



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

IPC Global Strategic Programme 2023 – 2026



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The IPC Global Partners



IPC Funding Partners



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LIST OF ACRONYMS

AFI	Acute Food Insecurity
API	Application Programming Interface
AMN	Acute Malnutrition
ATARI	Advanced Technology and Artificial Intelligence
CCLE	Cross-Country Learning Exchange
CFI	Chronic Food Insecurity
CH	<i>Cadre Harmonisé</i>
FRC	Famine Review Committee
GAM	Global Acute Malnutrition
GRFC	Global Report on Food Crises
GSP	Global Strategic Programme
GSU	Global Support Unit
HDP	Humanitarian-Development-Peace
TAG	Technical Advisory Group
TWG	Technical Working Group



EXECUTIVE SUMMARY

Context

In recent years, the number of people and countries facing food and nutrition crises has consistently increased. According to the Global Report on Food Crises (GRFC), 2021 saw unprecedented levels of acute food insecurity and malnutrition. Around 193 million people were acutely food insecure and in need of urgent assistance and nearly 26 million children under five years old suffered from wasting, thus requiring urgent treatment.¹ Partly as a result of the increasingly protracted nature of food and nutrition crises, chronic food insecurity and malnutrition have also been on the rise.²

Global initiatives are underway to promote improved food security and nutrition analysis. In 2021, the G7 published a policy statement with a list of common principles for improving global food security monitoring systems.³ Simultaneously, global efforts to harmonize and systematize collective responses to food security have gained momentum, including the Global Network Against Food Crises, the Global Alliance for Food Security, and the Global Food Coalition. A number of key themes and challenges were identified by these initiatives, and will be priorities for food security and nutrition analysis in the coming years.

IPC classifications provide information on the scale and severity of food insecurity and malnutrition and play a key role in contributing to the global efforts to improve food security and nutrition analysis. Operational in 30 countries, the IPC, together with the *Cadre Harmonisé* (CH), is the common reference for consensus-based analysis of food insecurity and acute malnutrition, informing more than six billion dollars in food crisis response decisions annually.

The profile and prominence of the IPC is on the rise. In 2021, the G7 recognized the IPC as the 'gold standard' for food security and nutrition analysis⁴, and the IPC was included in the 2021 UN Food Systems Summit as a 'game changing' intervention. This underscores the importance placed on the IPC as a critical component of global responses to food insecurity and malnutrition.

The second IPC Global Strategic Programme (GSP) (2019-2022) was defined by an expansion in the delivery of IPC products, combined with a major focus on improving the quality and the relevance of IPC analyses.⁵

However, key outstanding challenges remain to be addressed in the third GSP:

- There are still important gaps in IPC coverage of major crises, either due to lack of data, lack of appetite among country stakeholders to engage in the IPC process, and/or lack of resources and capacity within the IPC initiative. At the same time, international actors have rising expectations about the expanded geographic scope of the IPC.
- Improving the accuracy of IPC forecasts is a constant challenge while there is growing demand for the IPC to inform anticipatory action, and for greater agility, timeliness and responsiveness in IPC processes.
- The governance structure of the IPC is no longer adapted to the rising challenge of providing high quality food security and nutrition information in a wide range of contexts. This will require greater attention to address issues of reputational importance.
- Institutionalization and ownership of the IPC and engagement by relevant stakeholders are key to the success of the initiative and require greater investments at global, regional and country level.
- While the IPC initiative has made good progress on geographic granularity, more needs to be done on the analysis of socio-demographic determinants of vulnerability to better inform decision-making.
- With three IPC scales now in motion, understanding and communicating the linkages between acute food insecurity, acute malnutrition and chronic food insecurity requires additional attention in order to inform relevant types of action, from short-term to long-term.

