IPC

The Integrated Food Security Phase Classification

Global IPC Partnership

Final Evaluation

Phase 1: September 2008 - June 2009

Integrated Food Security Phase Classification

Technical and institutional support for the development of a global multi-agency approach to food security classification - Phase 1 (September 2008-June 2009) -

Tim Frankenberger and Rene Verduijn
Final Report, August 2009

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The Integrated Food Security Phase Classification

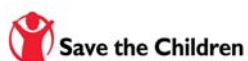**Global IPC Partnership**

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Acronyms

ACF	Action Contre la Faim
CARE	Cooperative for Assistance and Relief Everywhere
DG	Directorate General
EC	European Commission
ECHO	European Commission's Directorate General for Humanitarian Aid
ET	Evaluation Team
EU	European Union
EWS	Early Warning System
FAO	Food and Agriculture Organization
FEWS-NET	Famine Early Warning Systems Network
HQ	Headquarters
IFI	International Financial Institution
INGO	International Non Governmental Organization
IPC	Integrated Food Security Phase Classification
IR	Inception Report
NGO	Non Governmental Organization
OCHA	United Nations Office for the Coordination of Humanitarian Assistance
RVAC	Regional Vulnerability and Assessment Committee
SADC	Southern Africa Development Community
TOR	Terms of Reference
UNDP	United Nations Development Programme
UNICEF	United Nations Fund for Children
USAID	United States Agency for International Development
VAC	Vulnerability Assessment Committee
VAM	Vulnerability Analysis and Mapping
WFP	World Food Programme
WHO	World Health Organization

I.   Executive Summary

1. Since the inception of the Integrated Food Security Phase Classification tool (IPC) in 2004, the IPC has evolved into a standardized classification system based on the principle that common analysis among agencies will promote transparency, clarity, and understanding of food security analyses.

2. The principal objective of the IPC initiative project is:

> *"Food security responses (including policy and interventions) are informed by a standardized approach to classify food security, in order to improve needs-based food security/ livelihood decisions and responses."*

Efforts of promoting IPC have been directed at global, regional and national levels. This evaluation focuses on a ten-months ECHO-funded global project, and in analyzing its objectives, activities, outputs and results reviews the IPC initiative in general.[1]

The main objective for the global project that was operational from September 2008 to June 2009 was:

> *"Improving the IPC approach through further technical development, including lessons learned and other studies, and the institutionalization of the IPC at intra- and inter-agency levels and through external partnerships."*

3. After two years of initial development under the global coordination of the IPC multi-agency Steering Committee, and twelve months of field implementation of the IPC approach and tools outside of its first pilot in Somalia, the main thrust of the program was to:

*   build on the extensive experience gained in the application so far;
*   address the issues (technical, institutional) preventing a wider scale application;
*   ensure that lessons learned are disseminated and internalized;
*   consolidate and expand partnership in the initiative; and
*   expand the pool of staff able to support the process at headquarters and field levels.

4. This report represents the findings of the independent final evaluation of the IPC programme and global project undertaken in July and August 2009. It aims to provide insight into the current state of the IPC programme and a vision for strategic actions to be taken in the near and distant future. The overall results and impact of the programme from inception to date were assessed to provide an understanding of the strengths and weaknesses of the IPC approach. The evaluation team sought to determine the extent to which the programme has delivered activities and inputs in a timely manner, as well as provided adequate and appropriate technical

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[1]The report will refer to the global ECHO funded project as the 'global project' and the overall IPC initiative as the 'IPC programme.'

and institutional support, including capacity building where needed. The evaluation also explored whether or not lessons-learned exercises proved to be useful for adjustment and adaptation of the IPC approach at the country and regional levels throughout the course of the project. The strength and effectiveness of any institutional linkages and relationships created as a result of the IPC programme were also to be evaluated.

5. Based on the findings of this final evaluation, the following conclusions and recommendations are put forth by the evaluation team.

<p align="center">**Coherency and Relevancy – Conclusions**</p>

6. The IPC approach and its tools are highly relevant in the field of food security monitoring to both practitioners and the user community. In this fragmented field, a drive towards consolidation and harmonization is very much needed.

7. Transparency inherent to the IPC process provides the best chance to produce timely and reliable information acceptable to decision makers. This also ensures that donors and humanitarian actors alike can be held accountable.

8. The relevance of the initiative could be under threat if there is confusion over the scope of IPC as a management support tool. It is important that ECHO funds for studies and research in the next 18 months be limited to topics relevant to the IPC's core function of transitory food insecurity. While this does not preclude complementary funding, nor the addition of corollary topics over the long term, in the short term the focus on transitory food insecurity is necessary to carefully manage the growth of the IPC. The next 18 months should concentrate on core functions in 7-8 countries. In the meantime, relevant linkages need to be established with information systems and response analysis work, as well as with coordination mechanisms: potential food security cluster and renewed CFS.

9. Although the global partnership is an important element of the IPC multi-agency set-up, it may be questioned if the newly built capacity at global level will be contributing significantly to the introduction of IPC in the regions and the individual countries.

10. One of the main constraints for a successful roll-out is the limited financial and technical capacity at all levels: global, regional, national and sub-national.

<p align="center">**Coherency and Relevancy – Recommendations**</p>

11. The key function or core of IPC should be confined to a meta-data analysis tool for classifying the severity of transitory food insecurity for a population/ area at a given time using reference outcomes or agreed-upon proxy indicators, with other functional elements optional. This would allow for the greatest buy-in from stakeholders and keep momentum of the programme roll out. Therefore, this should be the key focus during the next 18 months. Improvements to other FSIS functions such as early warning and response planning are optional. This is consistent with the

new global partnership vision.

12. The team is not very enthusiastic about applying IPC in chronic food security situations, as the objectives of the exercise and indicators differ substantially. IPC's competitive advantage in this setting is unproven and less attractive as to classifying the severity of transitory food insecurity. Also there are more alternative tools and initiatives that deal with the chronic situation, including the PRSP process, MDG monitoring, etc.

13. Capacity development efforts should be boosted significantly. The roll-out has been short of technical and financial support, which has hampered the adoption of the approach and tools at country level.

14. The lessons learned should be revamped toward comprehensive case studies, and include descriptions on the difficulties/ solutions found in applying outcome references or proxy indicators, the analysis template, population tables, the cartographic protocol, etc.

Efficiency and Effectiveness of Programme Management - Conclusions

15. The governance structure has been successfully established, succeeded in a broad introduction to the IPC, and generated interest in its applications.

16. The current structure is too "top-heavy," focusing on the global level with a directive, rather than a facilitative or demand-driven approach.

17. "Ownership" of IPC – and funding capacity – resides primarily at the global level, which constrain genuine decision making power in the regions and countries.

18. Expanded partnership is needed to include other global actors and NGOs with a significant field presence.

19. Roll-out has generally been promoted well and has been a worthwhile investment. However more work is needed to communicate and support (financially and technically) the implementation of IPC processes at the local level.

20. Training materials and communication tools have been developed and are in use (Technical Manual, User Guide, IPC Web site, online forum).

Efficiency and Effectiveness of Programme Management - Recommendations

21. Operationalize the new governance structure proposed by the global partners at the Oxford meetings.

22. Define key functions, roles and responsibilities of IPC partners at different geographical levels based on the new governance structure.

23. Expand the coalition of partners to include representation from regional governmental bodies as well as agencies that already are involved at the country level and have large field programmes. Suggestions for additional membership include: World Vision, ACF and Catholic Relief Services. Create regional working groups.

24. Seek to reflect IPC in the UN cluster system and global policy-making bodies[2].

25. Restructure funding mechanisms to expedite the dispatch of resources to the field. Support decentralized decision making on funding.

26. Coordinate IPC with emergency response through targeting most vulnerable areas.

27. Develop and deploy a communication strategy with a clear message regarding the core functions and use of IPC.

28. Shift available resources from the global level to regional and country levels, especially for capacity development of agencies and governments for post-roll-out technical backstopping during IPC implementation. Given the limited resources at the global level, fundraising will be needed to address the follow-up and capacity building needs of regions and countries.

Capacity Development – Conclusions

29. Despite a significant number of people having received IPC training in the past years, the roll-out has just started and requires long-term commitments from stakeholders to be integrated into the existing Food Security Information Systems.

30. The existing capacity to conduct food security analysis at the country level was viewed by many as disappointingly low, which immediately inhibits a quick adoption of the IPC as a meta-data analysis tool.

31. The roll-out has lacked sufficient technical backstopping resources to guide the implementation process in different countries at the same time.

32. The learning material (Technical Manual and User Guide) is of generally high quality.

33. Lessons learned are found to be lacking regarding case studies that document decision-making pathways in the use of proxy indicators for severity classification. None of the decisions regarding the development of maps, protocols and tables have been part of the documentation generated to clarify difficulties in applying the IPC.

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[2] .For example the IPC is utilized in the UN IASC Cluster System as the situational analysis from which response plans are developed for the various UN Clusters

Capacity Development – Recommendations

34. In the short run, the emphasis of capacity development should be on building a core group of expert practitioners who will coach a second, larger group of practitioners in the field to lead the introduction of IPC in new countries.

35. Capacity development should also focus on training a large number of government employees, NGO staff and above all the future generation of food security analysts, through supporting relevant BA and MA curricula at universities and training institutes.

36. Strengthen relationships with local knowledge centers, whether training institutes, universities or others, as an important element in the IPC capacity development strategy.

37. The learning material may be complemented with a short guide for end users with advice on how to read the maps and what to do with IPC information.

38. The lessons learned exercises should bring out experiences about how the country dealt with the reference indicators, analysis protocols, etc. including examples where reference outcome indicators were not available and replaced with existing information sources.

39. A practitioners or user forum should be further developed as another important instrument to build capacity – from one practitioner to another.

Technical Issues/Quality Assurance – Conclusions

40. IPC is perceived to have a strong potential of contributing to the harmonization of the food security information sector by presenting itself as a methodology neutral meta-data approach and providing the ingredients for conducting a situation analysis.

41. The core functions of IPC are not properly defined in the roll-out. There is confusion about whether the roll-out targets the core classification tool or a comprehensive set of tools, templates, protocols, and tables, including an early warning component and strategic response framework. The Global IPC TWG has discussed the need to have a minimum set of criteria that would qualify an 'IPC' as an IPC. There is a need to identify these 'core' elements.

42. There is a lack of guidance on the use of proxy indicators to substitute for reference outcome indicators in classifying the severity of food insecurity. As proxy indicators are often context-specific, the principle of comparability is difficult when using these indicators.

43. The Technical Working Group has shown its use in solving outstanding issues despite inconsistent participation.

44. The potential threat of the data gaps and poor data quality to successful application of IPC as a meta-data analysis tool should not be underestimated.

45. An IPC peer review mechanism is not yet functional.

Technical Issues/Quality Assurance – Recommendations

46. The roll-out of the IPC should not be prescriptive but rather use an 'open source' approach, where stakeholders are free to experiment with IPC at different levels over and above the core application.

47. Reconsider how technical support and quality assurance to IPC is provided along the lines proposed at the Oxford meetings. Technical backstopping is provided at all levels (global, regional and country). Enable the global support unit to comfortably take on facilitation of technical support, to resolve most if not all of the remaining problems.

48. IPC should become more involved with the facilitation of requests to donors in filling in important data gaps, in order to boost the quality of the IPC information products generated and give credibility to the process.

49. A peer review mechanism should be promoted, where experienced IPC practitioners review the process in its entirety once every year, and which receives further impetus by visits and reviews from other practitioners in or outside the region.

Institutionalization - Conclusions

50. The IPC is currently driven more by global-level partners than by regional and country agencies or national governments. While IPC awareness-raising efforts have spurred some partners and governments to make specific initial steps toward institutionalization, for the most part institutionalization on a broader scale by partners and governments is still quite limited, and conditional upon various other factors such as the success of capacity building and continued technical support and funding.

51. Partnership is working well at the global level and provides a good basis for internal agency institutionalization of IPC.

Institutionalization – Recommendations

52. Integrate IPC into partner agency structures (strategic plans, communication plans, dedicated staff positions) and ongoing FSIS activities of partners and governments.

53. Focus capacity development on government institutions (at regional and country levels) rather than individuals.

54. Follow through with the 18-month, two-to-five year, and three-to-ten year goals laid out at the Oxford meeting.

55. During the next 18 months, concentrate on the core function of IPC: delineating the severity of transitory food insecurity on a geographic basis. Global partnership will support the creation of two capacity-building managers within the IPC Global Support Unit: one to focus on the regional and country levels and another dedicated to partner agencies. As with other positions within the Global Support Unit, the role will be facilitative, rather than directive.

56. Under global-level guidance, conduct multi-agency workshops involving multi-agency training.

57. Each global partner should elaborate an agency institutionalization strategy for the next months/years, to help orient global support.

Roll-out Strategy – Conclusions

58. The Coordination Unit, with full-time agency focal points, has played a relatively marginal part in the roll-out, as it was focused on strengthening internal capacity within the global partner agencies.[3]

59. There is a disconnect between the global and country levels that needs to be remedied.

60. The main driver behind the IPC roll-out has been FAO's Regional Emergency Office in Eastern and Central Africa using separate funding.

61. WFP has made a significant contribution to the initiative by piloting IPC in Asia. These pilots have produced interesting case studies where WFP has had a chance to investigate the (non-) conformity between IPC and FSIS tools and indicators of their own.

62. Different entry points were used in the roll-out that take into consideration the differences in government capacity to implement IPC on a sustainable basis.

63. There are trade-offs when selecting process-led versus product-led approaches to introducing the IPC. There is a sharp divide between the end users and the food security technicians as to the best way to proceed.

64. It may be worthwhile to conduct a separate review analyzing the respective complementary roles and responsibilities of FAO-ESA and FAO-TCE in the IPC roll-out to improve efficiency and effectiveness of FAO's interventions.

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[3] Admittedly, the focal points have been in place only for about six months.

65. In order to mend the disconnect between global and country levels, priority should be given to activities and outputs that can be directly used in support of country applications. This points to strengthening the regional centers with strong technical backstopping capacities.

66. The roll-out process needs to be carefully aligned with the ability to provide sufficient technical backstopping services.

67. An ideal roll-out would consider both the process used and the products generated for decision makers. In addition, a more open approach to the roll-out should be used, encouraging experimentation by stakeholders on the use of IPC tools, templates, tables and protocols at national and sub-national levels.

68. The general lack of capacity makes the strategic selection of additional countries for the roll-out crucial. Selecting fewer countries where the chances of applying the IPC successfully should take precedence over expanding to a large number of countries where success is less certain due to poor capacity or the lack of data. Important selection criteria include enthusiasm to participate in the application of the IPC, and availability of data. Caution should be exercised in introducing IPC in countries where there is no data to feed the meta-data analysis tool.

## I.	Introduction

### A.	Overview of the Global IPC Program

69. Since the inception of the Integrated Food Security Phase Classification tool (IPC) in 2004, the IPC has evolved into a standardized classification system based on the principle that common analysis among agencies will promote transparency, clarity, and understanding of food security analyses.

70. The principal objective of the IPC initiative project is:

> *"Food security responses (including policy and interventions) are informed by a standardized approach to classify food security, in order to improve needs-based food security/ livelihood decisions and responses."*

Efforts of promoting IPC have been directed at global, regional and national levels. This evaluation focuses on a ten-months ECHO-funded global project, and in analyzing its objectives, activities, outputs and results reviews the IPC initiative in general.[4]

The main objective for the global project that was operational from September 2008 to June 2009 was:

> *"Improving the IPC approach through further technical development, including lessons learned and other studies, and the institutionalization of the IPC at intra- and inter-agency levels and through external partnerships."*

71. After two years of initial development under the global coordination of the IPC multi-agency Steering Committee, and twelve months of field implementation of the IPC approach and tools outside of its first pilot in Somalia, the main thrust of the program was to:

- build on the extensive experience gained in the application so far;
- address the issues (technical, institutional) preventing a wider scale application;
- ensure that lessons learned are disseminated and internalized;
- consolidate and expand partnership in the initiative; and
- expand the pool of staff able to support the process at headquarters and field levels.

72. This report represents the findings of the independent final evaluation of the IPC programme and global project undertaken in July and August 2009. It aims to provide insight into the current state of the IPC programme and a vision for strategic actions to be taken in the near and distant future. The overall results and impact of the programme from inception to date were assessed to provide an understanding of the strengths and weaknesses of the IPC approach. The evaluation team sought to

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determine the extent to which the programme has delivered activities and inputs in a timely manner, as well as provided adequate and appropriate technical and institutional support, including capacity building where needed. The evaluation also explored whether or not lessons-learned exercises proved to be useful for adjustment and adaptation of the IPC approach at the country and regional levels throughout the course of the project. The strength and effectiveness of any institutional linkages and relationships created as a result of the IPC programme were also to be evaluated.

