, programme documents, programme/project proposals, and donors' resource allocation documents	

⁹ Although IPC AMN results have reportedly been used for response analysis/planning, resource mobilisation as well as contingency planning, no specific documents citing IPC AMN have yet been identified/accessed. It will be an objective of this Programme to map actual use.

¹⁰ Refers to CFI results mentioned in at least one policy, programme or other document for any given country.

Results Chain	Indicators				Assumptions
	Indicators	Baseline	Target	Means of Verification	
Intermediate Outcome 1 Quality of IPC outputs is improved	% of countries where relevance of IPC analyses is improved	0	75%	Internal relevance monitoring checklist (IPC Relevance Score)	Institutional buy-in and support for the IPC prevails at regional, country and agency levels; and countries welcome technical support provided through the IPC GSP
	% of countries with improved adherence to IPC protocols	0	75%	Quality monitoring tool (IPC Quality Score)x	
	% of countries where capacity to conduct IPC analysis is improved	0	75%	Capacity monitoring tool (IPC Capacity Score)	
Output 1 IPC Capacities are generated and maintained to promote adherence to IPC protocols	1.1 # of IPC practitioners certified (by level)	<ul style="list-style-type: none"> • 800 Level 1 • 100 Level 2 • 0 Level 3 	<ul style="list-style-type: none"> • 1200 Level 1 • 150 Level 2 • 50 Level 3 	IPC certification assessment	<ul style="list-style-type: none"> • Country and regional organizations continue to invite and support the IPC training, other learning events and rollout. • The security situation allows IPC trainers and practitioners to travel to the project sites to be able to conduct/participate in activities
	1.2 # of trainings and other learning events	0	65	Training and Participants sheets	
	1.3 # of trips undertaken for Cross-Country Learning Exchanges	0	65	Cross-Country Learning Exchange monitoring tool	



Results Chain	Indicators				Assumptions
	Indicators	Baseline	Target	Means of Verification	
Output 2 IPC analyses, processes and products are supported in real time for better quality	2.1 # of IPC analyses (AFI, CFI, AMN) supported by IPC GSU and IPC Global partners	0	130	Quarterly Reporting package, Back to Office Reports	<ul style="list-style-type: none"> Country and regional organizations continue to invite and support IPC activities. Countries have up-to-date, reliable information and data The security situation allows IPC trainers and practitioners to travel to the project sites to be able to conduct/ participate in activities
	2.2 # of Real Time Quality Reviews (including Famine Reviews and CH consolidation) conducted	0	10	Quarterly Reporting package, Real Time Quality Review reports, Back to Office Reports	
Output 3 IPC analyses and processes are assessed and monitored over time to facilitate future improvements	3.1 # of Retrospective Quality Reviews conducted	0	10	Retrospective Quality Review reports	
	3.2 # of lessons learning exercises conducted at country level	0	15	Lessons Learning reports, Back to Office Reports	

Activities	
Output 1 IPC Capacities are generated and maintained to promote adherence to IPC protocols	Activity 1.1 – Promote and manage IPC certification (expanded to three scales) through campaigns, individual follow-up and other means, and through the development and management of the IPC Certification database
	Activity 1.2 – Promote and facilitate training and other learning events beyond formal IPC training and protocols, capitalizing on IPC partners’ expertise (e.g. on standards for data collection and analysis) and providing advanced learning opportunities for the IPC Community of Practice
	Activity 1.3 – Facilitate Cross-Country Learning Exchanges to support completion of IPC certification and improve cross-fertilization through exposure to IPC implementation in other countries
	Activity 1.4 – Roll out the IPC University Course Curriculum in Universities and regional training hubs to ensure that food security professionals acquire IPC competencies
Output 2 IPC analyses, processes and products are supported in real time for better quality	Activity 2.1 – Provide remote and in-country Technical Support to IPC (AFI, CFI, AMN) analyses based on country needs (from planning of data collection to minimize data gaps and quality issues to finalization of IPC analytical products)
	Activity 2.2 – Conduct Real Time Quality Reviews (including Famine Reviews and CH consolidation) to enhance the quality of IPC products
Output 3 IPC analyses and processes are assessed and monitored over time to facilitate future improvements	Activity 3.1 – Conduct Retrospective Quality Reviews for in-depth appraisal of technical soundness, processes and governance of IPC to inform future improvements
	Activity 3.2 – Develop and implement a simplified monitoring tool to track progress on adherence to IPC protocols across countries and over time and support countries in identifying critical bottle necks and improving future IPC analyses
	Activity 3.3 – Support lessons learning exercises at field level to (i) inform technical development and (ii) develop guidance on good practices for efficient IPC implementation processes