¹ Food Security Information Network, 2021. Global Report on Food Crises 2021. http://www.fightfoodcrises.net/fileadmin/user_upload/fightfoodcrises/doc/resources/GRFC_2022_FINAL_REPORT.pdf

² FAO, IFAD, UNICEF, WFP and WHO. 2021. The State of Food Security and Nutrition in the World 2022. Transforming food systems for food security, improved nutrition and affordable healthy diets for all. Rome, FAO. <https://doi.org/10.4060/cb4474en>

³ FCDO, 2021. G7 Principles Supporting A Vision of Improved Global Food Security Monitoring and Analysis. https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1039534/g7-principles-supporting-vision-improved-global-food-security-monitoring-and-analysis.pdf

⁴ FCDO, 2021. G7 Principles Supporting A Vision of Improved Global Food Security Monitoring and Analysis. https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1039534/g7-principles-supporting-vision-improved-global-food-security-monitoring-and-analysis.pdf

⁵ IPC GSU, 2019. IPC Global Strategic Programme 2019-2022. https://www.ipcinfo.org/fileadmin/user_upload/ipcinfo/docs/IPC-GSP_2019-2022.pdf



Geographic Scope

The third GSP (2023-2026) aims at addressing critical gaps in the coverage of food and nutrition crises and envisions a substantial geographic expansion of the IPC, born of global demand for the IPC in every region. In the most recent GRFC (2022), IPC and CH analyses covered 42 of the 53 countries listed as facing major food crises.⁶

The objective of this Programme will be to produce analyses for any food and nutrition crisis, focusing on countries of immediate concern as well as emerging crises. While the strategic objective is to have IPC analyses in any country of concern, the IPC initiative will establish a decision-making process to decide which crises can or cannot be covered.

Combined IPC and CH coverage will be extended to some 60 countries in total. This expansion will build upon the existing portfolio of IPC countries (30) as well as those covered by the CH (18).

For **Acute Food Insecurity classifications**, this GSP will cover at least 40 food crises. Of these, 28 are already implementing IPC Acute Food Insecurity (AFI) analyses regularly.

For **Acute Malnutrition classifications**, the use of the IPC Acute Malnutrition (AMN) scale will be expanded to include 25 crises, a 47 percent increase compared to the previous GSP.

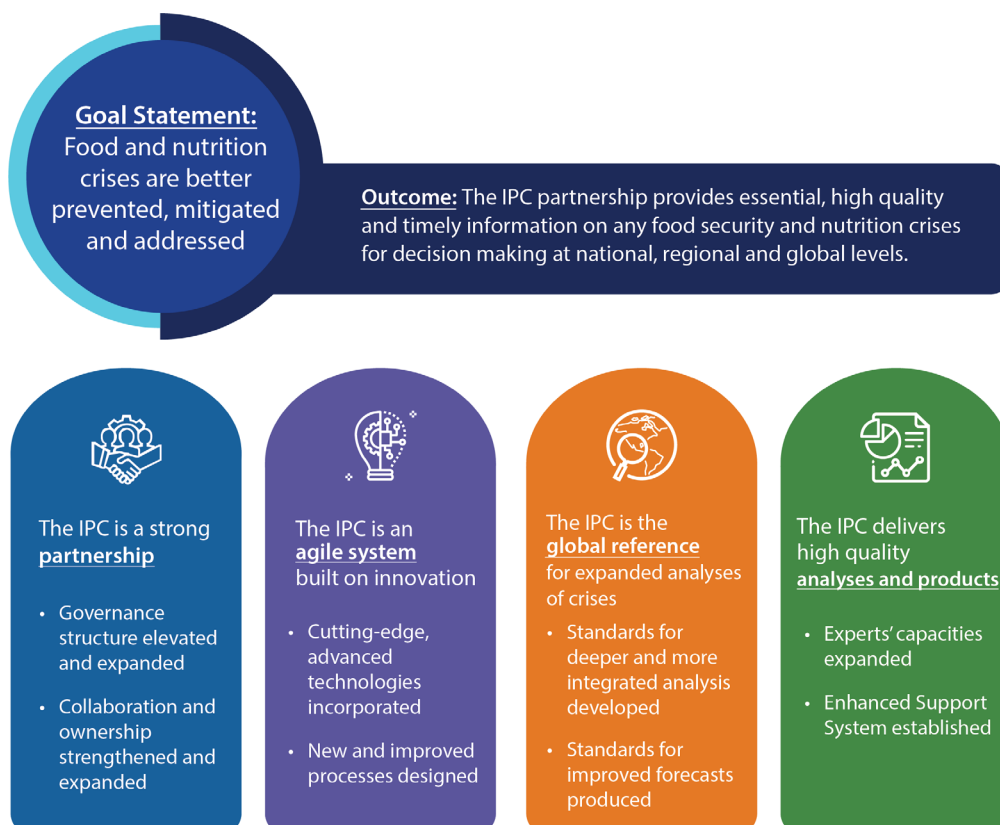
For **Chronic Food Insecurity classifications**, at least 10 recurrent or persistent food crises will be targeted.