B.   Purpose and Objectives of Final Evaluation

73. This report represents the findings of the independent final evaluation of the IPC programme undertaken in July and August 2009.   The overall results and impact of the programme from inception to date were assessed to provide an understanding of the strengths and weaknesses of the IPC approach. The evaluation team sought to determine the extent to which the programme has delivered activities and inputs in a timely manner, as well as provided adequate and appropriate technical and institutional support, including capacity building where needed.

74. The evaluation also explored whether or not lessons-learned exercises proved to be useful for adjustment and adaptation of the IPC approach at the country and regional levels throughout the course of the project. The strength and effectiveness of any institutional linkages and relationships created as a result of the IPC programme were also to be evaluated.

75. Based on the findings of the evaluation team, specific recommendations to strengthen the IPC approach for further global roll-out are offered. In this way, the evaluation should not be viewed exclusively as a terminal evaluation, but a formative and forward-looking document that seeks to enhance the relevance, efficiency, effectiveness, impact and sustainability of future IPC activities in other contexts. The target audiences of this evaluation vary from:

- FAO management and programme staff at HQ, regional and country levels;
- EC at HQ and country levels;
- governmental authorities of all recipient countries/regions; and
- current and future programme partners, including relevant ministries, WFP, FEWSNET, UNICEF, regional partnerships, ACF, Oxfam, Save the Children, CARE, ICRC/IFRC, WVI, EC, DFID, etc.

C.   Methodology

76. The evaluation consisted of an extensive desk review of key programme documents to prepare an overview of the programme, including the major achievements, programming issues, and current status of the IPC programme. Stakeholder interviews were carried out in Brussels, Rome, London, Oxford, Nairobi, Washington DC, and Kenya. Kenya was chosen as a field site due to the fact that it is the regional hub for FAO's Emergency Service, thus the FAO regional staff based there had

extensive knowledge of IPC issues in other countries that provided a rich source of information for the evaluation. In addition, a questionnaire was administered to a range of stakeholders to obtain feedback on programme activities, results and outcomes. This questionnaire is included as Annex B.

77. Stakeholders – both food security information providers and users – were interviewed with a particular focus on assessing the relevance, process and efficiency of the programme approach. Stakeholders included a large group of decision makers involved in the food security chain: policy makers at international, national, and local levels, donors and international technical support agencies, INGOs and civil society. (Members of the private sector, primary food producers, households and the media are also important stakeholders but were not interviewed for this evaluation). Contacts for stakeholder interviews are included as Annex D.

D.   Outline of Report

78. The evaluation report is organized into eight sections covering various aspects of the IPC programme. The report first focuses on how relevant and coherent the IPC programme is and the tools, tables and protocols associated with it, in Section II. Section III evaluates the efficiency and effectiveness of programme management, including the governance structure, internal and external coordination, communication strategies, and the allocation and use of funds. The impact of the IPC programme on capacity development at various levels is explored in Section IV. Section V explores technical issues and quality assurance in three ways: the strategic focus of the IPC programme, data quality, and other technical issues. The depth and breadth of how well the IPC objectives have been institutionalized, as well as opportunities for further integration, are elucidated in Section VI. The roll-out strategy of the IPC programme to date is evaluated in Section VII, with guidance for the next steps and actions to be taken for further global roll-out. The final section provide conclusions on the successes, challenges and impacts of the IPC programme, as well as recommendations to be taken into consideration for the future of the IPC programme.

II.   Coherency and Relevancy of the Global IPC Programme Design

A.   Relevance of the IPC Approach and Tools

79. The IPC is regarded as an innovative multi-agency approach and classification tool for improving food security analysis and decision-making. More specifically, the Integrated Food Security Phase Classification (IPC) is said to be

> *'a standardized tool that aims at providing a "common currency" for classifying food*

Successes
- There is consensus all around on the relevance of IPC as a food security severity classification tool, and willingness to engage with partners at all levels.
- IPC approach and tools have great scope in enhancing the quality of food security monitoring through a networking approach and practical tools.
- IPC aligns very well with a number of international initiatives to increase efficiency, effectiveness and accountability in the sector of humanitarian assistance.

*security. Using a **common scale**, which is comparable across countries, will make it easier for donors, agencies and governments to **identify priorities for intervention** before they become catastrophic.'*

Source: www.ipcinfo.org

80. There is no doubt in the reviewers' minds that the IPC approach and its tools are highly relevant in the field of food security monitoring to both practitioners and the user community. In this fragmented field where numerous players ply their trade using a diverse set of approaches and methodologies that cannot be easily integrated, generally show little complementarity with official government monitoring systems, and operate in an environment ruled by short-term funding commitments from donors, a drive towards consolidation and harmonization is more than welcome.

81. This is also fully recognized by all participating stakeholder groups, including the technical agencies (UN and INGOs) responsible for the intelligence function and programming of responses; national governments; and bilateral and multilateral donors. Without exception, all respondents, through their responses to the evaluation questionnaire as well as their opinions expressed during interviews, agreed on the unique and positive features that the IPC tool offers in intelligence gathering and analysis of food security information. In particular, its main strengths and opportunities are:

- IPC is a standardized meta-data analytical tool for classifying severity of food insecurity;
- IPC does not prescribe a methodology to use in data collection/ analysis;
- IPC uses thresholds for internationally accepted reference outcome indicators to indicate severity;
- IPC provides a new incentive to networking of FSIS partners through standardized use of an indicator reference table, analysis templates, cartographic protocols and population tables, which can greatly increase transparency and evidence-based decision making;
- IPC provides an opportunity to collectively identify/ prioritize and address information gaps;
- IPC provides a user-friendly presentation of the analysis; and
- Use of common indicators by IPC provides opportunities for comparative situational analysis within each country and across borders.

82. Notwithstanding the technical advantages listed above, there seem to be other important reasons why the IPC process is so successful in Somalia and information products are felt trustworthy. The review

Challenges
- There is some confusion on the key function of IPC (core classification versus whole package, including early warning, response analysis framework, etc.)
- Membership of the global IPC partnership does not fully reflect participation of all of the organizations that participate in IPC exercises in the field. The question is which agencies actively involved in the field should join the partnership.
- Lack of sufficient financial and technical capacity prevents a well-serviced roll-out of the IPC, and prevents further fine-tuning of the tools.

team heard on several occasions that the main appreciation of the IPC in Somalia lies in the rigour of analysis and internal and external validation of the situation analysis and possible response options. A successful networking approach therefore seems key to the successful introduction of IPC in a given country or region. Strong opinions were expressed that no single agency should be putting together an IPC situation analysis. Therefore, an IPC coalition using a transparent process in generating information has the best chance to produce timely and reliable information acceptable to decision makers. At the same time this process ensures that donors and humanitarian actors alike can be held accountable to the highest of standards. This makes the strongest sense for organizations such as WFP and FAO, who manage their own intelligence function to inform the type and magnitude of their field programs. Teaming up in this manner, using an open source approach, seems the best guarantee of accountable conduct.

83. In this respect, the IPC seems well placed to align with a number of initiatives that aim to enhance efficiency and effectiveness of humanitarian aid, as well as with accountability of donors and other actors operating in this field. The IPC does contribute to the Stockholm Principles and Good Practice of Humanitarian Donorship (2003), in particular articles 6, 8, 9 and 15:

- Allocate humanitarian funding in proportion to needs and on the basis of needs assessments. (Article 6)
- Strengthen the capacity of affected countries and local communities to prevent, prepare for, mitigate and respond to humanitarian crises, with the goal of ensuring that governments and local communities are better able to meet their responsibilities and co-ordinate effectively with humanitarian partners. (Article 8)
- Provide humanitarian assistance in ways that are supportive of recovery and long-term development, striving to ensure support, where appropriate, to the maintenance and return of sustainable livelihoods and transitions from humanitarian relief to recovery and development activities. (Article 9)
- Request that implementing humanitarian organizations fully adhere to good practice and are committed to promoting accountability, efficiency and effectiveness in implementing humanitarian action. (Article 15)

84. Other initiatives to which the IPC appears well placed to contribute include the Paris Declaration (OECD) on the effectiveness of aid; the Hyogo Framework for Action in the area of disaster risk reduction; the WFS Action Plan and the Millennium Project.

85. The strong potential of the IPC has been recognized by a number of donors, in particular ECHO, AUSAID, CIDA, DfID and the Government of the Netherlands through its FAO Netherlands Partnership Program (FNPP).

B.   Roll-out of IPC Outside Somalia

86. Again, the aims of the IPC as described in the current phase of the global project, i.e. promoting its application outside Somalia, have been described as:

   a) Building on the extensive experience gained in the application so far;
   b) Addressing the issues (technical, institutional) preventing a wider scale application;
   c) Ensuring that lessons learned are disseminated and internalized;
   d) Consolidating and expanding partnership in the initiative; and
   e) Expanding the pool of staff able to support the process at headquarters and field levels.

87. In the past two years, IPC has been promoted as a multi-agency initiative among countries such as Burundi, CAR, Cote D'Ivoire, DRC, Eritrea, Ethiopia, Kenya, Rwanda, Sudan and Tanzania. FAO has taken a lead role in the roll-out process in Africa while WFP has led pilot efforts in Asia, e.g. Cambodia, Nepal, Sri Lanka and Tajikistan. The introduction of IPC has been rolled out to varying degrees and with different measures of success. The so-called roll-out of the IPC approach and tools has therefore just begun. This means that the objectives stated above are generally valid now as well for the immediate future.

88. In 2008-2009, the global project further built up a global IPC coalition-of-the-willing with the infrastructure of a global IPC Steering Committee (SC), Coordination Unit (CU) and a Technical Working Group (TWG), including recruitment of five full-time IPC focal points by five global partners (SAVE-UK/US, CARE, Oxfam, WFP and FAO). The aim of the global network was to create awareness of the application of the IPC tool,

> *Vision Level 1: Consensus-building at national level -* IPC only being used to help build consensus on food security situation at the national level.
>
> *Vision Level 2: Inter-country comparability -* IPC also used to inform inter-country comparisons of food security situation.
>
> *Vision Level 3: The common tool in countries prone to transitory food insecurity -* IPC in use in somewhere between 20-40 countries.
>
> *Vision Level 4 – A tool used in contexts of chronic as well as transitory food insecurity -* IPC used for identifying different levels and phases of chronic as well as transitory food insecurity, i.e. coverage extended into countries with predominantly structural food security challenges.
>
> Source: John Borton and Jeremy Shoham
> IPC External Linkages and Partnerships Study 2009 (draft report)

agree on an approach for meta-data analysis, review terminology and indicators, and of course improve the capacity on IPC within the participating partner agencies. This had the distinct aim of creating IPC champions that would facilitate the subsequent roll out of IPC in the regions and individual countries. Much of the institutional structures are now operational.

89. Although the global partnership is an important element of the IPC multi-agency set-up, it may be questioned if it provides the best support model for the introduction of IPC in the regions and the individual countries. Awareness raising among policy officers in headquarters or regional offices is useful but does not necessarily help to strengthen national coalitions to engage in an IPC exercise at the country or even sub-national level. Moreover, the selection of global partners has left out some key stakeholders in food security analysis (e.g. UNICEF, WHO, OCHA) or users with large food security programs on the ground (e.g. ACF, Catholic Relief Services, World Vision). It may be said that at the same time, one of the current partners, Oxfam, is an important INGO but does not have a significant field presence with operational capacity to contribute to the IPC exercises at the country level. Reiterated at meetings such as the recent Johannesburg consultation in June, there is a potential disconnect between the global and country levels that needs to be remedied. Priority should be given to activities and outputs that can be directly used in the country roll-out process. This points to building up the regional support structures, with strong technical backstopping capacity to support country applications.

90. Despite its many positive aspects, the relevance of the initiative could be under threat if there is confusion about the fundamentals of IPC's purpose and scope. In much of our interaction with stakeholders, different views were expressed as to what IPC could or should take on. Borton and Shoham, in their 2009 study on IPC external linkages and partnerships, have listed four 'vision' levels, gradually increasing in scope (see box for details).

91. Stakeholders expressed their wish to agree on the 'core' of IPC – delineating transitory food insecurity severity on a geographic basis – and keep the menu of tools, tables and protocols as optional depending on the different needs at country level. This would be the surest way of obtaining buy-in from key stakeholders such as WFP and FEWSNET, who manage their own information systems and would only fully participate in the initiative if IPC can accommodate their approaches[5].

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[5] WFP carries out its own food security analyses (baselines) and emergency food security assessments. These exercises provide estimates on the severity of food insecurity, and numbers of food insecure people, based on a more limited set of indicators than those used by the IPC. They may also produce maps showing the areas with the highest proportions of food insecure people. As such, WFP assessments can and should be used in a meta-analysis like the IPC, using the "standard" IPC tools, templates etc. The need for "reconciliation" involves clarifying terminology, indicators and limitations when a WFP report is issued together with and IPC report, or when a WFP report is used for an IPC analysis. The latter may produce different numbers and different conclusions on severity (although hopefully not) and users should understand why there are differences with the WFP outputs.

III. Efficiency and Effectiveness of Program Management

A. Governance Structure

92. The IPC's initial governance structure (see Annex C) was built on the existing IPC bodies and included the Multi-Agency IPC Steering Committee, the IPC Partnership Forum (this structure initially previewed has not been established), the IPC Technical Working Group, and the IPC Coordination Unit. These bodies were sustained by the agency technical officers/focal points working in support of IPC technical development, and regional support teams based on the field. The project management structure has been effective in building agency awareness and generating interest in IPC. However,

> **Successes**
> - IPC global partnership established, with membership agreements and operating modalities defined for the Steering Committee, Coordination Unit, and Technical Working Group.
> - Focal points recruited by IPC partners.
> - The governance structure has succeeded in a broad introduction to the IPC and generated interest in its applications.

> *"Governance and management structures have been effective in implementing the IPC until now. However with the recent developments, growing interest from countries, regions, agencies and donors, and the fact that the main challenge is now to successfully manage the institutionalization process, they need to be reformed."*
>
> Final evaluation respondent

there is general consensus that the ability of the existing structure to disseminate and support the IPC over the long term is compromised significantly for being centralized at topmost levels of partner agencies, focusing on the global level, lack of a clear definition and embedding of roles at global, regional and country levels, and ill-defined links between these levels. Capacity and "ownership" have yet to be developed at subsidiary levels.

93. Currently the governance structure of the IPC project is perceived as too "top-heavy," resulting in inefficient and slow processes and decision-making abilities. Much of the work at the global level is not perceived as relevant to the country level, indicating a disconnect in the current configuration of the IPC programme. Moreover, as one respondent noted, "There is a perceived bias toward heavy FAO influence in a number of decisions, which are also linked to the fact that many of the most active members were affiliated with FAO, and that the IPC was initially developed by FAO people in Somalia."[6] The level of delivery of current governance structures has been lower than expected due to late dispersal of funds from the donor, bureaucratic processes that slowed the dispersal of funds among partners, and heavy workloads of agency staff designated to participate in global partnership activities. For example, the members of the Technical Working Group were not full-time or even half-time and there was no chairperson, with the result that members lacked time to maintain a sustained engagement in the many tasks that were expected from them. The role of the Coordination Unit (CU) members was not fully clear and was unequal between the agencies, with

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[6] FAO has also tried to let go of control to the benefit of the partnership.

some members of the CU actively engaged and others more passive. SC members also lacked time to closely follow up on the IPC roll-out initiatives and various technical challenges that would have needed more guidance. Many stakeholders also felt a loss of efficiency due to too many meetings of governance bodies, with little time for follow-up.

94. The roles and responsibilities of the various levels (global, regional, national and sub-national) and the conduits between them need to be clearly defined and formalized. At the global level, the policy functions need to be clearly delineated from the technical

> *"Managing a common resource at the global level is extremely difficult. Managing it to maintain a consistent global character is even more difficult. Broad global use of the IPC will only be achieved if other organizations can be stimulated to put their own resources and time and credibility into expanding the IPC. The current "roll-out" approach will not achieve this."*
>
> Final evaluation respondent

functions; currently these are confounded within the Steering Committee. A better balance of stakeholders is also needed, particularly at the policy level: donors and governments need to have a voice in global deliberations. In addition, consideration should be given to structures that allow for expanding participation of other stakeholders (e.g. other NGOs, donors, and regional bodies).

The multi-agency board should focus on strategic decisions while the Coordination Unit/Secretariat is responsible for the detailed planning and technical support, with tactical decision-making responsibility. Additional consideration should be given to the establishment of structures that facilitate the expanded participation of other stakeholders (other NGOs, donors, regional bodies, etc.), such as the regional technical working groups and steering committees in the three African regions: FSNWG; CILSS Technical Committee of the Cadre Harmonisé (also working on IPC); and IPC Regional TWG of the SADC RVAC.