Results Chain	Indicators				Assumptions	
	Indicators	Baseline	Target	Means of Verification		
Intermediate Outcome 2 IPC tools and procedures are responsive to evolving analytical developments and challenges	% of IPC practitioners who indicate that the IPC tools and procedures meet their needs (by IPC scale)	<ul style="list-style-type: none"> • AFI: 80% • AMN: 65% • CFI: 65% 	<ul style="list-style-type: none"> • AFI: 90% • AMN: 75% • CFI: 75% 	Annual user surveys	Technical experts from IPC Global, Regional and Country Partners have the capacity and willingness to contribute to discussions and/or provide inputs on IPC Technical Development	
Output 1 IPC protocols are revised and expanded	1.1 # of Thematic Areas to which IPC protocols developed or revised and on linkages between the scales	0	3	Review of documentation produced		
	1.2 # of documents produced on lessons learned from the application of IPC V3.0 protocols	0	1	Review of documentation produced		
	1.3 # of tools and procedures revised	0	1	Review of documentation produced		
Output 2 IPC practical guidance for field use is expanded	2.1 # of IPC resources that are developed or updated	0	At least twice	Review of documentation produced		
	2.2 # of documents produced on lessons learned from the application of IPC training material	0	1	Review of documentation produced		
	2.3 # of training packages developed	0	4	Review of documentation produced		No major technological challenges are met
	2.4 # of online learning systems developed	0	1	Review of system produced		No major technological challenges are met
Output 3 IPC protocols utilize state-of-the-art information systems and innovative technologies	3.1 # of updates of the IPC ISS completed	0	1 per year	Review of ISS	<ul style="list-style-type: none"> • Technical experts contribute ATAI development • No major technological challenges are met 	
	3.2 # of documents produced on the potential use of advanced information technologies and artificial intelligence (ATAI) in support of IPC analysis	0	1	Review of documentation produced		
	3.3. # of advanced technologies, machine learning and artificial intelligence features integrated into IPC ISS	0	2	Review of ISS		



Activities	
Output 1 IPC protocols are revised and expanded	Activity 1.1 – Identify key priority thematic areas for expansion of IPC protocols
	Activity 1.2 – Develop and test expanded IPC protocols for selected priority thematic areas and on linkages between the three IPC scales (AFI, AMN and CFI)
	Activity 1.3 – Conduct Lessons Learning exercises on the application of IPC Manual version 3.0 to guide revisions of IPC protocols
	Activity 1.4 – Advocate for and incorporate developments on selected indicators in IPC protocols/resources
Output 2 IPC practical guidance for field use is expanded	Activity 2.1 – Develop guidance notes on specific technical topics to be included in IPC Resources
	Activity 2.2 – Undertake and document a lessons learning exercise on IPC training packages
	Activity 2.3 – Revise and test training materials (e.g. face-to-face, e-learning, university curriculum) for both basic and advanced training
	Activity 2.4 – Develop an online learning system
Output 3 IPC protocols utilize state-of-the-art information systems and innovative technologies	Activity 3.1 – Further develop the IPC Information Support System
	Activity 3.2 – Conduct an assessment of current technology status, IPC needs, and opportunities to be seized on the use of advanced information technologies and artificial intelligence in support of IPC and develop a strategy and an action plan
	Activity 3.3 – Design, test and integrate innovative technologies into ISS

Results Chain	Indicators				Assumptions
	Indicators	Baseline	Target	Means of Verification (MOV)	
Intermediate Outcome 3 At global, regional and country level, IPC is supported by inclusive and sustainable processes and structures	% of countries where mechanisms to undertake IPC analysis within the national system are improved	0	50%	IPC Institutionalization score	Continued IPC Partners' willingness and capacity to host/integrate and support IPC
	% of IPC Global Partner agencies that support at least one analysis per year in countries where they are operationally active	0	80% (global)	IPC Global Steering Committee monitoring form	
Output 1 Partners' engagement in support of IPC is strengthened	1.1 # of consultations held with IPC Global Partners	0	1 (global)	Consultation Report	
	1.2 % of IPC GSP activities supported by global/regional experts from IPC global partners	N/A	50% (global)	IPC Global Steering Committee monitoring form, IPC Certification Database	
	1.3 # of IPC high level and resource partners' meetings held	0	4 (global)	Progress Report	