Programme Overview

Figure 1 below provides an overview of the IPC GSP (2023 – 2026), including the goal, the overall expected outcome, the four intermediate outcomes and related outputs.

The **goal** statement is formulated to reflect the IPC's specific contributions to the goal of eliminating hunger. **Prevention** applies to the importance of the IPC for early warning and informing anticipatory action, linkages that will be further strengthened over the next four years. **Mitigation** refers to the core business of the IPC, in which humanitarian response is informed by high quality IPC analysis. **Addressing** food

Figure 1. Programme Overview



⁶ Food Security Information Network, 2022. Global Report on Food Crises 2022. http://www.fightfoodcrises.net/fileadmin/user_upload/fightfoodcrises/doc/resources/GRFC_2022_FINAL_REPORT.pdf



and nutrition crises pertains to providing a better understanding of food insecurity conditions, including the root causes of acute food insecurity. This will inform longer-term solutions to crises which enhance resilience, putting the Humanitarian-Development-Peace (HDP) Nexus into action.

The overall **outcome** reflects key elements of the GSP. First, the IPC has grown in both relevance and importance as the agencies involved have invested in the **partnership**. As a shared public good, the IPC itself will flourish if that partnership is further nurtured and strengthened. Second, the IPC is only as valuable as the analyses it produces. Accordingly, the IPC will be organized to provide essential information which decision makers at all levels require, of the highest possible **quality**, based on the best data available. Third, actionable information on food and nutrition crises is time-sensitive: for decision making to be effective, **timely information** is essential. More efficient processes, procedures and tools that will leverage innovations will be introduced, to make IPC analysis available in as close to real-time as possible. Finally, the primary focus for the IPC remains to inform **decision making** at all levels, from the local to the global level. The IPC will strive to continue addressing the needs of these users, without losing sight of the requirements of other users routinely using IPC findings for their work, including academics and the media.

In order to attain this overall outcome, **four intermediate outcomes** have been identified. These constitute the four major areas of endeavor that will be pursued over the course of the next GSP.

Intermediate Outcome 1: The IPC is a strong partnership

The IPC is, by definition, the result and the function of a partnership which exists at global, regional and national levels. The efficacy and functionality of that partnership is what allows the IPC to exist. Over the course of this GSP, that partnership will be strengthened and expanded to meet the more expansive scope envisioned for the IPC.

Intermediate Outcome 2: The IPC is an agile system built on innovation

The IPC aims to be at the forefront of food security and nutrition analysis worldwide. As challenges and new opportunities emerge, the IPC will innovate, in terms of technology, tools and processes. This innovation is not for its own sake, but in the service of making the IPC more efficient and flexible, which will enable faster reaction and better analysis of crises quickly, giving decision makers what they need in the shortest possible amount of time. This, in turn, will be closely linked to engaging with early warning systems and anticipatory action mechanisms.