95. Another significant constraint in the governance structure lies in the inefficiency of funding mechanisms, given the delocalized financial support, the ineligibility of global resources for direct funding of field activities, and the multiple approval levels required by EC and FAO. The lack of decision-making authority at organizational levels closer to the field delays timely action indicated by use of the IPC, and limits the flexibility to respond to changing ground-level needs. Moreover, it contributes to the sense at the local level that the initiative is directed from the top, rather than responsive to demand for interventions requiring timely deployment of resources in the field.

96. The discussion at the Oxford workshop showed high awareness among partners of the problems with the current structure, and basically agreed that the focus of global governance structures should be shifted toward providing demand-driven support to regional and country level structures. For example, the agency focal points should be housed at the regional and country levels, rather than the global level.

97. There are trade-offs associated with this change in governance structure. Some agencies feel that shifting focal points to the field will take away from institutionalization processes that are on-going at the agency level. To enable the agency institutional process to continue, it may be necessary to keep the focal points in place at the agency level in the near term and gradually transition them out to the field.

> **Challenges**
>
> - Structure is too "top-heavy," with focus on global level. There is a need to define key functions, roles and responsibilities of IPC partners at different geographical levels.
>
> - Approach at global level has been disconnected from field structures and decision-making processes.
>
> - Effectiveness of Steering Group, Technical Working Group and Coordinating Unit has been limited due to lack of members' time for participation and follow-up, and gaps in or delays in filling leadership and coordination roles.
>
> - Lack of agency accountability.
>
> - Financing mechanism is inefficient, with many levels of approval required; this delays IPC implementation.

98. The following are some possibilities for roles and responsibilities for various levels of governance:

99. **Global level:**

- Coordination of IPC standards through the organization of technical / management consultations, issuing papers, etc.
- Global communication strategy, including information products for global events, summits, and awareness of global users
- Compiling/ publishing lessons learned (regions and countries)
- Maintaining global Web site/ IPC user forum/ expert panel
- Facilitation of support to peer review processes in regions
- Facilitation of support to technical guidance (mainly regions)

100. **Regional level:**

- Facilitation of IPC exercises at country level through provision of technical assistance/ resource mobilization, etc.
- Second-level quality control by IPC experts
- Peer review of country IPC processes when region meets/ discuss progress made/ develop regional map (if possible)
- Lessons learned/ guidance from regional perspective
- Training of practitioners and users

101. **National level:**

- Implementation of IPC
- Experimentation with IPC application
- First level quality control
- Lessons learned
- Institutionalization within government with assistance from IPC partners
- Resource mobilization

102. At the Oxford workshop the partners agreed that a new vision and governance structure should be adopted to take the IPC forward. The vision is laid out in three timeframes and presented below:

103. <u>18 months:</u>
- Capacity development and partnership strengthening (priority regions / countries [government focus] and IPC partners)
- Technically sound severity classification leading to small handful of success stories (approximately eight to ten countries; transitory settings)
- Studies/ research led by countries/regions on early warning / risk and response analysis
- Demonstrate the relevance of the IPC in chronic hunger contexts by developing a response framework for phases 1and 2[7]
- Established quality assurance mechanism with all levels
- Solve outstanding priority technical issues
- Two – three external partnerships follow
- Fundraising (including regional blocks)

104. <u>Two – five years:</u>
- IPC is the first point of reference in approximately 20 countries for decision making in transitory contexts
- Three regional analyses / maps for Africa (that we have confidence in)
- Early warning component, response analysis and chronic hunger analysis in more than five countries each
- Key technical questions (including improved response framework) 'resolved'

105. <u>Three – ten years:</u>
- IPC will be "An inclusive partnership with a common language to develop shared understanding of food security to improve responses in and between countries with significant transitory and chronic hunger"
- IPC is the first point of reference for decision making in transitory and chronic contexts

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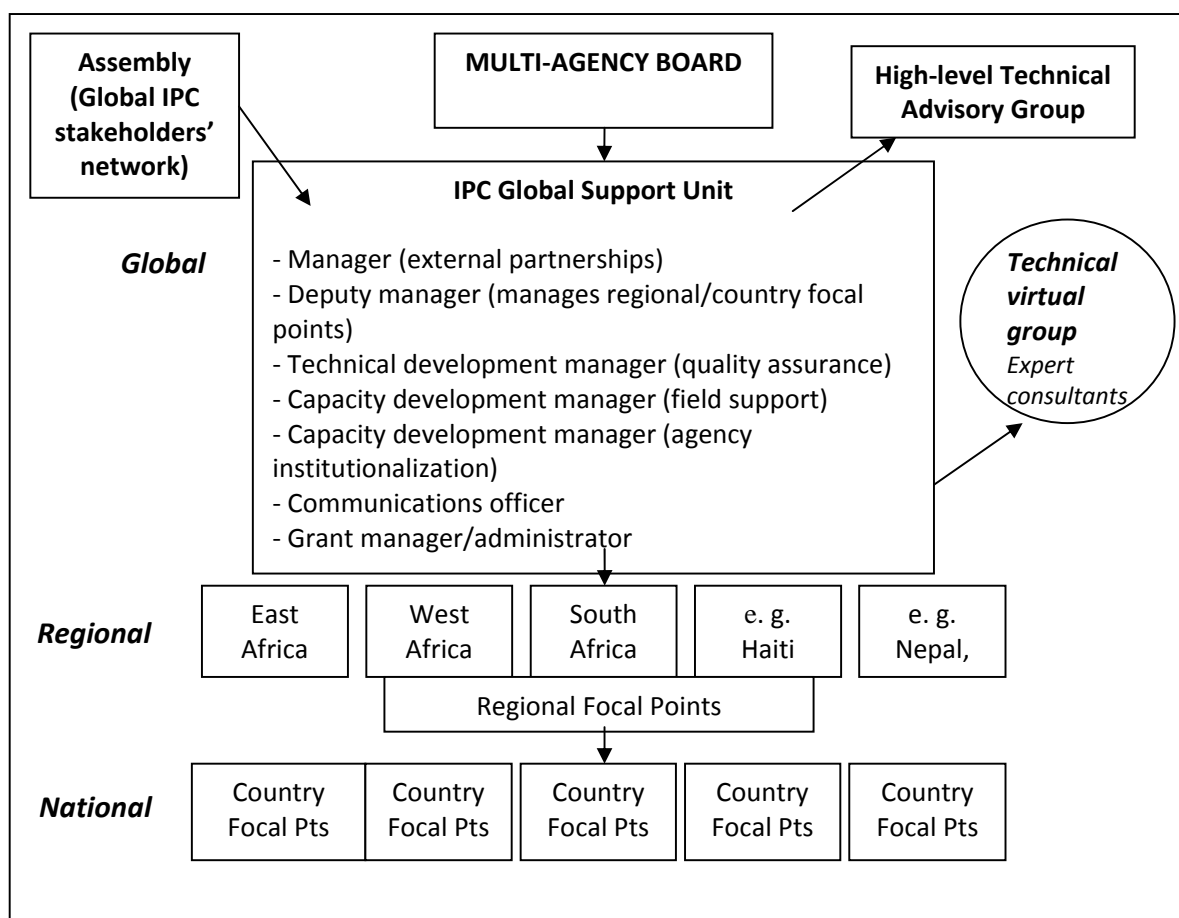[7] Funding for this would come from other donors rather than ECHO.

106.   The global partners also proposed a change in the governance structure at the Oxford workshop. These changes are highlighted below:

➢   The Steering Committee becomes the **Multi-Agency Board**. It includes ten people plus three representatives from each of the regions. It is led by a chairperson and a deputy chairperson.

➢   The Coordination Unit becomes the **IPC Global Support Unit**. While discussions continue regarding the composition of this unit, its proposed staffing configuration is as such:
    -   Manager (manages the whole SU and cooperates with the MOB for external partnerships)
    -   Deputy manager (manages regional/country focal points)
    -   Technical development manager
    -   Two capacity development managers (one with regional/country focus, one with agency focus)
    -   Communications officer
    -   Grant manager/administrator

➢   **The Assembly** (global IPC stakeholder's network) brings together full members representing the IPC, and associate members and donor members who cannot vote.[8]

➢   The Technical Working Group becomes the **High-level Technical Advisory Group**, to advise and conduct demand-driven studies. It is completed by a virtual network of experts and consultants working on demand[9].

107.   The newly proposed governance structure is presented graphically below:

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[8] WFP has serious reservations with several of the proposed changes and fears that the structure will become overly bureaucratic.
[9] WFP also is concerned that the High Level Technical Advisory Group replaces the the Technical Working Groups. The major concern is that such a group may consist of individuals that do not have familiarity with IPC nor the incentive to stay engaged on a sustained basis.

The diagram shows the IPC governance structure:

Top row: Assembly (Global IPC stakeholders' network) | MULTI-AGENCY BOARD | High-level Technical Advisory Group

Global: IPC Global Support Unit
- Manager (external partnerships)
- Deputy manager (manages regional/country focal points)
- Technical development manager (quality assurance)
- Capacity development manager (field support)
- Capacity development manager (agency institutionalization)
- Communications officer
- Grant manager/administrator

Technical virtual group — *Expert consultants*

Regional: East Africa | West Africa | South Africa | e. g. Haiti | e. g. Nepal,
Regional Focal Points

National: Country Focal Pts | Country Focal Pts | Country Focal Pts | Country Focal Pts | Country Focal Pts

108. A proposed timeframe for implementing these governance structural changes was also discussed at the Oxford meeting. This is presented in Annex F.

B. Internal and External Coordination

109. As noted in the IPC External Linkages and Partnerships study, greater coordination is needed within the current partnership, including a development strategy and a shared vision of IPC goals and objectives. At the global level, the Technical Working Group, Coordinating Unit, and Steering Committee have all been formally established and are performing effectively. However currently there is a greater need to shift the focus downward to the national and

Successes

- The Technical Working Group, Coordinating Unit, and Steering Committee are successfully established and operational.

- Regional engagement established with CILSS and SADC.

regional levels, ensuring that roles and responsibilities are clearly defined and lines of communication are functioning. At the regional level, the IPC has already successfully engaged with CILSS and SADC over the IPC, although the depth of integration remains to be seen. At the national level, relevant food security actors and information systems need to be identified and utilized where possible, and it must be ensured that the IPC complements existing FSISs.

110.   The IPC programme stands to gain significant benefits with expansion from the inclusion of new strategic partners and awareness-raising of key strategic global institutions. Strengthening the ongoing partnerships with WFP and FEWSNET are also essential for a successful roll-out of the IPC. WFP data should supplement IPC analysis and IPC maps should be compatible with VAM maps created by WFP10. With the expansion of FEWSNET, the IPC partnership should seek further collaboration for more effective and efficient coverage. OCHA and WHO have both agreed to join the partnership, with other organizations presenting significant strategic benefits for future collaboration (e.g. World Bank, ACF, IFRC,).

> **Challenges**
> - Strengthened partnerships needed with WFP and FEWSNET.
>
> - Expanded partnership needed with other key actors at the global level (e.g. OCHA, WHO), as well as partners with a significant field presence at the country level (e.g. World Vision, ACF, Catholic Relief Services).
>
> - Coordination must be reflected via integration with national food security actors and information systems.
>
> - IPC needs to be reflected in the UN cluster system and global policy-making bodies.

111.   As clusters have become the principal coordinating mechanism of the humanitarian system, it is essential that IPC raise awareness within the health, nutrition, agriculture and recovery clusters as well as the inter-cluster coordination group. Fostering linkages with global policy-making bodies is also critical for long-term sustainability. Specifically, IPC needs to build awareness with and ideally maintain a presence on the High Level Panel of Experts (HLPE) as well as the Committee on Food Security (CFS).

112.   Additionally, and consistent with objective 3 of the project log frame, the coalition of partners needs to be expanded to include representation from regional governmental bodies as well as agencies that already are involved at the country level and have large field programmes. Suggestions for additional membership would include: World Vision, ACF and Catholic Relief Services.

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[10] Similarly, FEWSNET Maps should be compatible with IPC Maps.

113.   Furthermore, and perhaps more suitable as a longer term goal - the IPC should seek to serve and coordinate more effectively with emergency planning and response at the regional and country levels. For example, in Somalia the IPC is integrated within the IASC Cluster emergency planning and response, as well as the CAP.

C.   Communication Strategy

114.   Communication between stakeholders, partners and donors is important for reinforcing institutional buy-in, transparency, and progress in IPC development. Some of the key elements of a communications strategy are the means to disseminate IPC analytical outputs and lessons learned at country, regional and global levels; awareness-raising and sensitization exercises, paying attention to the linkages with other global initiatives processes; and Web-based tools and communication to ensure visibility, communication and awareness-raising.[11]

> **Successes**
> - Roll-out has generally been promoted well, however more work is needed to communicate the implementation of IPC processes.
>
> - Training materials have been developed and are in use (Technical Manual, User Guide).
>
> - The IPC Web site and online forum are established and in use.
>
> - The cartographic maps are viewed positively as a means of communicating IPC analysis.

115.   There was general agreement among final evaluation respondents that the roll-out was promoted well, however there are concerns about whether the systems are in place to support implementation of IPC processes. As one respondent remarked, "A roll-out is a one-time thing. The communication has perhaps facilitated a one-time thing. I doubt that it has created the conditions that will facilitate ongoing IPC compliant assessments." So while awareness-raising efforts appear to have increased interest in and appreciation for the IPC tools and map, increased awareness that leads to actual use of the tool is still required, as well as clearer articulation of the IPC approach itself and thus why the tools are relevant.

116.   While communication was found to be active among partners and donors, the effectiveness of communication with non-partners and government representatives was much less clear. As one

> *"Communication to promote the IPC roll-out has gone well, though it has not been easy in the beginning due to controversial and competitive issues between systems and partners. Continued communication is still needed to ensure the smooth contribution of the process. The more complex the structure will become with more countries joining, the more good and transparent communication is required."*
>
> Final evaluation respondent

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[11] The European Commission Directorate-General for Humanitarian Aid – ECHO, GCP/GLO/234/EC Revised Interim Report. This report provides additional content for this section, especially in regard to specific communications products.

respondent noted, there are various challenges to overcome in implementing an effective external communications strategy at this stage: "Given that a number of technical issues have yet to be resolved, and that institutional engagement at country level remains a challenge, it is difficult to launch a massive communication and 'marketing' effort." Clear messages are especially important in introducing the IPC to senior decision makers who may be entrenched in different systems and skeptical of new tools or processes. Timing of when to bring people on board, and on what level, is also key. It is worth noting that 'external' awareness raising has happened in particular through three IPC 'Open Day' events targeted at NGOs, partners or governments, and that communication tools and materials for external communication have been dramatically improved.

117.   The IPC initiative has indeed developed several useful communications tools and a communications strategy, and a full-time communications officer is also in place.

Training materials
118.   A Technical Manual, User Guide and core presentations have been developed and are in use.

IPC briefs and info kit
119.   The IPC general brief has been reviewed and translated into French. Technical briefs are also available, as well as an IPC info kit that compiles key documents.

Web-based resources and communication
120.   The IPC website is regularly maintained and updated; it will be migrated to an improved platform. A full-fledged dedicated online forum is available to all IPC stakeholders, and a first online discussion was organized in April 2009. An internal shared workspace for IPC partners has also been established, and focal points have received a first training.

Challenges

- There is a need to better capture experiences in applying the IPC and using it in decision making, using improved lessons learned and case studies.

- While communication among the seven lead agencies is good, communication with national governments could be improved. All agency communication strategies should include governments.

- The core elements of IPC must be clearly defined in order to develop an effective communication strategy.

Communication strategy
121.   A communications strategy has been outlined to align with project outcomes, results and findings such as the results of the scoping exercise on external partnerships, the final review and consultation workshop with field levels, and the reviewed IPC strategic multi-agency framework etc. The first phase of the strategy includes external communications aimed to increase visibility of the partnership – its achievements, contributions, technical advances, lessons learned, and membership. It will also seek to enhance public awareness of key food security issues and crises

by engaging local and regional media outlets. The second phase will expand on the 'key pillars' of the communications strategy: internal communication (e.g. Web-based platform and other facilities for stakeholders at country and regional levels); external communication (e.g. advocacy events and campaigns to aid in establishing external partnerships); media (e.g. media tool kits, media platform usage, public events – at international, regional and especially national levels); communication capacity support (e.g. training on relevant communications topics and information technologies); and Web strategy (seeking to address communications challenges stemming from decentralized management of knowledge-sharing platforms and limited bandwidth in some countries).[12]

D.   Allocation and Use of Funds

Focus on roll-out.

122.   The focus and investment in the roll-out of the IPC initiative was generally viewed as worthwhile[13]. The roll-out was seen as a valuable and "relatively limited" investment to uncover and try to solve potential problems with the approach, bring a higher level of consensus and cooperation among food security stakeholders, stimulate the international debate about food security indicators, make the analysis more transparent and the response more accountable, and create momentum around the IPC.