Results Chain	Indicators				Assumptions
	Indicators	Baseline	Target	Means of Verification	
Output 2 IPC Governance is strengthened and IPC is integrated into existing structures and systems	2.1 # of Consultations held with senior managers from IPC partners at regional and country level	0	10	Quarterly Reporting package, Back to Office Reports	
	2.2 # of country IPC consolidation strategies developed	0	8	Quarterly Reporting package, Country IPC Consolidation Strategy/ Plans documents	

Activities	
Output 1 Partners' engagement in support of IPC is strengthened	Activity 1.1 – Carry out consultations with IPC Global Partners on their participation in the implementation of the IPC GSP and mainstreaming of IPC within their respective agencies at all levels
	Activity 1.2 – Facilitate, coordinate and monitor IPC Global Partners' participation in the activities of the IPC GSP and mainstreaming of IPC within their respective agencies at all levels based on agreed work-plans
	Activity 1.3 – Strengthen collaboration with specific global partners (e.g. CLSS and CH partners, global Food Security Cluster) in support of harmonization of tools and processes
	Activity 1.4 – Conduct meetings with high-level representatives of IPC Global Partners and resource partners to raise the profile of IPC and strengthen linkages with decision-making.
Output 2 IPC Governance is strengthened and IPC is integrated into existing structures and systems	Activity 2.1 – Hold consultations with senior managers from IPC partners at regional and country level to strengthen IPC governance and to support integration of IPC into existing structures and systems
	Activity 2.2 – Support country IPC Technical Working Groups in the development and implementation of IPC consolidation plans based on Quality Review findings and other learning



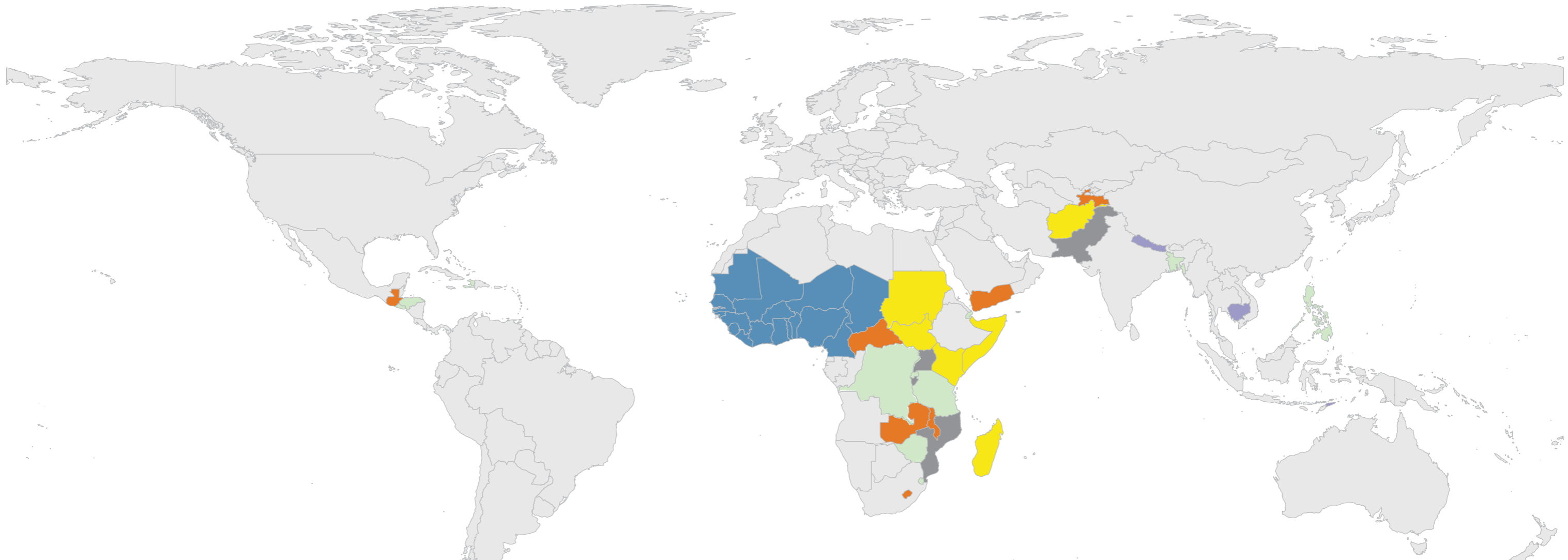
Results Chain	Indicators				Assumptions
	Indicators	Baseline	Target	Means of Verification (MOV)	
Intermediate Outcome 4 IPC information is efficiently communicated and accessible to all stakeholders for effective decision support	% of stakeholders reporting having satisfactory access to IPC information	N/A	70%	Annual user surveys	<ul style="list-style-type: none"> • Users of IPC information are technologically aware and social media savvy. • Continued and increasing stakeholders' interest in IPC
	% users reporting that information products provide actionable information	N/A	85%	Annual user surveys	
Output 1 Sharing and outreach of IPC information is strengthened	1.1 # of information products produced and/or events held	0	10	Review of documentation/ events reports	Continued stakeholders' interest in IPC
	1.2 # of global reports (e.g. Global Report on Food Crises, Early Warning Early Action reports) with inputs from IPC GSU	0	15	Global reports released (with IPC inputs)	Continued stakeholders' demand for global reports
	1.3 # of notifications to users on new information uploaded on the IPC Global Platform	0	36	Web analytics and downloads	No external factors prevent IPC GSU from posting information on the IPC Global platform
Output 2 Countries are supported in the development and dissemination of IPC communication products	2.1 # of IPC analyses supported for communication and dissemination	0	35	Quarterly Reporting package, Back to Office Reports	Countries welcome GSU support for IPC communication
	2.2 # of briefings conducted with decision makers	0	35	Quarterly Reporting package, Back to Office Reports	Decision-makers participate in IPC briefings
Output 3 IPC Information Systems (tools and processes) are strengthened	3.1 # of systems developed/ enhanced	0	4	Project Management Logs, Usage Reports	No major technological challenges are met
	3.2 # of protocol documents developed	0	2	Project management logs, Usage Reports	