Intermediate Outcome 3: The IPC is the global reference for expanded analyses of crises

The IPC is increasingly perceived as a common global currency, as more users understand what it is, how it works and its usefulness, and it is applied in more and more contexts. The IPC will continue to be the global standard for food security and nutrition classification, and is committed to ensuring that protocols are continuously developed to respond to the evolving needs of decision makers, drawing from the latest standards and research while also learning from its application in a variety of contexts.

Intermediate Outcome 4: The IPC delivers high quality analyses and products

The IPC exists to provide consensus-based food security and nutrition analysis of the highest possible quality. This will continue to be the core business of the IPC, but with expanded reach, this will require expanded capacities at every level, upgrading training and certification options, bringing hands-on technical support to IPC analysis teams, providing quality assurance, and enhancing communication and information sharing platforms.



Key Deliverables

The implementation of the proposed Programme is expected to result in a number of key deliverables, which are listed below, according to each intermediate outcome.

1

Intermediate Outcome 1: The IPC is a strong partnership



Output 1.1. Governance structure elevated and expanded

- High Level Executive Committee established and effective
- New governance structure for the IPC Chronic Food Insecurity scale functioning
- 4 regional and 20 country level strategies developed to strengthen governance structures
- IPC Senior Management Groups established and functioning in 15 countries
- 15 regional consultations and peer exchanges with country IPC Technical Working Groups (TWG)

Output 1.2. Collaboration and ownership strengthened and expanded

- 90% of partners participating in IPC activities at global, regional and country level
- Collaboration with partners pursued for the development of flagship information products (e.g. GRFC, Hunger Hotspots report, United Nations Security Council reporting)
- 4 data sharing agreements signed
- 16 briefings/training events held with the IPC Communications Network at global/regional level
- 8 new products (e.g. strategic and/or guidance documents, tools) developed based on new partnerships

2

Intermediate Outcome 2: The IPC is an agile system built on innovation



Output 2.1. Cutting-edge, advanced technologies incorporated

- 3 versions of the IPC analysis Platform developed for roll-out
- 5 advanced technologies, machine learning and/or AI features tested for potential integration into IPC processes
- New data sources incorporated into the IPC Analysis Platform

Output 2.2. New and improved processes designed

- Guidance and Standard Operating Procedures (SOP) for faster IPC deployment developed, tested and rolled out
- Guidance for non-TWG led analysis developed and approved
- Guidance and SOPs for integration of IPC into early warning and anticipatory action mechanisms developed, tested and rolled out
- Famine detection and classification protocols/guidance revised, tested and rolled out

3

Intermediate Outcome 3: The IPC is the global reference for expanded analyses of crises



Output 3.1. Standards for deeper and more integrated analysis developed

- 4 updates/new protocols resulting from new technical developments and standards
- 8 updated/new guidance notes covering technical development
- 6 position papers/technical studies/academic research supported by the IPC initiative

Output 3.2. Standards for improved forecasts produced

- 4 protocols and/or guidance notes on projection analysis produced/updated
- 2 guidance notes/technical papers produced on linking early warning signals to the triggering of IPC analyses
- 1 guidance note/technical paper produced on linking IPC projections to the triggering of anticipatory action mechanisms

4

Intermediate Outcome 4: The IPC delivers high quality analyses and products



Output 4.1. Experts' capacities expanded

- 30% increase in the number of certified IPC practitioners (level 1, 2 and 3)
- 136 IPC normative trainings (IPC level 1, 2 and 3) conducted
- 12 non-normative trainings (on new protocols, technical guidance and/or processes) conducted
- 100% increase in the number of people trained on IPC communication
- 44 learning events and/or peer exchanges conducted within the IPC Community of Practice