> **Successes**
>
> The use of resources for roll-out – up to this stage of introducing the IPC – has for the most part been useful and appropriate, especially for generating awareness and interest, for experimentation and problem identification, and stimulating discussion regarding a standardized food security meta-data tool. However shifts are needed from here forward.

123.   Still, nearly all final evaluation respondents stated that the roll-out of the IPC at the regional and country level does not have sufficient support in terms of either human and/or financial resources. As one stakeholder noted, "The roll-out must strike a balance between quality and money – quality roll-out needs adequate funds." While it was noted that the cost-efficiency of the roll-out requires more investment from partner agencies, many agencies do not have the resources to invest.

> *"It's too early to see the IPC as being sustainable without external support at this stage. But the expansion of the donor base, and the transition to longer-term sources of funding, already show some signs of sustainability. Anyway, I don't believe that any FSIS is sustainable without donor support. I consider that if donors want information and decision-making tools that are relevant for them (and that are most of the time different from the kind of information and tools that national decision makers require), they have to pay for it and that the investment is worth the money – taking into account improvement in resource allocations and the cost-effectiveness of interventions."*
>
> Final evaluation respondent

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[12] IPC Support and Funding Requirements From Donors, July 2009 – December 2011: Multi-Agency Initiative to Strengthen Analysis and Response in the Food Security Sector Using the IPC. Initiative Phase I: 2007-2011.
[13] Roll out applies to the IPC initiative in general and not to the Global Component per se.

124. Additional concern was expressed regarding the emphasis on and goals of the roll-out: "This…is only worthwhile if it is a process of technical experimentation that leads to a general and accepted vision of how to implement the IPC-compliant assessment."

125. One respondent suggested that support is needed for an additional 12-24 months beyond roll-out, which is consistent with other comments regarding the level of follow-up and ongoing support needed for IPC adoption.

Global versus regional/country

126. There was some concern that the level of investment in the global structure (i.e. full-time staff for five agencies) is inappropriate when there is still not a functional regional working group in their area. While many respondents were also of the opinion that the focus should expand outside crisis-affected and African countries, others were cautious to enlarge efforts at this stage, concurring that too many countries were included in the initial roll-out strategy, diluting resources and diminishing outcomes beyond raised awareness at top levels. It is worth noting that in making strategic decisions about expansion into additional countries, considerations include the distinct but related criteria of level of resources available, relevance of the IPC outside of crisis-affected areas, and critical mass.

127. Structural factors also inhibit effective decision making regarding the allocation and use of funds. Operational modalities for fundraising and other functions were predominantly viewed as neither appropriate nor clearly defined in the countries and regions. For example, as one respondent stated, "As illustrated by the functioning of the IPC in the Ivory Coast on humane budgets of projects and, in the long term, the appropriation of the tool by the national party, [operational modalities] are not explicit for the moment. This needs work." Others concurred that this is a disadvantage, and indeed that "This is the most important thing to ensure now in the coming months."

> **Challenges**
>
> - Inadequate focus of resources at regional and country levels. Priority should shift away from global to regional and country levels.
>
> - Support will be needed beyond the roll-out stage, yet national partners have limited ability to contribute resources.
>
> - Strategic selection of which countries to include is necessary so as not to dilute resources; investment is best made to countries where operational modalities are sufficiently developed and where successful outcomes from IPC are more likely.

Utility of the IPC in prioritizing funding

128. The ability of the IPC to identify hot spots of food insecurity as well as areas of strength in food security was valued for funding prioritization purposes. IPC analysis can be used to advocate and justify interventions to donors and other external actors. Noted valuable aspects include the

manner in which comparison allows stakeholders to follow trends over time and to judge the relevance and impact of interventions in given areas. Several respondents explained that comparability allows a country to quickly understand a crisis and report the level of food security to national administrations, which often provide the majority of response resources. It was noted that national governments need to have solid information on which to base decisions, including comparability across space (i.e. where should resources be allocated geographically) and over time (e.g. how much investment is required this year compared to last year).

129. Survey respondents recommended that comparisons aim to ensure that resources flow towards crisis-affected countries yet avoid encouraging donors to withdraw from countries where food security and chronic poverty problems are less acute, as the latter may have the same importance in the long term.

130. Some noted that when access to resources is at stake, countries in crisis will likely see an advantage in demonstrating that their situation is grave. However, countries suffering from basic, structural deficiencies that create chronic food insecurity at a somewhat moderate level may not have interest in IPC analysis because it will inaccurately indicate that they do not face serious food security problems (e.g. various countries in Asia and Latin America).

131. Respondents additionally noted the importance of avoiding "forgotten emergencies," i.e. the importance of an analysis that captures emergencies so they may be evaluated for funding alongside other food insecure contexts.

IV.   Capacity Development

132. Capacity development has received much attention, as it is regarded as key to a successful IPC roll-out. Some of the activities include the development of training material, organization of training courses and guidance to IPC exercises, institutionalization of IPC technical working groups and feedback through lessons learned. Hundreds of people have been exposed to the principal use of IPC as a meta-data tool under the IPC Programme. Many of them have gone

through exercises of putting together a situation analysis using the reference table, analysis templates, population table and cartographic protocols. In DRC alone, over 500 people participated in training activities. The decentralized application explains the high number of people involved.

> **Successes**
>
> - A significant number of people have been trained in the use of IPC.
>
> - The IPC User Guide is a very useful addition to the training material.

133.   Interviewees often criticized the ad hoc nature of training activities because they are not linked to strengthening government institutions in a substantive manner. Although this is true in many cases, it must be said that this is symptomatic in a working environment where technical agencies are almost fully dependent on short-term donor funding and generally receive too little support from governments or regional bodies such as CILLS and SADC.

A.   Training

134.   The existing capacity to conduct food security analysis at the country level was viewed by many as disappointingly low, which immediately inhibits a quick adoption of IPC as a meta-data analysis tool. Instead, as often happened, the focus had to be on the basics first, explaining rudimentary concepts, covering all technical areas of the food security definition, the different methods and tools used in data collection, processing, analysis and reporting, the basics on survey methodologies and above all how this translates to the situation facing a particular country.[14] As many of the national and international participants in IPC exercises carried out in several countries lack thorough academic training, it may be unrealistic to expect them, with just a few days or even weeks of training, to gain knowledge of the IPC and its practical application quickly enough to fully participate in the IPC process.

135.   Another constraint identified with regard to effective training is the low number of qualified expert practitioners available to train and provide guidance to the introduction of IPC at the country level. The roll-out process is supported by too few experts with extensive field experience. For example, not all focal points have the skills and experience to lead new IPC pilots such as proposed for Zimbabwe. This is the main reason to suggest shifting the set-up toward a leaner central steering mechanism (i.e. the global set-up/ Coordination Unit in Rome), with most – if not all – of the ECHO-funded agency focal points directly contributing to and participating in exercises at decentralized levels. The Global project aims to build a larger base of IPC trainers over the long term.

> **Government Capacity Building**
>
> In the HECA region in Kenya, there is great potential for decentralizing IPC analysis to the district level, but the process will require significant capacity building and involvement of senior officials from line ministries. It will also require continued regional support to ensure adequate measures are put in place to safeguard against political manipulation of the process and to guarantee technical neutrality.
>
> Case Study of IPC Roll-out in HECA Region: Experiences and Lessons Learned from Kenya

136.   The low number of experts may also be an indication that food security analysts are

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[14] In many countries a so-called food security foundation course of one week was organized. Much of the material used in these courses came from the food security distance learning curriculum developed under the EC/FAO FSIA Programme.

scarce in general.[15] For instance, it was noted that the position of food security expert in Nairobi with FAO's Regional Emergency Office for Africa (FAO-REOA) has been vacant for more than a year. Although many persons have applied, very few have the right technical background. While the shortage of expertise may be difficult to address in the short term, it may help explain trainees' difficulties in learning the inherent qualities and potential uses of IPC as a meta-data tool.

137. It is therefore necessary to address capacity development in a more comprehensive way, as it is clear that the limited training inputs used will not achieve the wide adoption of IPC as a meta-data tool, or lead to a strong country-owned FSIS process where practitioners use analytical rigor and internal and external validation in the process. If this trend is not addressed, the leading role of the international technical agencies in national FSIS would likely continue or even increase. Change is needed.

138. In the short run, the emphasis of capacity development should be on building a core group of expert practitioners (Objective 5 in the project log frame) who will coach a second, larger group of practitioners in the field to lead the introduction of IPC in new countries. This is a bit different from a training-of-trainers approach, which has its limitations as it may build up a group of resource persons (in HQ) who lack the practical application of IPC analysis in the field.

139. Capacity development should also focus on training a large number of government employees, NGO staff and above all the future generation of food security analysts, through supporting relevant BA and MA curricula at universities and training institutes. Academic programmes on food security such as those organized by the Africa Center for Food Security (UKZN) in South Africa and Bunda College in Malawi should receive far more donor support than is currently the case. Earlier this year, the reviewers commended the approach used by

Challenges

- Low capacity among government staff in FSIS prevents quick adoption of IPC, and training activities are not linked to strengthening governments' institutional capacity.

- Lack of sufficient technical capacity supporting IPC roll-out slows down progress.

- Pre-existing capacity in food security analysis limited; training has had to start with the very basics.

- Low number of qualified experts.

- Lessons learned do not take into account the operational context and lack sufficient detail. None of the maps, protocols or tables are part of documentation to clarify difficulties in applying the IPC.

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[15] It was suggested by one senior FAO staff member that there are only four people in the world that have this type of background.

FAO-AGNA in the testing and promotion of a number of nutrition tools as part of the EC/FAO Food Security Information for Action Programme. Their approach was found to be by far the most efficient and effective way of introducing a new tool.

140. While developing a cadre of individual IPC experts is absolutely necessary, it is also critical to the adoption and sustainability of IPC that capacity development takes place at the level of *institutions*. Staff turnover and lack of follow-through and support of trainees were common challenges across countries studied, as were the lack of a systematic skills development process. The importance of capacity development of government institutions in particular must be underscored. This should include the sub-national level, with technical guidance and backup from the national level and an adequate level of investment.

B.   IPC Documentation

141. The main documents used at country level to guide the IPC roll-out are the Technical Manual and the User Guide. The Technical Manual[16] is a reference document that was scheduled to undergo a major revision before the end of the ECHO Global Project (June 2009), but the completion of this task was pushed back to the end of 2009. This includes actual re-writing, editing and publishing. The reviewers understood that partners have not reached consensus on a number of technical positions, and agree that the current version is an adequate reference document until it warrants a major revision.

142. The development of the User Guide for practitioners needs to be commended as a solid piece of work comprising many useful aspects of the IPC application. The availability of – and easy access to – such material for the aspirant IPC practitioner is absolutely key to the IPC's successful application and sustained use. The reviewers would like to see the use of this practitioners' guide extended to a global forum and Web site where practitioners may exchange experiences. The richness of the material available, including access to the expertise of fellow practitioners, is seen as a significant opportunity. The official User Guide may then be updated regularly, while the wider resources would all be available on the Web site. Much of the newly generated information products are available on this fully operational Web site.

143. It has also been recognized that it may be opportune to put together a separate document for decision makers that explains in brief the strengths and weaknesses of the IPC process, describes the main components and data sources, and provides assistance with reading of the map. This could be easily combined with a half-day awareness-raising event at the appropriate levels. This training should target governments and donors, as well as management in INGOs and UN agencies. Having a mix of these stakeholders in one place at the appropriate time may also prove useful in discussing the mixture of emergency response and possible resolutions that deal with more structural problems.

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[16] Version 1.1 (2008), revising version 1.0 (2006).

C.   Lessons Learned

144.   The lessons learned regarding technical and institutional aspects from past and ongoing efforts of the IPC's application in the field was one of the main result areas listed in the ECHO-funded Global IPC Project. Lessons learned were captured by the global IPC partners, most notably FAO with its IPC roll-out in Central and Eastern Africa, and in the pilot efforts by WFP in Asia. At the end of the project, the Coordination Unit, under the leadership of Oxfam, produced a summary document with combined lessons learned from a two-year period.

145.   The lessons learned material was found to be wanting in two important aspects. For one, the review team found it difficult to understand the operational environment in which IPC had been introduced. It would be more useful to review the introduction of the tool in relation to the types of comprehensive FSIS assessments already being implemented in the country, describing the main players (including government, UN and civil society), mandates, information systems, institutional networks relevant to FSIS, etc. Highlighting this information in a case study would be far more useful to other prospective IPC users. (The Uganda and Kenya lessons learned and planning report(s) are a notable exception, as the lessons learned have immediately been taken into account for the planning of the subsequent year.) In addition, the lessons learned often lacked specificity – none of the maps, protocols, or tables were part of lessons learned documentation to clarify difficulties in applying the IPC – and they were mainly process-oriented. This may reflect the capacity levels on the ground, which prevent some agencies from interacting on a more technical level. The lessons learned should bring out experiences of how the country dealt with the reference indicators, analysis protocols, etc. Providing examples where reference outcome indicators were not available and were replaced with proxy indicators would enable others to understand the decision pathways that were used in determining severity levels.

V.   Technical Issues/Quality Assurance

146.   At its core, the Integrated Food Security Phase Classification or IPC is a meta-data analysis tool that helps classify the severity of food insecurity of a population or sub-strata at a given point in time, with a geographical area as the unit of analysis. A reference table containing food

Successes

- The use of various outcome indicators to classify severity of food insecurity using internationally accepted thresholds is well accepted.

- Technical issues are being addressed by the Technical Working Group (TWG); solutions have been found for a number of issues.

- The regional IPC workshops in Eastern Africa already have shown evidence of an operational peer review mechanism.

security outcome indicators helps classify the units of analysis into five phases, from phase 1 – generally food secure, to phase 5 – famine/ humanitarian catastrophe. The nutrition and health indicators are well represented in the reference table, and give a good indication of food utilization. Indicators on food availability and accessibility are also needed, but such indicators are very context specific.[17]

147.   The use of outcome indicators with internationally accepted thresholds for each of the phases is well appreciated by the stakeholders interviewed. This is perhaps to be expected in a sector that shows a lot of fragmentation in the use of survey methodologies, tools and indicators. The integration of results into a common situation analysis under a multi-agency umbrella has proved difficult in the past. There is a perceived lack of commitment from individual partners in the field, as they tend to have a narrow focus on collecting information for their own needs, despite the advantages a harmonization of efforts would bring to the food security analysis for governments. There is also an over emphasis on nutrition data for classification, as opposed to improving the capacity and data analysis of food access and availability. Yet there has been little pressure from donors to standardized data collection and analysis tools or practices. By comparison, in the business sector, the development of and adherence to global industry standards is necessary to survive as an organization. Unfortunately, we have not seen a similar commitment in the food security sector. For example, no "UN Global Food Security Cluster" exists, as opposed to clusters for the nutrition and health sectors. However we can identify initiatives such as SMART, SPHERE, FIVIMS, and the Millennium Project as good examples of appropriate networking.

148.   IPC is perceived as having strong potential to help harmonize the food security information sector because it is a neutral framework for meta-data analysis that integrates data generated by a number of methodologies and provides standards of conduct for situation analysis. It escapes the confusion and inefficiency in the field caused by competing data collection methodologies. Indeed, there is evidence that so far IPC has succeeded in providing a 'common currency' for the food security sector at the field level, and that stakeholders see a need and opportunity for collaboration.

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[17] The reviewers noticed that on a few occasions, IPC was criticized as placing too much attention on nutrition and health indicators in the reference table. It may be useful for readers to be reminded that evidence of one's food security and nutritional status can only be established after one has eaten and even digested food and water. Therefore if we look to measure the desired outcome of a human body receiving enough nourishment and nutrition to live a healthy and productive life, food availability and access indicators are not enough. We also need indicators that capture utilization

A.   Strategic Focus

149.   As with most multi-year strategies, it is crucial that the IPC clearly articulate its products, its comparative advantages, and its pricing and placement in the market *vis a vis* its competitors. This will require examination and definition of the IPC's inherent qualities. There seems to be consensus on promotion of a multi-agency meta-analysis tool for classifying the severity of transitory food insecurity as its core function. The use of the reference outcome indicators for

> **Challenges**
>
> - There is lack of guidance on the use of proxy indicators to replace absent reference outcome indicators in classifying the severity of food insecurity.
>
> - There is a shortage of technical capacity in support of the IPC roll-out at all levels.
>
> - The significant data gaps and poor data quality that exist at country level challenge the use of IPC as a meta-data tool in such situations.

this classification is well supported. Additional IPC functions (early warning, detailed response analysis, classifying chronic food insecurity) could be introduced as additional modules to be used in different settings, depending upon the capacity and experience of the people using the IPC.