Activities	
Output 1 Sharing and outreach of IPC information is strengthened	Activity 1.1 - Develop information products and organize events and outreach initiatives in order to increase understanding of IPC and promote the uptake of IPC analytical findings
	Activity 1.2 - Establish and coordinate a network of communication specialists from IPC partner agencies at global level to ensure consistency in IPC communication through partners' global platforms as well as to organize joint communication initiatives
	Activity 1.3 - Contribute to food security and nutrition global reporting efforts: e.g. Global Report on Food Crises, Reports to UN Security Council, Early Warning Early Action Report etc.
	Activity 1.4 – Manage and regularly update the IPC Global platform to make IPC information timely available for all stakeholders
Output 2 Countries are supported in the development and dissemination of IPC communication products	Activity 2.1 - Provide in-country and remote support to countries for the development and dissemination of IPC communication products.
	Activity 2.2 - Support countries in communicating the linkages between the results of different types of IPC analyses (IPC Acute Food Insecurity, IPC Acute Malnutrition, and IPC Chronic Food Insecurity)
	Activity 2.3 - Review good practices and develop information products on the relevance of IPC for decision- making
	Activity 2.4 - Brief decision-makers at country level and, as needed, at regional level on the added value and use of IPC for decision making, using the information products developed under activity 2.3
Output 3 IPC Information Systems (tools and processes) are strengthened	Activity 3.1 - Develop/enhance and implement information systems to improve data and information management (e.g. ISS, IPC Population Tracking Tools, IPC Analysis Portal)
	Activity 3.2 – Develop and implement standard operating procedures to streamline data and information management, including between data providers (countries, regions, global)