Output 4.2. Enhanced support system established

- At least 40 countries using IPC scales
- 310 IPC analyses delivered (including 210 acute food insecurity, 90 acute malnutrition, and 10 chronic food insecurity analyses)
- Risk of Famine analyses and Famine Reviews conducted where and when relevant
- Quality assessment completed for 75% of analyses
- 28 lessons learning exercises conducted at country level
- 10 workshops conducted to unpack the relationships between acute and chronic food insecurity conditions
- 60 IPC products featuring the complementarity and linkages between acute food insecurity and acute malnutrition analyses findings
- IPC Communication Strategy (2023 – 2026) produced
- 14 products aimed at increasing the understanding of the IPC, including among non-technical audiences
- 96 IPC country/regional/thematic products aimed at increasing the understanding of IPC analysis findings
- 12 upgrades or new tools produced for enhanced access to IPC analysis findings
- 80% of media articles related to famine correctly depict IPC findings and guidance

Financial Requirements

The overall cost of the IPC GSP (2023-2026) is estimated at USD 48.6 million. This GSP reflects a significant increase in resource requirements, largely driven by the expansion of country coverage, an increase in capacities, with a particular focus on decentralization, coupled with the continuous development of tools, protocols and systems to enable a faster, more robust deployment of IPC where and when needed.



1. GENERAL CONTEXT

In recent years, the number of people and countries facing food and nutrition crises has consistently increased. According to the Global Report on Food Crises (GRFC), 2021 saw unprecedented levels of acute food insecurity, with around 193 million people acutely food insecure (in IPC/CH Phase 3 or above) and in need of urgent humanitarian assistance. In countries affected by food crises, acute malnutrition remained at critical levels. Nearly 26 million children under five years old were suffering from wasting and in need of urgent treatment.⁷

Beyond being widespread, food and nutrition crises have also been characterized by high severity. Famine prevailed in localized areas of South Sudan in 2021 and was projected in Somalia in 2022; while the risk of Famine loomed in a few other countries. Several countries had areas where child wasting was above the 'Critical' 15 percent threshold (IPC Acute Malnutrition Phase 4) and over half a million people faced Catastrophe (IPC Acute Food Insecurity Phase 5). This is seven times higher than in 2016.

Partly as a result of the increasingly protracted nature of food and nutrition crises, chronic food insecurity and malnutrition have also been on the rise. According to the State of Food Security and Nutrition in the World 2022 report, between 702 and 828 million people were affected by chronic hunger in 2021 - 150 million more since the outbreak of the COVID-19 pandemic; and almost 150 million children under the age of five years suffered from stunting.⁸

As serious as the global food and nutrition trend may be, it is rendered even more precarious by recent developments which have had dire repercussions among large segments of the world's population within a very short timeframe. Among these, the COVID-19 pandemic's impacts persist, with supply chains still being disrupted, economic contractions continuing to be felt, and people still dying. In 2022, the conflict in

Ukraine and the consequent effects on the global food supply have affected multiple locations simultaneously, with the greatest impact on the most vulnerable.

At the planetary level, climate change is resulting in the deterioration of food security and nutrition on a large scale. Reports from the Intergovernmental Panel on Climate Change (IPCC) clearly state the scientific consensus that the negative impacts of climate change on food security are amplified as the world continues to emit greenhouse gases into the atmosphere.⁹

Across the world, food systems are affected by other multiple simultaneous threats, such as population growth, dietary changes, environmental degradation, conflict, employment uncertainty, and instability of the global markets.¹⁰

As a consequence of all of the above, more and more crises are considered 'protracted', with humanitarian appeals lasting for an average of seven years. Food crises are also becoming more complex. 'States of Fragility', an OECD publication, estimates that nearly half of the 836 million people living in extreme poverty today live in fragile contexts, and that this will rise to 80% by 2030.¹¹

The worsening trends in global food security and nutrition have catalyzed the global agenda. The 2030 Agenda for Sustainable Development and the UN Decade of Action on Nutrition 2016–2025 had already placed food security and nutrition at the forefront of the global agenda, calling on all countries and stakeholders to act together to end food insecurity and prevent all forms of malnutrition by 2030.¹² Other more recent initiatives, such as the UN Food Systems Summit and the establishment of the High-Level Task Force on Preventing Famine by the UN Secretary-General in 2021, to bring coordinated high-level attention to famine prevention and mobilize support to affected countries, support these efforts.