150.   Furthermore, there seems to be growing consensus that the approach to the IPC roll-out be flexible rather than prescriptive, allowing stakeholders to experiment with IPC at global and local levels. Using this open source approach, stakeholders would contribute to the IPC knowledge base, share experiences through the user forum, submit case studies, start discussions between users, and promote exchanges between countries. Some form of global guidance and facilitation will be necessary to guarantee the proper use of IPC and what its stands for, but this requires facilitative leadership rather than central authority. It is recommended that global partners take on a facilitator's role in relation to the nexus of development and implementation, which is at the country level. This requires a distinctly smaller global set-up, with oversight functions for principles, quality standards, updates to tools, indicators, and lesson learning. If the smaller set-up at global level is too limited to achieve all, perhaps additional funds need to be found.

151.   It may be appropriate to adopt an open source approach especially to support the accountability of the process, its participants and the resulting information that is used for programming purposes. Adopting a code of conduct would be appropriate to strengthen a coalition of the willing, and donors may be helpful in making this code of conduct mandatory for all funding recipients. Code content could draw on principles listed in the Technical Manual and the Oxford principles for global partners. The reviewers emphasize that adhering to these principles is pertinent to a successful introduction of IPC at the country level. Some principles that resonate strongly with the reviewers are (1) multi-agency participation with strong

government participation and leadership; (2) focus on analytical rigor and the internal and external validation processes (which is key to sustaining a networking approach and buy-in from end users and reason for the success of FSNAU and IPC in Somalia); and (3) the process should be transparent, with data sources publicly accessible.

B.   Comparability versus Adaptability

152.   As experience with the different roll-out strategies has shown, reference outcomes were often not available at the country level. In countries such as DRC such outcomes were not in place, and in others, where a longer tradition of data management and reporting exists, indicators may be outdated or provide only partial coverage of the country. In general terms, there is a huge lack of data that is fully representative at the decentralized (district) level. Therefore, the reference outcomes are viewed by many as a useful 'yard stick' for all to work towards rather than a requirement that must be met.

153.   IPC approaches at the country level therefore use data that is available (often proxy indicators), as well as a process of triangulation or convergence of evidence to decide on the severity level of the unit of analysis and its sub-strata. The use of proxy indicators (as opposed to final outcome indicators) does not disqualify the IPC process; rather, it is a pragmatic approach that facilitates reaching consensus on the severity of food insecurity. IPC provides some practical tools in working through this process. The reference outcomes, analysis templates 1, 2 and 3, cartographic protocol, and population table increase the transparency of the situation analysis, and may also serve to improve evidence-based decision making.

154.   Whereas adaptability of food security indicators is absolutely crucial to a country context, their comparability across diverse contexts was seen as not only of interest to donors and programming agencies but to national governments as well. In interviews conducted with the Kenya Government, respondents gave examples where information generated from neighboring countries benefited them because it gave advance notice of possible problems along their borders.

C.   Technical Issues

155.   A number of technical weaknesses have been identified by IPC partners. These include:

a)   The core functions of the IPC are not properly defined in the roll-out. There is confusion about whether the roll-out targets the core classification tool or a comprehensive set of tools, templates, protocols, and tables, including early warning component and strategic response framework.

b) There is a lack of guidance on the use of proxy indicators to substitute for reference outcome indicators in classifying the severity of food insecurity. As proxy indicators are often context-specific, the principle of comparability is difficult.

c) There is a lack of sufficient technical backstopping capacity at the country level.

d) The response analysis framework is underdeveloped and too simplistic.

e) Country teams have asked to change key elements of the IPC, such as increase the number of phases. It is difficult to integrate the needs of individual countries into the IPC given the aim of creating a standardized system with global application.

f) Maps are too packed with information and too complicated for decision makers to interpret.

g) There is confusion with the temporal dimensions used by IPC, which may be clarified by rephrasing consistent with FEWS NET recommendations. FEWS NET supports a phase classification that represents a "most likely food security condition" for the projection period (similar to the validity period in the IPC), and better reflects the notion of projection. It also supports rewording "current or imminent phase" in the IPC to "most likely food security conditions" or "projected food security conditions" for the analysis period. FEWS NET also recommends replacing the "risk of worsening phase" with "events that may modify the food security conditions."

h) The significant data gaps and poor data quality that exist at country level raise questions about the reliability of the situation analysis and maps produced. In fact, there is a potential threat in promoting IPC as a multi-agency approach and meta-data analysis tool as this may compensate for the absence of data.

156. Most of these concerns are well known to all stakeholders. Guidance on these issues has been tasked to a Technical Working Group (TWG) consisting of technical experts from the seven global IPC partners. However in reality, the number of experts participating in this forum has been limited because several people on the TWG have other full time jobs. Nevertheless a number of consultations, papers and briefs have been prepared and submitted to the Steering Committee for clearance. In particular, the TWG has provided solutions for a number of topics:

- Use of the term "moderately/ borderline food insecurity" in place of "chronic food insecurity" in phase 2.
- Current/ imminent, trend and risk analysis – there are suggestions to reduce confusion over multiple projections.
- Masking severity of indicators by humanitarian assistance – there was agreement not to try to exclude humanitarian assistance on moral as well as practical grounds.

- Revision of nutrition and mortality reference outcomes through expert consultation.
- Revision of template format.
- Revision of coping strategies approach through expert consultation.

157. The reviewers feel strongly that many of the technical issues can be addressed through a combination of country and regional technical support, and global support through expert consultation. Currently the lower levels are not receiving adequate technical support.

D.   Data Quality

158. One should not underestimate the difficulties for IPC roll-out in an environment with poor data. Concerns have been expressed that IPC is not very useful as a meta-data tool if there is no proper data input. Many are of the opinion that a minimum level of data needs to be available before a phase classification and map can be reliably produced. So far, the institutions implementing the IPC or the donors that fund it have not been active in addressing these data gaps, but perhaps they should.

159. It must be frustrating for practitioners to identify data gaps, understand the importance of collecting these data, and still not find support to fill these gaps. Such data gaps may negatively affect the successful introduction of IPC. Therefore it is suggested that global IPC management get involved with addressing these gaps through advocacy with donors. The reviewers received some initial positive indications from donors such as ECHO and DFID that such requests would be considered.

160. Quality control of data, including guidance for the next round, is key to success and needs to be strengthened. Quality control is currently under the purview of the IPC Coordination Unit. As the roll-out increases in geographical scope, the quality control function needs to be decentralized, with support provided at both country and regional levels.

161. A peer review mechanism is to be promoted with experts reviewing the process followed in a specific country in its entirety perhaps once every year. IPC exercises and products should also receive further impetus by visits and reviews from other practitioners in or outside the region. The regional IPC workshops in eastern Africa thus far have to some extent performed this function, with the interest in each other's work shown by country teams.

162. All in all, more resources need to be spent on people with expertise to strengthen the technical quality of IPC and its roll-out. Preferably, this investment would be prioritized where local capacity development champions such as universities and training institutes can be identified.

163. Another priority should be to develop a group of expert practitioners who provide training in the field during actual IPC exercises, to expand the training beyond the theoretical and awareness raising.

VI.   Institutionalization

164.   Institutionalization of the IPC is an important condition for the IPC's adoption and utilization over the long term. Moreover, the IPC must be institutionalized throughout all levels of partner agencies as well as by national governments. Currently, the IPC is driven more by global-level partners than by regional and country agencies or national governments; it has not advanced consistently or substantially beyond conceptual strategy discussions at the top to functional implementation at the regional and country levels. While the degree of adoption of the IPC varied by country, with more progress cited in Kenya relative to other countries, for the most part government institutionalization on a broader scale is still quite limited, and conditional upon various other factors such as the success of capacity building and continued technical support and funding. As one respondent stated, "The IPC has shown signs of sustainability only where FAO/FSAU is shepherding the process."

> **Successes**
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> - FAO has incorporated the IPC into its emergency programming activities and there is recognition of its value by the Assistant Director General.
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> - In Kenya: The IPC is being streamlined by the government, and they are financing 50 percent of the data collection costs. IPC is government owned, financed and controlled.
>
> - Partnership is working well at the global level and provides a good basis for internal agency institutionalization of IPC.
>
> - IPC awareness-raising efforts have spurred some partners and governments to make specific initial steps toward institutionalization (e.g. Save the Children incorporating IPC into communications and training plans; Oxfam UK creating a position to support the IPC process).

A.   Partner Organizations

165.   Partnership was reported to be working well at the global level, and to provide a good basis for institutionalization. Efforts to introduce and promote the IPC at the headquarters level of partner organizations have been well received, marking first steps in institutionalizing the IPC. The majority of these efforts have taken the form of awareness raising. For example, Save the Children UK provides general updates on IPC to all staff using internal communications tools (weekly newsletter and intranet), and builds awareness among key staff by including them in TWG activities, a scoping study,18 workshops and external events. SC is also developing an internal communications plan, a long-term capacity-building plan, and an IPC information pack for

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[18] The purpose of SC's study is to identify potentially important links between the IPC and other global initiatives focusing on food security and early warning in order to strengthen future planning and global roll-out.

dissemination to relevant country programmes, advisors and programme managers. In another example, WFP reported that about 95 of its staff (including 38 in Nepal alone) have been trained or sensitized to the IPC and can be referred to as IPC resource persons.

166. Awareness raising can lead to more robust levels of vesting in the IPC. For example, in Southern Africa Oxfam UK integrated the IPC as part of its Basic Food Security training, which spurred interest in the IPC and led to an Emergency Food Security Humanitarian Support Personnel position being allocated to Zimbabwe to support the IPC process and build awareness inside of Oxfam Zimbabwe. As noted in their midterm report, "This resulted in a large level of support in the region for the IPC and a demand to use the IPC for Oxfam's regional food security analysis. Oxfam plans to use the IPC internally as a tool to improve decision making and to encourage prompt responses to food security crisis."[19]

Challenges
• IPC is driven more by global-level partnerships than by regional and country agencies or national governments.
• Fostering adequate levels of commitment from government and non-government stakeholders is still necessary to institutionalize and sustain the IPC.
• Awareness and open communication between relevant government and NGO stakeholders is needed.
• Decentralization of technical skills and abilities to conduct IPC analysis from national to sub-national levels.
• Lack of integration of IPC into ongoing FSIS activities can result in its being out of synch with the planning process.

167. Despite these advances in some agencies, one of the challenges identified by partner agencies and staff was a more thorough integration of the IPC within their agency structure. While the IPC has succeeded in achieving "buy-in" at the topmost and strategic levels in most partner organizations, this has yet to filter down to regional and country offices where the IPC is actually applied. One of the consequences of failing to fully integrate the IPC at all organizational levels is that the IPC process might fail to synch with the programming cycle. IPC analysis should be systematically factored into food security planning so as to plan resources and interventions in a timely manner.

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[19] Oxfam's report also noted that out of the ten Emergency Food Security HSPs, seven have had direct involvement with the IPC on various projects and lessons learning activities: "This is vital for increasing the level of awareness and capacity across Oxfam, because the HSP provide support to programmes anywhere in the world and are key to getting many emergency projects started. Not only have the HSPs been actively involved in the IPC, so have the advisory team, supporting the management of these projects and visiting IPC workshops."

168. The case study of Kenya's IPC roll-out illustrates some of the challenges faced regarding government institutionalization. It noted a lack of solid NGO engagement as well as minimal commitment from some government agencies shown by non-endorsement of the IPC framework at country level. This lack of official endorsement and poor engagement from NGOs is increasingly becoming a limiting factor in the proactive rollout and acceptance of the IPC tool at the regional level. Even in countries where the IPC is well established like in Kenya and Somalia, the tool is facing the same challenges of poor participation from a wide section of stakeholders, particularly the NGO community.

B.   National Ministries and National Institutions

169. Institutionalization at the level of national government is a key step to sustainability and country-level ownership of the IPC tool and process. As with partner agencies, awareness raising and technical training have been common approaches. Another solid step toward institutionalization is the incorporation of the IPC into national structures, as has been done, for example, in the KFSG in Kenya.

170. The review team agrees with much of the partner feedback that currently, the IPC support teams may not be set up to continuously engage with government national institutions: there is often a lack of buy-in or sufficient capacity development at this level. If the partner country office is not fully on board or well trained, then government

> *"Although in Ethiopia IPC is at an early stage, it is the DMFSS (Disaster Management and Food Security Sector of the MoA) which coordinates food security information collection, who is organizing the first IPC pilots."*
> Final evaluation respondent

institutionalization will be a difficult process to carry out; moreover, the process needs to be managed in country, rather than globally or regionally. The development of in-country technical expertise is also essential over the period of two or three IPC analyses to ensure the national technical team is fully familiar and confident in handling data and making classifications.

171. Existing food security institutions and systems need to be involved when evaluating where to house the IPC system. The IPC tool should be marketed as a complementary tool rather than a replacement for existing systems, with continued awareness raising with relevant practitioners and decision-makers. As positive examples of steps in the institutionalization process, the national VACs of Zimbabwe, Mozambique, Malawi and South Africa were cited, as they have referred to the IPC. The final evaluation respondents also related that the IPC was being used in local working groups such as those for food security and nutrition. In southern Sudan, the government includes in its budget the Food and Income Security Baseline Assessment and provides human resources. The FSIS work plans of some countries were also specifically named as integrating the IPC, especially where the IPC is more advanced, e.g. Kenya and Burundi. After the budget is allocated, the IPC technical working group comes up with a work plan for IPC activities. As noted in the interim report of the East and Central Africa project, IPC adoption is evident in the Food Security Monitoring System, whereby a map and a bulletin are updated on a quarterly basis.

172. The next steps in IPC institutionalization include shifting priority from the global to the regional and national levels, both with partner agencies and governments. The vision developed by participants at the Oxford meeting for 18-month, two-to-five year, and three-to-ten year goals, reframes the approach to IPC institutionalization to reflect such a shift, and includes components necessary to institutionalization within each timeframe. In this preliminary strategic plan, discussions highlighted that institutionalization will first concentrate during the next 18 months on the core function of IPC: delineating transitory food insecurity severity on a geographical basis. Significantly, to promote this institutionalization, the global partnership will support the creation of two capacity-building managers within the IPC Global Support Unit (formerly the Coordination Unit): one to focus on the regional and country levels and another dedicated to partner agencies. As with other positions within the Global Support Unit, the role will be facilitative, rather than directive. Another approach toward promotion of institutionalization is via multi-agency workshops involving multi-agency training. In addition, each global partnership agency has to elaborate an agency institutionalization strategy for the next months/years, to help orient global support.

VII.   Roll-out Strategy

173. The roll-out of IPC outside Somalia has been ongoing since 2006. IPC has been promoted as a multi-agency initiative in Sub-Saharan Africa in countries such as Burundi, CAR, Cote D'Ivoire, DRC, Eritrea, Ethiopia, Kenya, Rwanda, Sudan and Tanzania. FAO has taken a lead role in this African roll-out, while WFP has led the introduction in Asian countries such as Cambodia, Nepal, Sri Lanka and Tajikistan .The roll-out process in Africa has been led by FAO's Regional Emergency Office for Africa in Nairobi. This team of food security experts has used different entry points for the introduction of IPC at the country level. These entry points include approaches led by international agencies through the FAO-led food security cluster, to more process-oriented approaches led by national governments. In addition, regional governmental bodies such as CLLS and SADC have taken a strong leadership role in the process of piloting IPC in a number of countries. The selection of the most appropriate entry point for introducing IPC tools has for the most part been determined by the context, experience in FSIS systems and the capacity of governments and other partners.

174. In countries with strong government, partners with a mature network of FSIS partners that are accustomed to producing joint information products, such as in Kenya (through the Kenya Food

Successes

- Many countries have experimented with IPC with a focus on Eastern and Central Africa, with best buy-in from stakeholders in Kenya, Uganda, Burundi and Cote d'Ivoire.

- The roll-out of IPC has always used existing multi-agency institutional structures, either led by governments or UN clusters.

Security Steering Group), the introduction of IPC has been very much process-oriented. This also holds true for the introduction of IPC in Tanzania as it embarked on a substantive upgrade of its food security and livelihoods monitoring framework under the One UN Programme. Process-oriented approaches may take longer to produce IPC products, as much of the control of IPC activities is handed over to government and other stakeholders. On the other hand, this approach should increase the chances for absorption of IPC into the government-owned monitoring system and is likely to be more sustainable.

175. A different roll-out approach was used in Burundi, DRC and Uganda that was much more product- oriented. As the collaboration of food security stakeholders was not so developed in these countries, the FAO-led food security cluster20 provided a good platform to introduce IPC. This product-oriented approach has shown quicker progress, as much of the planning is under direct control of IPC management and has seen faster results with the generation of information products. However this approach may be less sustainable in the long run.

Challenges

- The roll-out has been short of technical and financial support, which has hampered the adoption of the approach and tools at the country level. This is one of the main obstacles identified (and was also mentioned by the independent review team that conducted the mid-term review of the IPC implementation in Central and East Africa in 2008).

- The field feels that insufficient support has been provided by the global actors.

- Many have identified a potential disconnect between the global and national levels.

- It is uncertain whether or not the global set-up is the best support model for the introduction of IPC in the regions and individual countries.