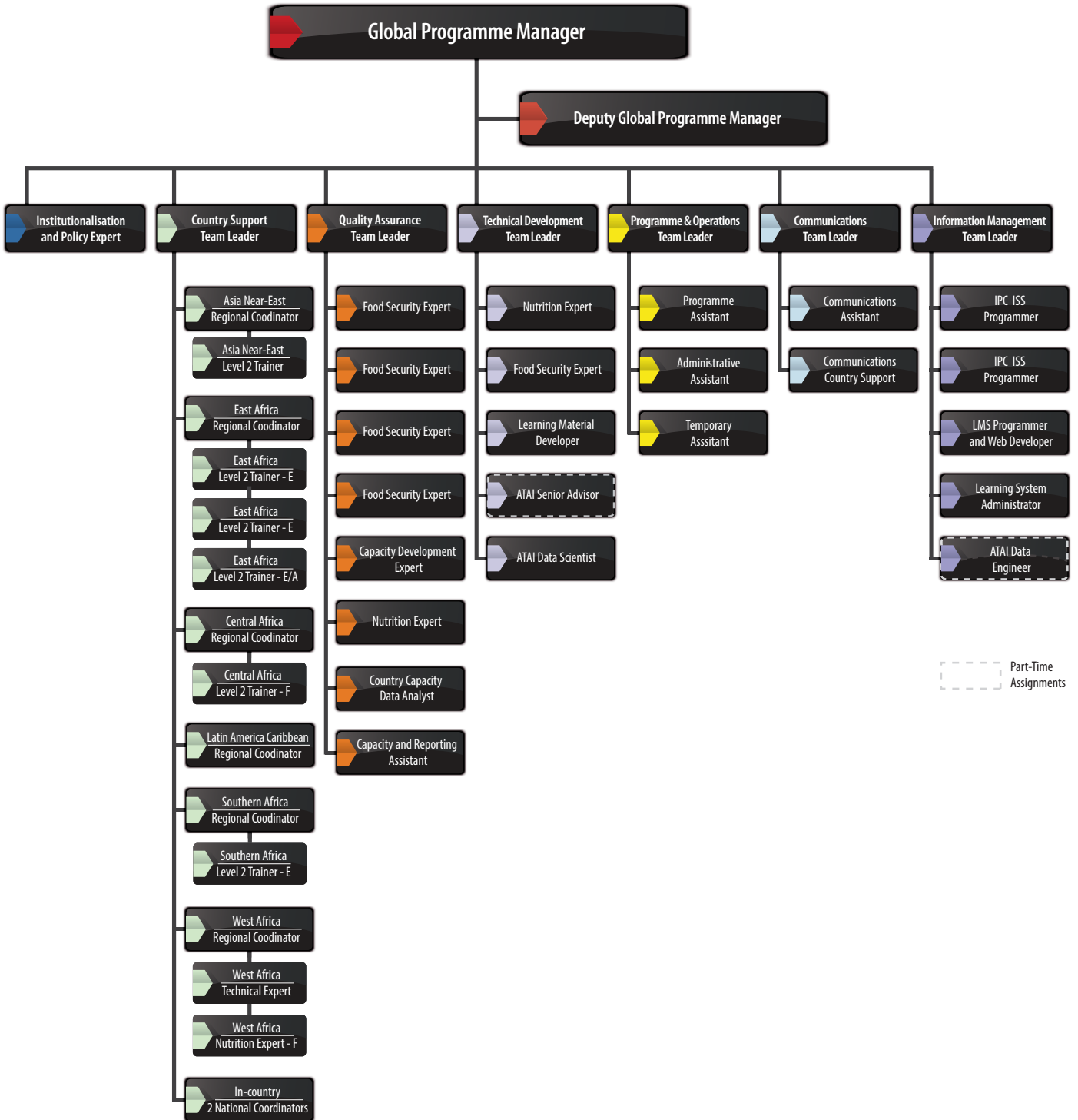
ANNEX II - COUNTRIES USING IPC SCALES AS OF DECEMBER 2018



All Three Scales	Burundi, Mozambique, Pakistan, Uganda
Acute & Chronic Food Insecurity	Bangladesh, Democratic Republic of Congo, Djibouti, El Salvador, Eswatini, Haiti, Honduras, Philippines, Rwanda, Tanzania, Zimbabwe
Acute Food Insecurity & Acute Malnutrition	Afghanistan, Kenya, Madagascar, Somalia, South Sudan, Sudan
Acute Food Insecurity	Central African Republic, Guatemala, Lesotho, Malawi, Yemen, Zambia
Chronic Food Insecurity	Cambodia, Nepal, Timor-Leste
Support to Cadre Harmonise	Benin, Burina Faso, Cameroon, Cape Verde, Chad, Gambia, Ghana, Guinea, Guinea-Bissau, Ivory Coast, Liberia, Mali, Mauritania, Niger, Nigeria, Senegal, Sierra Leone, Togo



ANNEX III - ORGANIGRAM OF THE IPC GLOBAL SUPPORT UNIT





IPC

Integrated Food Security
Phase Classification



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