⁷ Food Security Information Network, 2022. Global Report on Food Crises 2022. http://www.fightfoodcrises.net/fileadmin/user_upload/fightfoodcrises/doc/resources/GRFC_2022_FINAL_REPORT.pdf

⁸ FAO, IFAD, UNICEF, WFP and WHO. 2022. The State of Food Security and Nutrition in the World 2022. Repurposing food and agricultural policies to make healthy diets more affordable. Rome, FAO. <https://doi.org/10.4060/cc0639en>

⁹ IPCC, 2022. Climate Change 2022: Impacts, Adaptation and Vulnerability. <https://www.ipcc.ch/report/ar6/wg2/>

¹⁰ EU, FAO and CIRAD, 2019. Food Systems at Risk: New Trends and Challenges. https://agritrop.cirad.fr/593617/1/Food_systems_at_risk.pdf

¹¹ OECD, 2020. States of Fragility 2020. <https://www.oecd-ilibrary.org/sites/ba7c22e7-en/index.html?itemId=/content/publication/ba7c22e7-en>

¹² UN, 2017. Sustainable Development Goals.



Global initiatives are underway to promote improved food security and nutrition analysis. In 2021, the G7 published a policy statement with a list of common principles for improving global food security monitoring systems.¹³ Simultaneously, global efforts to harmonize and systematize collective responses to food security have gained momentum, including the Global Network Against Food Crises, the Global Alliance for Food Security, and the Global Food Coalition, which continue to evolve and strengthen coordination among global, regional and national networks.

A number of key themes and challenges were identified by these initiatives, and will be priorities for food security and nutrition analysis in the coming years:

- Ensuring geographic coverage to include all countries facing food and nutrition crises
- Informing anticipatory action in a more systematic and timely manner for more cost-effective interventions
- Better understanding food systems to ensure optimal transformation
- Operationalizing the Humanitarian-Development-Peace (HDP) Nexus
- Ensuring humanitarian access during conflicts and better incorporating conflict analysis into food security and nutrition analysis
- Having a better understanding of the root causes of food insecurity, including chronic aspects, for more strategic interventions in countries facing food crises

- Improving interoperability of information systems
- Improving data standards, quality, availability, timeliness and sharing
- Enhancing networks and collaboration
- Ensuring technical rigor and neutrality

In order to take action on the above, there are opportunities to be seized. The world is undergoing a dramatic digital transformation. The pace of change is accelerating and will have far reaching implications for food and nutrition security. Examples of technologies that are exponentially improving include: artificial intelligence, sensors, big data, internet connectivity, and many more. These technologies will create whole new possibilities for improving analysis of food security and nutrition, from data collection to analysis to communication of results.

Against this background, the profile and prominence of the IPC is on the rise. In 2021, the G7 recognized the IPC as the ‘gold standard’ for food security and nutrition analysis¹⁴, and the IPC was included in the 2021 UN Food Systems Summit as an Action Track 5 ‘game changing’ intervention. This goes to underscore the importance placed on the IPC as a critical component of global responses to food insecurity and malnutrition.

The next section turns to how the IPC will rise to meet the challenges described above, taking advantage of: global momentum to address food insecurity in all its forms, digital potentials to bridge data gaps, and the unique role it plays by providing high quality consensus-based food security and nutrition analysis.

¹⁴ FCDO, 2021. *G7 Principles Supporting A Vision of Improved Global Food Security Monitoring and Analysis*. https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1039534/g7-principles-supporting-vision-improved-global-food-security-monitoring-and-analysis.pdf

¹⁵ FCDO, 2021. *G7 Principles Supporting A Vision of Improved Global Food Security Monitoring and Analysis*. https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1039534/g7-principles-supporting-vision-improved-global-food-security-monitoring-and-analysis.pdf



2. SPECIFIC CONTEXT

IPC classifications provide information on the scale and severity of food insecurity and malnutrition. Operational in 30 countries, the IPC, together with the *Cadre Harmonisé* (CH), is the common reference for consensus-based analysis of food insecurity and acute malnutrition, informing more than six billion dollars in food crisis response decisions annually.