176. The regional process-oriented approach has been used where regional governing bodies have played an important part in strengthening FSIS over the years. Under the umbrella of the CILLS, countries established their early warning systems in the prolonged droughts and petrol and food price hikes of the 1970s. In early efforts to roll out IPC to a few individual countries in this region, a product-oriented approach was used using the UN cluster approach. It was quickly realized that this approach was not the most appropriate one to use. The bypassing of CILLS led to some confusion with stakeholders, as FAO in the past has played an important part in the creation and maintenance of CILLS' Cadre Harmonisé for years. The problem was solved amicably through working directly with CILLS. CILLS has agreed to using elements of the IPC and renaming it 'Cadre Harmonisé Bonifié.' The regional process-oriented approach has also been used with the introduction of IPC in the SADC region, where a regional IPC committee has been formed by

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[20] A UN-led national sectoral cluster that includes the UN, government and civil society.

countries interested in applying the approach and tools and by SADC-RVAC. In the SADC region, a regional committee of experts from various technical agencies provides technical support to so-called national vulnerability assessment and analysis committees. They meet on a regular basis. The SADC Secretariat in Gaborone hosts a full-time secretariat with two full-time staff facilitating work in the region. It is still not clear whether the Vulnerability Assessment Committees that operate in the various countries in the region – which already involve multi-agency collaboration in national FSIS activities – will adopt the IPC. In addition to the opportunities to improve analysis at national levels, the IPC should also be interesting to SADC for cross-border and regional analysis.

177. This trade-off between a process- versus a more product-led introduction of the IPC is an interesting one. There is a sharp divide between the end users and the food security technicians as to the best way to proceed.

178. The end users surveyed (donors and emergency implementing agencies), are of the opinion that the roll-out should be led by information products – even if they are not perfect or lack important indicators. End users often make decisions on the basis of little information, and therefore demand information even if it is not perfect and has data gaps. Because they make use of triangulation, they are not exclusively reliant on the IPC: it is one of various tools they use in decision making. They generally see improvements in the products over time, which is the most important to them. End users view producing a map as an immediate goal, to give credibility to the IPC process and help guide decision makers for operational programming.

179. In contrast, technical experts supporting FSIS activities generally feel strongly about a more process-led introduction, inclusion of stakeholders, integrity of the process, quality of the tools and data, clarity on terms and definitions, appropriateness of methodologies to specific contexts, etc. All these have imminent worth. It is clear that the more technically oriented IPC partner agencies such as FEWSNET and WFP have expressed similar concerns.

180. An ideal roll-out would consider both: a preferred process-led roll out where it is realized that without getting to a product it may prove difficult to convince stakeholders of the intrinsic value of the IPC.

181. Involvement of the global partnership agencies in the IPC roll-out at the country and regional levels has been fairly limited. Support has been provided through the release of material, assistance in the organization of events, and the participation of key individuals in training events. However the main emphasis of global-level capacity development has been on building the internal capacity of the global partners; the benefits at the country level are therefore more indirect. The lead agency taking the IPC to the field has been the FAO Regional Emergency Office for Africa.

182. Although the global partnership is an important element of the IPC multi-agency set-up, more could be done to improve the support model for the introduction of IPC in the regions and the individual countries. There is a potential disconnect between the global and country levels that needs to be remedied. Priority should be given to activities and outputs that can be directly used in the country roll-out process. This points to building up the regional support structures, with strong technical backstopping capacity to support country applications.

183. In addition, a more open approach to the roll-out may be used, encouraging experimentation by stakeholders on the use of IPC tools, templates, tables and protocols at national and sub-national levels. The general lack of capacity makes the strategic selection of additional countries for the roll-out crucial. Countries should be selected where success is almost guaranteed. Important selection criteria include enthusiasm to participate in the roll-out, and availability of data. Caution should be exercised in introducing IPC in countries where there is no data to feed the meta-data analysis tool.

VIII.   Main Conclusions and Recommendations

184. Based on the findings of this final evaluation, the following conclusions and recommendations are put forth by the evaluation team.

Coherency and Relevancy – Conclusions

185. The IPC approach and its tools are highly relevant in the field of food security monitoring to both practitioners and the user community. In this fragmented field, a drive towards consolidation and harmonization is very much needed.

186. Transparency inherent to the IPC process provides the best chance to produce timely and reliable information acceptable to decision makers. This also ensures that donors and humanitarian actors alike can be held accountable.

187. The relevance of the initiative could be under threat if there is confusion over the scope of IPC as a management support tool. It is important that ECHO funds for studies and research in the next 18 months be limited to topics relevant to the IPC's core function of transitory food insecurity. While this does not preclude complementary funding, nor the addition of corollary topics over the long term, in the short term the focus on transitory food insecurity is necessary to carefully manage the growth of the IPC. The next 18 months should concentrate on core functions in 7-8 countries. In the meantime, relevant linkages need to be established with information systems and response analysis work, as well as with coordination mechanisms: potential food security cluster and renewed CFS.

188. Although the global partnership is an important element of the IPC multi-agency set-up, it may be questioned if the newly built capacity at global level will be contributing significantly to the introduction of IPC in the regions and the individual countries.

189. One of the main constraints for a successful roll-out is the limited financial and technical capacity at all levels: global, regional, national and sub-national.

Coherency and Relevancy – Recommendations

190. The key function or core of IPC should be confined to a meta-data analysis tool for classifying the severity of transitory food insecurity for a population/ area at a given time using reference outcomes or agreed-upon proxy indicators, with other functional elements optional.   This would allow for the greatest buy-in from stakeholders and keep momentum of the programme roll out. Therefore, this should be the key focus during the next 18 months. Improvements to other FSIS functions such as early warning and response planning are optional. This is consistent with the new global partnership vision.

191. The team is not very enthusiastic about applying IPC in chronic food security situations, as the objectives of the exercise and indicators differ substantially. IPC's competitive advantage in this setting is unproven and less attractive as to classifying the severity of transitory food insecurity. Also there are more alternative tools and initiatives that deal with the chronic situation, including the PRSP process, MDG monitoring, etc.

192. Capacity development efforts should be boosted significantly. The roll-out has been short of technical and financial support, which has hampered the adoption of the approach and tools at country level.

193. The lessons learned should be revamped toward comprehensive case studies, and include descriptions on the difficulties/ solutions found in applying outcome references or proxy indicators, the analysis template, population tables, the cartographic protocol, etc.

Efficiency and Effectiveness of Programme Management - Conclusions

194. The governance structure has been successfully established, succeeded in a broad introduction to the IPC, and generated interest in its applications.

195. The current structure is too "top-heavy," focusing on the global level with a directive, rather than a facilitative or demand-driven approach.

196. "Ownership" of IPC – and funding capacity – resides primarily at the global level, which constrain genuine decision making power in the regions and countries.

197. Expanded partnership is needed to include other global actors and NGOs with a significant field presence.

198. Roll-out has generally been promoted well and has been a worthwhile investment. However more work is needed to communicate and support (financially and technically) the implementation of IPC processes at the local level.

199. Training materials and communication tools have been developed and are in use (Technical Manual, User Guide, IPC Web site, online forum).

Efficiency and Effectiveness of Programme Management - Recommendations

200. Operationalize the new governance structure proposed by the global partners at the Oxford meetings.

201. Define key functions, roles and responsibilities of IPC partners at different geographical levels based on the new governance structure.

202. Expand the coalition of partners to include representation from regional governmental bodies as well as agencies that already are involved at the country level and have large field programmes. Suggestions for additional membership include: World Vision, ACF and Catholic Relief Services. Create regional working groups.

203. Seek to reflect IPC in the UN cluster system and global policy-making bodies[21].

204. Restructure funding mechanisms to expedite the dispatch of resources to the field. Support decentralized decision making on funding.

205. Coordinate IPC with emergency response through targeting most vulnerable areas.

206. Develop and deploy a communication strategy with a clear message regarding the core functions and use of IPC.

207. Shift available resources from the global level to regional and country levels, especially for capacity development of agencies and governments for post-roll-out technical backstopping during IPC implementation. Given the limited resources at the global level, fundraising will be needed to address the follow-up and capacity building needs of regions and countries.

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[21] For example the IPC is utilized in the UN IASC Cluster System as the situational analysis from which response plans are developed for the various UN Clusters

Capacity Development – Conclusions

208. Despite a significant number of people having received IPC training in the past years, the roll-out has just started and requires long-term commitments from stakeholders to be integrated into the existing Food Security Information Systems.

209. The existing capacity to conduct food security analysis at the country level was viewed by many as disappointingly low, which immediately inhibits a quick adoption of the IPC as a meta-data analysis tool.

210. The roll-out has lacked sufficient technical backstopping resources to guide the implementation process in different countries at the same time.

211. The learning material (Technical Manual and User Guide) is of generally high quality.

212. Lessons learned are found to be lacking regarding case studies that document decision-making pathways in the use of proxy indicators for severity classification. None of the decisions regarding the development of maps, protocols and tables have been part of the documentation generated to clarify difficulties in applying the IPC.

Capacity Development – Recommendations

213. In the short run, the emphasis of capacity development should be on building a core group of expert practitioners who will coach a second, larger group of practitioners in the field to lead the introduction of IPC in new countries.

214. Capacity development should also focus on training a large number of government employees, NGO staff and above all the future generation of food security analysts, through supporting relevant BA and MA curricula at universities and training institutes.

215. Strengthen relationships with local knowledge centers, whether training institutes, universities or others, as an important element in the IPC capacity development strategy.

216. The learning material may be complemented with a short guide for end users with advice on how to read the maps and what to do with IPC information.

217. The lessons learned exercises should bring out experiences about how the country dealt with the reference indicators, analysis protocols, etc. including examples where reference outcome indicators were not available and replaced with existing information sources.

218. A practitioners or user forum should be further developed as another important instrument to build capacity – from one practitioner to another.

219. IPC is perceived to have a strong potential of contributing to the harmonization of the food security information sector by presenting itself as a methodology neutral meta-data approach and providing the ingredients for conducting a situation analysis.

220. The core functions of IPC are not properly defined in the roll-out. There is confusion about whether the roll-out targets the core classification tool or a comprehensive set of tools, templates, protocols, and tables, including an early warning component and strategic response framework. The Global IPC TWG has discussed the need to have a minimum set of criteria that would qualify an 'IPC' as an IPC. There is a need to identify these 'core' elements.

221. There is a lack of guidance on the use of proxy indicators to substitute for reference outcome indicators in classifying the severity of food insecurity. As proxy indicators are often context-specific, the principle of comparability is difficult when using these indicators.

222. The Technical Working Group has shown its use in solving outstanding issues despite inconsistent participation.

223. The potential threat of the data gaps and poor data quality to successful application of IPC as a meta-data analysis tool should not be underestimated.

224. An IPC peer review mechanism is not yet functional.

Technical Issues/Quality Assurance – Recommendations

225. The roll-out of the IPC should not be prescriptive but rather use an 'open source' approach, where stakeholders are free to experiment with IPC at different levels over and above the core application.

226. Reconsider how technical support and quality assurance to IPC is provided along the lines proposed at the Oxford meetings. Technical backstopping is provided at all levels (global, regional and country). Enable the global support unit to comfortably take on facilitation of technical support, to resolve most if not all of the remaining problems.

227. IPC should become more involved with the facilitation of requests to donors in filling in important data gaps, in order to boost the quality of the IPC information products generated and give credibility to the process.

228. A peer review mechanism should be promoted, where experienced IPC practitioners review the process in its entirety once every year, and which receives further impetus by visits and reviews from other practitioners in or outside the region.

Institutionalization - Conclusions

229. The IPC is currently driven more by global-level partners than by regional and country agencies or national governments. While IPC awareness-raising efforts have spurred some partners and governments to make specific initial steps toward institutionalization, for the most part institutionalization on a broader scale by partners and governments is still quite limited, and conditional upon various other factors such as the success of capacity building and continued technical support and funding.

230. Partnership is working well at the global level and provides a good basis for internal agency institutionalization of IPC.

Institutionalization – Recommendations

231. Integrate IPC into partner agency structures (strategic plans, communication plans, dedicated staff positions) and ongoing FSIS activities of partners and governments.

232. Focus capacity development on government institutions (at regional and country levels) rather than individuals.

233. Follow through with the 18-month, two-to-five year, and three-to-ten year goals laid out at the Oxford meeting.

234. During the next 18 months, concentrate on the core function of IPC: delineating the severity of transitory food insecurity on a geographic basis. Global partnership will support the creation of two capacity-building managers within the IPC Global Support Unit: one to focus on the regional and country levels and another dedicated to partner agencies. As with other positions within the Global Support Unit, the role will be facilitative, rather than directive.

235. Under global-level guidance, conduct multi-agency workshops involving multi-agency training.

236. Each global partner should elaborate an agency institutionalization strategy for the next months/years, to help orient global support.

237. The Coordination Unit, with full-time agency focal points, has played a relatively marginal part in the roll-out, as it was focused on strengthening internal capacity within the global partner agencies.[22]

238. There is a disconnect between the global and country levels that needs to be remedied.

239. The main driver behind the IPC roll-out has been FAO's Regional Emergency Office in Eastern and Central Africa using separate funding.

240. WFP has made a significant contribution to the initiative by piloting IPC in Asia. These pilots have produced interesting case studies where WFP has had a chance to investigate the (non-) conformity between IPC and FSIS tools and indicators of their own.

241. Different entry points were used in the roll-out that take into consideration the differences in government capacity to implement IPC on a sustainable basis.

242. There are trade-offs when selecting process-led versus product-led approaches to introducing the IPC. There is a sharp divide between the end users and the food security technicians as to the best way to proceed.

243. It may be worthwhile to conduct a separate review analyzing the respective complementary roles and responsibilities of FAO-ESA and FAO-TCE in the IPC roll-out to improve efficiency and effectiveness of FAO's interventions.

Roll-out Strategy – Recommendations

244. In order to mend the disconnect between global and country levels, priority should be given to activities and outputs that can be directly used in support of country applications. This points to strengthening the regional centers with strong technical backstopping capacities.

245. The roll-out process needs to be carefully aligned with the ability to provide sufficient technical backstopping services.

246. An ideal roll-out would consider both the process used and the products generated for decision makers. In addition, a more open approach to the roll-out should be used, encouraging

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[22] Admittedly, the focal points have been in place only for about six months.

experimentation by stakeholders on the use of IPC tools, templates, tables and protocols at national and sub-national levels.

247. The general lack of capacity makes the strategic selection of additional countries for the roll-out crucial. Selecting fewer countries where the chances of applying the IPC successfully should take precedence over expanding to a large number of countries where success is less certain due to poor capacity or the lack of data. Important selection criteria include enthusiasm to participate in the application of the IPC, and availability of data. Caution should be exercised in introducing IPC in countries where there is no data to feed the meta-data analysis tool.

Independent Final Review/Evaluation

Integrated Food Security Phase Classification: Technical and institutional support for the development of a global multi-agency approach to food security classification

FAO will be responsible for project monitoring with the support of partner organizations. A progress reporting format using the indicators and source(s) of verification specified in the logical framework will be developed to facilitate regular data gathering on project progress.

BACKGROUND

The IPC is regarded as an innovative multi-agency approach (including an agreed classification tool) for improving food security analysis and decision-making. After two years of initial development under the global coordination of the IPC multi-agency Steering Committee, and twelve months of field implementation of the IPC approach and IPC tools outside of the initial context of Somalia, this phase of the programme aims to:

- o build on the extensive experience gained in the application so far
- o address the issues (technical, institutional) preventing a wider scale application
- o ensure that lessons learnt are disseminated and internalized
- o consolidate and expand partnership in the initiative
- o expand the pool of staff able to support the process at headquarters' and field levels.

Given the objectives of this particular phase of the programme, it is important that the activities, processes and results obtained at the time of the review are carefully appraised, supporting as appropriate the further improvement of the IPC approach through further technical development and consolidation, including lessons learnt and other studies, and the institutionalization of the IPC at intra- and inter-agency levels and through external partnerships.

OBJECTIVE AND SCOPE OF THE PROJECT REVIEW

This review will cover global IPC activities from inception to today. There will be a specific workshop organized at the end of the Programme in order to consolidate lessons-learning exercises that have been collected through-out the current programme cycle; to evaluate the evolution of technical development (including indicators, thresholds, population numbers, cartographic protocols, etc.); evaluate the quality of support to IPC processes; and evaluate the interagency and intra-agency frameworks for cooperation.

The findings of the review workshop will serve a dual purpose:

- o taking stock of the implementation of the Programme under the current project
- o providing recommendations for the governance and technical development of the IPC as the Multi-Agency Strategic Framework is put into effect.

The objectives of the independent review are to:

1. Assess project **efficiency** and the process adopted during the project implementation.
2. Assess project **effectiveness** and the degree to which planned outputs and outcomes have been achieved at the time of the review.
3. Identify any **impacts** or likely impacts (positive or negative) of the project.
4. Identify lessons learned and formulate recommendations for the **transition** to a multi-year, multi-donor continuation of the programme.
5. Develop recommendations with respect to the **further global roll-out** of the IPC approach.

The review will achieve the above objectives by focusing on the following <u>three key questions.</u>

The main issues that this project is trying to address are:

QUESTION 1: What is the current status of the implementation process?
This question is related to programme *efficiency and effectiveness* issues, and will assess in particular:

o The extent to which the programme has delivered activities on time and factors that have contributed to or hindered the implementation process;
o The extent to which the technical development priorities have been addressed to improve analysis and comparability of food security situations using the IPC;
o The meaningful development of technical and institutional links with response analysis initiatives;
o The extent to which lessons-learning exercises proved an iterative tool to allow for effective absorption and, where required, adjustment of IPC approach at country and regional levels;
o The extent to which capacity-building needs specific to each agency have been identified and being addressed by the creation of a first roster of IPC trainers/specialists;
o The efforts made to mainstream IPC within own agency;
o The extent to which working relations with other international institutional architecture and initiatives that are working on similar issues and/or with similar methods have been formalized;

QUESTION 2: Are the current implementation structures adapted to multi-agency and multi-donor continuation of the programme?
This question is related to the *transition* of the programme from its current funding and operating structure to the implementation as laid out in the Multi-Agency Strategic Framework, and will assess in particular:

o Appropriateness of the management and governance structures set up (staff profiles, ToRs, various governing bodies);
o The appropriateness and clarity of the operating modalities (in the cross-cutting areas areas of monitoring and evaluation, peer-reviewing, quality control, external communications and outreach; fund-raising);
o Level of implementation and functionality of the governance structures put in place;
o The strength of the inter-agency cooperation mechanisms;
o The quality of the support provided by the IPC global components to the implementation at regional and country levels.

QUESTION 3: What actions are required to successfully implement the multi-agency multi-donor strategic framework in the coming 4 years?

This question is related to the further global roll-out of the IPC and the ways in which it would be best to proceed, given the achievements of the current programme cycle, and will assess in particular:

- o The quality of communication among partners and between partners and the donor community;
- o The extent to which the harmonization and consistency of IPC products and responsiveness to country demands is secured by the IPC process.

REVIEW METHODOLOGY

The review will include the following steps:

1. Initial desk research
   - o Review of available literature, project document and IPC products
   - o Identification of key information requirements in support of review
   - o Review of strategic partners at regional/country/global level.
2. Preparation of a review matrix, based on the fine tuning of the questions presented above and related indicators to verify achievements for each of the review questions.
3. A real time survey of key stakeholders from FAO, WFP, Save the Children, Oxfam, Care, FEWS, JRC, and donors and other partners (e.g. WHO, UNICEF, OCHA) on their experiences with IPC at global level.

COMPOSITION OF THE TEAM

The team will comprise two experts:

- o A team leader with minimum 10 years of demonstrated relevant experience in food security analysis in various contexts, in institutional analysis, and in leading complex evaluations.
- o A team member who is a food security analyst, with evaluation experience.

The team will need to be able to work effectively in English. Both team members should demonstrate a clear understanding of food security and nutrition early warning, monitoring and analysis work; as well as a clear understanding of institutional and organizational analysis.

REPORTING AND FEEDBACK

The team leader is responsible for:

An Inception Report

This will be prepared after having finalized the methodology and tools to be used during the review.

A Final Report

The final report will include a concise, self-contained executive summary with recommendations and a main report.

- The draft version of the review report will be submitted within 10 days after the completion of the evaluation survey.
- Comments on the draft will require 2 weeks after submission.
- This will result in the production of a final version to be submitted within 10 calendar days of the receipt of comments on the draft.

The content of the Final Report is under full responsibility of the Team Leader and expresses his/her views and judgements regarding the project being reviewed.

Integrated Food Security Phase Classification: Independent Final Review/Evaluation

Survey Questionnaire

I. **Relevance**

1. Do you consider the *IPC* to be relevant? YES/NO. Please explain where it adds value or what parts (e.g. analytical template, cartographic protocol, population tables and strategic response framework) you consider to be of particular value.

2. Are you happy with the use of *outcome rather than process indicators* to classify the different phases? YES/NO. Please explain.

3. Do you agree with the *indicators used in the reference table*? YES/NO. Please explain.

4. Do you value IPC because it explicitly links information to action through the *strategic response framework*? YES/NO. Please explain.

5. Do you feel the IPC is relevant as it asks for better collaboration and joint-action between stakeholders, in line with Paris Declaration, etc.? YES/NO. Please clarify.

6. Do you think the early warning component adds much value to the IPC information products (such as maps) directed at decision-makers? YES/NO

7. Do you think it is important to be able to compare food insecurity indicators across national borders? YES/NO. Please explain.

8. Do you feel this is important for affected countries and their administrations? YES/NO. Please explain or list examples that you are aware of.

9. What would you like to see improved in the IPC or roll-out process? Please explain.

II. **Efficiency**

1. Do you feel the focus and investment made in the IPC roll-out is worthwhile? YES/NO. Please explain.

2. Do you consider the roll out of the IPC to be well-organized, timely and efficient? YES/NO. Please qualify based on your involvement at the global, regional or national level(s) and personal experiences.

3. Do you have suggestions how to do the roll-out more cost efficiently? YES/NO. Please list.

4. Does the roll out of the IPC at regional and country level come with sufficient support, technical or otherwise (qualified trainers, workshops and availability of training materials)? YES/NO. Please explain, use examples/ country case study.

5. Has the programme made enough resources available for documenting experiences/ lessons learned? YES/NO. Please explain.

6. Please list areas/items where additional support would be required to make the IPC introduction a success.

III. **Effectiveness**

1. Has the IPC framework and networking approach already shown success? Please explain where and if possible how.

2. Do you feel the regional and national workshops organized throughout have been successful in promoting the IPC framework and its use by multiple partners?

3. Do you feel the project has communicated well with partners to promote a roll out of the IPC? YES/NO. Please provide examples where it did well and where communication was less effective.

4. Do you feel the IPC maps effectively communicate the messages of situation analysis, risk and early warning and response options? YES/NO. Please Substantiate.

5. Do you have any reservations to the amount of information put together on these IPC maps? YES/NO. Please explain.

6. Do you feel the IPC has proven capable of integrating both quantitative and qualitative data on the severity of crises at the sub-national level? YES/NO. Please explain.

7. Do you feel the technical manual and user guide are of good quality and are good resources for field practitioners and decision-makers?

8. Do you feel the governance and management structures of the IPC project have been effective in implementing IPC? YES/NO. Please explain.

9. Has the IPC roll-out improved inter and intra-agency communication and collaboration in your country? YES/NO. Please explain and give specific examples if possible.

10. Are operational modalities (e.g. M&E, peer-reviewing, quality control, external communication, outreach, and fund-raising) appropriate and clearly defined in your country/region? YES/NO. Please explain and give specific examples where possible.

11. Have you visited the IPC website (www.ipcinfo.org) already? YES/NO. What did you use it for? Please specify.

IV. Impact

1. Do you feel the IPC already can point to some successes, whether in developing multi-agency partnerships, closer collaboration with government departments, better linkages between information and action, and ultimately a better response to immediate needs of affected population groups and tackling of underlying causes? YES/NO. Please give example(s).

2. Do you feel the roll-out of the IPC has lead to significant additional attention/ funding for managing FSIS activities (e.g. media attention, improvement of underlying data sets). YES/NO. Please give examples.

3. Do you feel the roll-out of the IPC leads to significant opportunity costs in managing the FSIS activities (e.g. reduced attention for maintaining sectoral data sets, training of government staff in data collection)? YES/NO. Please give examples.

V. Sustainability

1. Has the IPC shown signs of sustainability in the context of your country or region? YES/NO. Please specify.

2. Has the IPC been incorporated into the work plan of the main FSIS stakeholders at national level? YES/NO. Please explain.

3. Has the existing FSIS structure been used for the roll out of the IPC? YES/NO. Please explain.
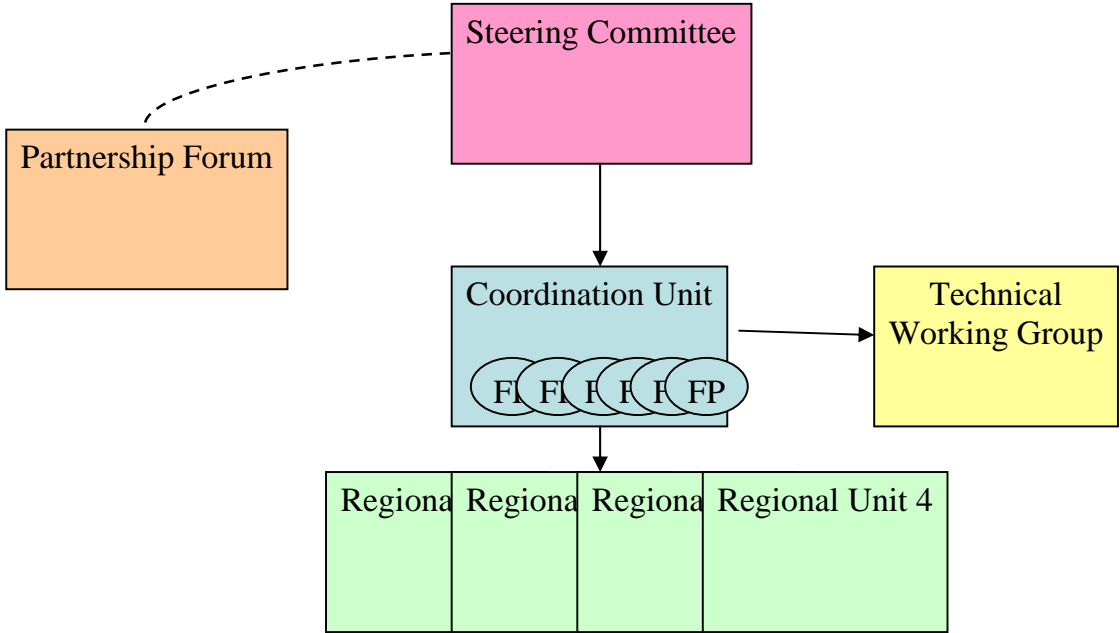
Opinion/ Attitude Survey

Please read the following statements and indicate your level of agreement:

Statement	Level of agreement						
Relevance	**Strongly Disagree**	**Moderately Disagree**	**Slightly Disagree**	**Slightly Agree**	**Moderately Agree**	**Strongly Agree**	**N/A**
By joining the IPC partnership there is a real opportunity for closer collaboration between different aid agencies and the governments.							
The IPC provides a common currency which facilitates technical consensus between practitioners.							
IPC provides a comprehensive package of FSIS tools that includes frameworks, templates, protocols and tables that is relevant to all stakeholders.							
Donors are the main beneficiaries of the standardization of reference indicators/ comparability across borders rather than the countries.							
The IPC maps are well put together and are a real contribution to inform decision-making, both in government or aid agency.							
The roll out of the IPC is irrelevant. IPC templates, protocols and tables have little to no practical impact.							

	Strongly Disagree	Moderately Disagree	Slightly Disagree	Slightly Agree	Moderately Agree	Strongly Agree	N/A
The IPC has proven its worth in Somalia (complex emergency) but has no place in a predominantly developmental context.							
Efficiency							
The IPC roll out supported by the different agencies has focused a lot on awareness raising and training of government staff, which is where the focus should lie.							
To date, the IPC roll out has been fairly efficient in terms of activities/ tools rolled out and use of resources .							
IPC does not compete with any existing FSIS or assessment methodology.							
Effectiveness							
The IPC roll-out is still viewed by the majority of stakeholders as an FAO initiative.							
Aid programming has improved since the IPC became operational.							
The different quantitative and qualitative survey methodologies in use by aid agencies make it difficult to harmonize and standardize indicators as promoted by IPC.							

	Strongly Disagree	Moderately Disagree	Slightly Disagree	Slightly Agree	Moderately Agree	Strongly Agree	N/A
Much of what IPC promotes (networking between agencies/ joint analysis) already takes place in our region/ country.							
Impact							
Visible progress has been made since we started applying the IPC in our region/country.							
Although the IPC maps do look into the underlying causes of the problems, aid flows keep ignoring addressing the structural issues.							
Sustainability							
The IPC already has been incorporated/ institutionalized into our regional/national FSIS network.							
The IPC approach and tools can and should be easily replicated in other contexts							
Certain actors will continue to have problems with the IPC as they fear to lose their independence or freedom to manoeuvre in the field.							

Steering Committee

Partnership Forum

Coordination Unit

FP FP FP FP FP FP

Technical Working Group

Regional Regional Regional Regional Unit 4

Annex D: Contacts for Stakeholder Interviews

Organization		Name	Role
ECHO	Brussels	Matthias Lange	
	Nairobi	Nick Maunder	
JRC	Ispra	Manuel Veiga	TWG
		Kaija Korpi	CU
	Rome	Thierry Negre	SC
FAO – Rome	CU	Luca Alinovi	SC
		Luca Russo	CU
		Zoe Druilhe	CU
		Rachele Santini	CU/Secretariat
		Oriane Turot	CU/Secretariat
		Beldina Owalla	CU
	ESA	Kostas Stamoulis	Director ESA
		Mark Smulders	FIVIMS Coordinator
		Mark McGuire	
	EST	Shukri Ahmed	
		Tanzila Mohammad	
	TC	Cristina Amaral	Service Chief TCEO
		Daniele Donati	Service Chief TCES
		Jean Alexandre Scaglia	Desk Officer TCE – East Africa
		Tiziani Buffagni	Desk Officer TCE – East Africa
		Angela Hinrichs	Desk Officer TCE – East Africa
		Kaori Abe	Desk Officer TCE – East Africa
		Patrick Jaqueson	
	FAO Evaluation Service	Daniel Shallon	
	Nairobi	Francesco Del Re	TWG

WFP	Rome	Valérie Ceylon	FP
		Angie Lee	FP
		Anne Claire Luzot	Evaluation Officer, Office of Evaluation
		Joyce Luma	Chief, Food Security Analysis Service
		Valerie Guarnieri	Director, Programme Design and Support
		Agnès Dhur	SC
Oxfam	Rome	Jeremy Hobbes	Director, Oxfam International
		Chris Leather	SC Chairman
	Oxford	Alexandros Yiannopoulos	CU - FP
		Camilla Knox-Peebles	Chief
		Jonathan Brass	TWG
CARE	London	Miles Murray	SC-TWG
CARE International		Justus Liku	FP
SAVE	SAVE UK – London	Alex Rees	SC – CU
	SAVE US – Washington	Brian Kriz	SC
FEWSNET	Nairobi	Mohamed Suleiman	CU-TWG
	Washington	Felix Lee	SC (DCOP)
		Curt Schaeffer	COP
		Jessi Grillo	Livelihoods Advisor
		Patricia Bonnard	Senior Markets and Trade Advisor
USAID		Gary Eilerts	
Others		Tim Frankenberger	Consultant – Facilitator
		John Borton	Consultant
		Rene V.	Consultant

Annex E: Logframe

Title of the Action	Technical and institutional support for the development of a global multi-agency approach to food security classification based on the *Integrated Food Security Phase Classification* (IPC).			
Principal Objective	Food security responses (including policy and interventions) are informed by a standardised approach to classify food security, in order to improve needs-based food security / livelihood decisions and responses.			
Specific Objective	To improve the IPC approach through further technical development, including lessons learned and other studies, and the institutionalization of the IPC at intra and inter-agency levels and through external partnerships			
	Intervention Logic	**Key questions**	**Responses**	**Key outputs**
Results	1. Standardized tools and protocols based on the IPC classification are available, which document and specify the nature and severity of a food security situation within and across countries as well as broad response options applicable in several contexts	• To what extent has the programme delivered activities on time and factors that have contributed to or hindered the implementation process?	- The programme has delivered a number of important outputs and the majority of activities have been implemented within reasonable time. The user guide was found of great practical use, while the update of the training manual was postponed. - The main obstacles to the implementation process were found: * ECHO and FAO burocracy delaying transfer of funds/ implementation of work plan *Lack of technical resources to guide the IPC roll out in the field, improve training products, participate in technical discussions (TWG), etc. * Thinning out of limited financial and technical resources over countries participating in the rollout. *Lack of progress in the area of response options as stakeholders find the options too broad and therefore not useful. Progress is expected from FAO-CARE Response Analysis Project (14-18 months project).	A. Number of expert studies and expert consultations are undertaken: 1. Nutrition and mortality indicators (14-16 July 09) by Helen Young and Suzanne Jaspers. Draft ready by August 09 2. Coping Strategy by Dan Maxwell, paper to be ready by Aug/Sept 09 3. Summary paper TWG offering solutions to identified problems with time factor; masking effect of humanitarian issues; reference table and underlying analytical framework; review of phase classification and key reference outcomes; and revision of water access and livelihood assets key reference outcomes B. Manuscript of Version 2 of the IPC technical Manual The update has been postponed to end of 2009.

		• Has the IPC proven capable of integrating both quantitative and qualitative data on the severity of crises at the sub-national level?	- Yes, the IPC has proven capable of integrating both quantitative and qualitative data in their analysis on the severity of crises at (sub-)national level. IPC has proven in many countries to include both quantitative reference outcome indicators, quantitative process indicators as well as qualitative data in their analysis, in a process where triangulation is paramount.	C. Other training materials: (e.g. User Guide) are being updated 1. User guide produced was found to be very useful by practitioners. 2. Much information was found in convenient format on the IPC website.

2. The implementation of the IPC tools and IPC approach are improved through the absorption of technical and process lessons learned from past and ongoing field application	• To what extent have lessons-learning exercises proved an iterative tool to allow for effective absorption and, where required, adjustment of IPC approach at country and regional levels?	- Given its involvement in the region since 2006, the FAO-TCE led IPC roll out in East and Central Africa has seen the most comprehensive lessons-learned exercises.
		
		- Lessons learned often lacked specificity and were mainly process oriented. In particular, experiences on replacing reference outcome indicators with other available sources was absent.
		
		- It is not clear to what extent the lessons-learned exercises, at country and regional levels have contributed to improvements in IPC applications.
		
		- The lack of a more comprehensive case-study approach as part of lessons learning was clearly felt.
		
		- None of the maps, protocols, tables were part of lessons learning documentation to clarify difficulties in applying the IPC.
			A. Number of Lessons Learned from ongoing IPC application that are compiled (or updated) and recorded
			
			    1. Synthesis document on lessons learned in two years
			
			    2. Regional lessons learned Workshop Central and Eastern Africa (Nairobi, November 2008)
			
			    3. National exercises on lessons learning were conducted in almost all countries. Note: Uganda lessons learning and planning workshop/ report a good example for others to follow.
			
			B. Organization of a final International IPC workshop on Lessons learned
			
			    1. IPC Review and Consultation Workshop (Johannesburg, June 09)
			
			C. Number of other communications efforts and events to disseminate lessons learned
			
			    1. Donor meetings
			
			    2. IPC analytical workshops
			
			    3. IPC Web site

3. Progressive institutionalization of the IPC approach within partner agencies is undertaken, through strengthening the internal capacity to manage and to support IPC	• To what extent have technical development priorities been addressed to improve analysis and comparability of food security situations using the IPC?	The global ECHO-funded project dedicated a large proportion of its resources to the achievement of this result. The review team finds it difficult to say anything conclusive as the reporting from the agencies is still forthcoming (expected by mid to late August 09).	A. Preparation of capacity-building needs assessment and strategic planning
			
			    1. Ongoing or completed by global partners.
			
			    2. CARE has developed a framework for defining and monitoring institutionalization of IPC at agency

		• To what extent have capacity-building needs specific to each agency been identified and addressed by the creation of a first roster of IPC trainers/ specialists? • What, if any, efforts have been made to mainstream IPC within agencies? • To what extent has the harmonization and consistency of IPC products and responsiveness to country demands been secured by the IPC process?	Roster of ToT is available in CU It is not clear that each agency has developed a strategy for addressing the capacity-building needs specific to their organization CARE has incorporated the IPC in their global humanitarian and food security policies; and in addition has included the tool as a requirement in country level emergency planning processes, and is included within CARE's emergency tool kit. Oxfam is working to widen interest and knowledge of the IPC outside of the Food Security Team, and place the tool as a minimum requirement of emergency early response planning processes. Integration within regular food security training is a key objective as well as including the tool in global policy and raising awareness at senior management levels. Save the Children UK is in the process of developing a communications plan, as well as a capacity-building strategy; Save the Children US is currently conducting a review of policy and strategy to better identify where the IPC can be incorporated. The IPC has also been included as a component of Child Survival Training. WFP has integrated the IPC into their	level. B. Number of staff trained within partner agencies Training of focal points on IPC and training of trainers of focal points has been completed. The internal training of agency staff outside the Coordination Unit varies and is underway. C. Participation of agency staff/units to IPC activities is increased Significant progress has been achieved with all agencies represented in most of the IPC global meetings (TWG, CU or SC), with travel of focal points to support and raise awareness at countrylevel during key IPC exercises etc. D. Number of internal awareness-raising activities Ongoing, varies agency by agency E. Number of internal consultations or consultative structures

			strategic planning tools such as the EFSA handbook and the User Guide on "Implementing WFP Strategy; and has conducted briefings at the senior management level. Efforts are underway to ensure that senior management encourage the participation of WFP country teams in IPC processes and events. To date, over 90 WFP staff have had some exposure or training on the IPC worldwide.	
			EC/JRC is planning an awareness-raising/ training event in July and particularly to spread knowledge of the IPC to other units outside of the food security team. It is also working on a better adaptation of its crop monitoring information to IPC analysis.	
			FAO has been slowly institutionalizing the IPC for a longer period, being the agency that founded the tool and has been most involved in rolling it out and piloting especially in East and Central Africa over the last two years. New initiatives include a planned seminar at the head of department level. FAO has also established an internal IPC working group to help with technical developments, and are establishing internal governance structures (ESA and TCE) for managing the process	
			FEWSNet discussed the IPC in detail at a global meeting in Washington in March which resulted in more commitment at senior levels to the IPC as a technical tool. There remains some debate concerning whether FEWSNet will replace their existing severity analysis with the IPC, and a position paper is currently being put together to	

		provide guidance for country representatives.	
	• Has the revised IPC manual been helpful in promoting institutionalization of the IPC analysis process?	- Incorporation of IPC as a tool in strategic planning tools has been successful in FAO, CARE and WFP, while the other partners are in the process how best to mainstream IPC in their respective organizations- The IPC training manual has not been updated. Many respondents found it to be very useful	
	• Has IPC facilitated the prioritization of potential responses to food security crises among donors, partner agencies and governments? Give examples.	-Several respondents indicated that the IPC has been very useful in the prioritization of food security responses in crisis situations in Kenya, Somalia and some other countries.	

4. Working relations with other international institutional architecture and initiatives are clarified and institutionalized, including through external partnerships with a wider group of stakeholders and sectors	• Has meaningful development of technical and institutional links with response analysis initiatives occurred as a result of the IPC project (including linking information to development interventions)?
	
	• To what extent have working relations with other international institutional architecture and initiatives that are working on similar issues and/or with similar methods been formalized?
	
	• Has the IPC helped develop consensus regarding priority responses among national and international food security organizations?
		-The link with response analysis has been delegated to a FAO-CARE project (Response Analysis Project)
		
		-Much of the technical work undertaken by TWG and expert consultations seeking consensus on key reference outcome indicators and thresholds are contributions to the wider FS community.
		
		 - Linkages with SMART/SPHERE and global thematic leaders (e.g. UNICEF, WHO, UNDP) may warrant more engagement.
		
		- Not really. The response analysis is still a contentious area of the IPC where few respondents said to be comfortable enough with it to use. All are looking forward to the results from the RAP.
			A. Establishment of an IPC partnership forum.
			
			   1. IPC partnership forum not yet constituted.
			
			B. Regular organization of donor meetings/ open days
			
			   1. Donor Meetings with EC in Brussels (June 09) , USAID/ FEWSNET Washington (June 09), RVAC in Johannesburg (July 09), DFID in London (June 09).
			
			C. Participate and provide technical inputs to joint initiatives relevant to food security and humanitarian analysis and response, i.e. that aim towards similar or related ends
			
			   TWG and expert consultations seeking agreement on key food security

			indicators and definitions are contribution to the field in general.
5. IPC multi-agency governance structures, strategies and operating modalities at global, regional and national levels are clarified and institutionalized.	• What is the appropriateness and effectiveness of the management and governance structures set up (staff profiles, ToRs, various governing bodies)?	-The global partners have proposed a new governance structure that gives more support to the regions and countries	A. Definition of membership agreement and operating modalities for the Steering Committee, Coordination Unit, Regional Units, National Working Groups and Technical Working Group.
	• What is the appropriateness and clarity of the operating modalities (in the cross-cutting areas of monitoring and evaluation, peer-reviewing, quality control, external communications and outreach; fund-raising)?	-The global partners have identified new staff profiles, TORs and roles and responsibilities of the various governing bodies	All governance bodies at global level are established and well-functioning. Terms of reference are available and approved for all these global structures (SC, CU and TWG); a global governance note has been produced. Modalities of working as a partnership are a core concern in all global IPC meetings.
	• What is the level of implementation and functionality of the governance structures put in place?	-The Global partners have identified new ways of supporting peer reviewing at regional level, new modalities for quality control, and discusses new strategies for fund raising to better support regional and country initiatives	B. Multi-agency strategic framework clearly outlined for 4 years in consultation with key donors with a view to securing funding for IPC roll-out at global, country and regional levels over the medium term.
	• What is the strength and effectiveness of the inter-agency cooperation mechanisms?	-The previous governance structure did a good job of supporting awareness raising of IPC in the various agencies. The focus has now shifted to focus on the implementation of IPC in the field	The four-year multi-agency framework was updated in May 2009 and a wide consultation with key donors was hosted by ECHO in Brussels in May 2009. Follow-up with individual donors is ongoing.
	• What is the quality of the support provided by the IPC global components to the implementation at regional and country levels?		C. Definition of monitoring and Evaluation, Peer-reviewing, Communications strategies and operating rules
	• What is the quality of communication among and between partners and the donor community?	-It is clear to the evaluators that the inter-agency cooperation is getting better all of the time -Because the support to the regional and	Monitoring and evaluation framework is available;

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			country levels needed to improve, the global partners recognized that the governance structure had to change	communication strategy has been outlined but needs greater consultation before being finalized.
			-Communication between partners does need improvement. The new structure should help support this	Guiding OVIs:
				- ToRs for governing bodies of the IPC.
				- ToRs for the inter-relationship between global, national and regional actors of the IPC.
				- Recruitment of Programme Manager and Focal Points of partner agencies.
				- Updated version of Multi-Agency Strategic Framework.
				- External and internal communication strategy and outreach documents.

Annex F: Milestone Timeframe

Milestone Timeframe for Global Partnership Programme:
Revision of Governance Structure

First Period (August 2009 to November 2009)
Planning Phase and Decentralization

1) ECHO Phase II proposal finalized and approved
2) Decide process for composition and recruitment of GSU
3) IPC Global Support Unit operational
4) Two FPs established at regional level
5) Reallocation of FPs to the field
6) 18-month work plan (including technical work plan) developed and approved
7) HL Technical Advisory Group and Virtual Technical IPC network TORs developed

Second Period (December 2009 to June 2010)
Implementation

1) High-level Technical Advisory Group and Virtual Technical IPC network operational (1st inception consultation)
2) IPC staff in place at country level
3) Regional and country linkages established
4) IPC Global SU work plan implementation (fundraising)

Third Period (June 2010 to December 2010)
Consolidation and Long-term Planning

1) Quality assurance system in place
2) Technical studies peer reviewed by the HLTG
3) External partnership established
4) Fundraising secure
5) Success stories consolidated

Proposed Timeframe for Regions / Countries IPC Implementation

Region	0 – 3 months	3 - 6 months	6 – 12 months	Comments
East Africa				Regional project provides PM, Analysts & trainer
	Global Focal Point integrated into Regional Project (1)	Explore linkages with Regional institutions		1. Supports greater agency participation in regional project.
	Global & local support for integration of partners (2)	FAO & WFP to lobby Government for more inclusive analysis.		2. FAO concept note
Southern Africa	Global Focal Point decentralized to Country level (3)	Global Focal Point decentralized to Regional level (SADC IPC TWG / RVAC) (4)	AusAid funding to support one Country IPC analysis (SA, Moz, or Malawi)	3. Zimbabwe = strategic. Needs to be one of the success stories. 4. Supports VAA review, as well as awareness / training within region
	AusAid Funding for 2nd 2009 Zimbabwe IPC analysis workshop (5)		AusAid Funding for 2010 IPC Zimbabwe analysis workshop	5. Support from Capacity Development Manager / High level Trainer (e.g. N. Haan, Patrick David)
West Africa	Re-open discussions with CILLSS to confirm timetable & priority for CO analysis workshop.	Decentralize / Hire Regional Focal Point	AusAid funding for one Country IPC analysis (probably Niger) (6)	6. ECB consortium supports NGO participation in Niger.

AusAid Regional Funding: supports Southern Africa Regional Focal Point
(Requires addition funding or re-allocation of existing funds in order to support West Africa Regional Focal Point)

AusAid Country Funding:
1. Zimbabwe: 2nd 2009 IPC analysis
2. Zimbabwe: 2010 IPC analysis
3. West Africa 2010 IPC analysis (probably Niger)
4. Southern Africa (SA, Moz or Malawi)
5. Dependent on Demand (e.g. Ethiopia if pilot is successful, additional West Africa analysis).

Global Focal Points:
- 2 decentralized in 1st phase: Zimbabwe & East Africa (0 – 3 months)
- 2 decentralized in 2nd phase: South & West Africa (3 – 6 months)

 (South / West Africa new recruitment may also be possible / needed dependent on global support unit requirements)

+ Global initiatives: technical development & capacity development

Annex G: Documents Reviewed

ECHO IPC Global Project	
Project Document sept 08-09	
	IPC_global_proposal_ECHO_(05Nov08)_FINAL.doc
New Proposal June 09-Dec 010	
	ECHO_Global_IPC_Phase2_july1st.doc
Interim Reports	
	GCP_GLO_234_EC Interim report_June21_FINAL_CLEAN.doc
IPC Proposals and Strategy	
	IPC global funding framework 2009 to 2011.doc
	Strategic approach & workplan v2.ppt
	Progress&Lessons_BrusselsMay09_V2.ppt
	AUSAID_FAO_ProDoc_IPC (June102009) final.doc
Technical Documents	
	Technical manual version 1.1 FAO Rome (2008)
	IPC User guide 1.0 FAO Nairobi, (October 2008)
	IPC rough guide np.doc
Presentations and Briefs	
	Roma3_IPC_Course_Overview.ppt
	Roma3_IPC_Course_Technical.ppt
	Roma3_IPC_course_Institutions.ppt
	IPC brief
Activity Reports	
Minutes	Minutes SC
	Minutes TWG
	Minutes CU
	Minutes Donor meetings

Governance	
	IPC GOVERNANCE STRUCTURE (jan28 09).doc
Publications	
see also website www.ipcinfo.org	Vulnerability to Hunger... Flores and Andrews
	RHVP review of IPC at: **http://www.ipcinfo.org/attachments/IPC_review_for_RHVP.pdf**
REGION DOCUMENTS	
East Africa	
	ECHO IPC Consolidation East and Central Africa.doc
	Proposal_IPC_ECHO_revision 5Dec07.doc
	Independent Midterm Review Draft V1_Francesco-Zoe.doc
	Consolidated FAO comments on IPC MTR_finalfinal.doc
	IPCReg_LLWorkshop_ Proceedings_Nov08.pdf
	IPC Regional Technical Workshop Sept 2008 Proceedings_Final 1.pdf
West Africa	
	Btor_Russo_Druilhe_Niger_07_08.doc
	CR Reunion CT Dakar juin 2009.doc
Southern Africa	
	IPC Gaborone.pdf
	RVAC IPC TWG minutes May 26.pdf
PROJECT OUTPUTS	
Workshops and Events Reports	
	Johannesburg 25-26 June 09
	Nutrition 14-15 July 09
Quality Monitoring	
	4 reference documents on proposed Quality Monitoring system
Lessons Learning	
	Global IPC Lessons Learnt Final Vers 1.doc
	activities_lessons_learnt.ppt
	IPC Lesson Learning and Planning Workshop Report Oct'08-Final.pdf
	High Level Briefing Report on the IPC- Uganda Nov'08-Final.pdf
	HECA.Kenya IPC Case Study.doc

Technical Documents	
	Doc 1_TWG Work Plan_24 April 2009.xlsm
	MergingIPC ManualUserGuide-Draft-01 June 2009.doc
	SC_TechIssues_Rome_July09.doc
	Two pending IPC technical issues-time and masking_Draft 11 June 2009.doc
	Key discussion points on technical issues for IPC SC meeting of 19 June 2009.doc
	DepthIPC - 16 June 2009.doc
	IPC Overview_Updated_Nov 08.ppt
Institutional Framework	
	Instutionalization work plans_all_(06 May 09).xls
Partnerships	
	TOR IPC External Partnership Scoping 27.2.09.doc

Individual reports:
> The joint Thematic Evaluation of the FAO and WFP Support to Information Systems for Food Security Draft July 2009;

Short summary on the technical consultation and review of IPC nutrition and mortality indicators - 14-15 July 2009 by UN Standing Committee on Nutrition;

USAID position paper on IPC (June 2009)