The second IPC Global Strategic Programme (GSP) (2019–2022) was defined by an expansion in the delivery of IPC analyses, resulting from higher frequency, expanded coverage and increased sub-national disaggregation.¹⁵ This was underpinned by an increased focus on quality, and innovations necessary to respond to the COVID-19 pandemic. In total, 240 IPC analyses were conducted, including 158 Acute Food Insecurity (AFI), 66 Acute Malnutrition (AMN) and three Chronic Food Insecurity (CFI) analyses. This also included support to 13 analyses in West Africa under the CH initiative.

The outbreak of COVID-19 in early 2020 required immediate efforts to pivot the IPC into the new realities of the world. Within a month of declaration of the global pandemic, the IPC initiative undertook its first analysis in fully virtual mode. By the end of 2020, a record 68 analyses had taken place, most using virtual or hybrid modalities.

Even with the pandemic to contend with, coverage of the IPC AFI and AMN scales has expanded, both in terms of geography and population groups analyzed, with special attention given to urban, refugee and IDP populations. The multi-partner road map in support of the IPC AMN scale has been produced, setting out a clear, incremental process for building up, enhancing and expanding this scale – a tangible result based on a collective effort from nutrition partners. In so doing, both IPC AFI and AMN analyses were made more relevant for decision making, by extending projection periods, updating projections more often, and conducting analyses more frequently.

In line with its strategic focus, the second GSP also saw an emphasis on improving quality. It represented an overall shift from an ad hoc approach focused on shortcomings to become a permanent feature of the IPC, wherein quality assurance activities are implemented on a rolling basis across all activities. Tools introduced

as part of enhanced quality assurance processes included the Self-Assessment Tool (implemented by country IPC analysis teams for all IPC analyses), Quality, Relevance and Institutionalization Scores, and lessons learning workshops. The combination of these tools led to across-the-board improvements in quality, which in turn bolstered the integrity and credibility of the IPC. A number of these quality assurance measures were prioritized in countries facing the largest food crises.

Intrinsically linked to analysis quality, certification and training processes were reinforced and expanded in the course of the second GSP. The Learning Management System (LMS) platform now provides users with a range of learning options, from self-directed e-learning, to facilitated online and in-person learning, with a range of supporting materials made available. The number of certified IPC practitioners has increased to over 2,200 by March 2022, of which 60 are IPC Level 3 certified, able to lead and facilitate IPC analyses. Finally, the launch of the Community of Practice online platform in 2022 gave practitioners a new platform for peer-to-peer learning, networking and research.

On the technical development front, the second GSP saw the publication of the IPC Technical Manual Version 3.1, revised to include improvements to Famine protocols and the addition of the Food Insecurity Experience Scale (FIES).¹⁶ Furthermore, 14 Guidance Notes were produced on a wide range of topics that required more in-depth explanation, such as on how to conduct analyses in the context of COVID-19, and how to include the impacts of the Ukraine conflict in analyses. Finally, the Risk of Famine analysis was introduced in response to decision makers' calls to provide technical rigor to famine risk statements and inform anticipatory action.

The launch of the Advanced Technology and Artificial Intelligence Initiative (ATARI) gave new impetus to ensuring that the IPC took best advantage of available technological options. Pilot testing of decision-support software was conducted on an iterative basis in every region. The creation of the new Analysis Platform aimed at bringing data visualization and analysis tools onto a cloud-based platform, representing a major technological step forward for the IPC in improving the efficiency and quality of its analytical process.

¹⁵ IPC GSU, 2019. IPC Global Strategic Programme 2019–2022. https://www.ipcinfo.org/fileadmin/user_upload/ipcinfo/docs/IPC-GSP_2019-2022.pdf

¹⁶ IPC Global Partners. 2021. Integrated Food Security Phase Classification Technical Manual Version 3.1. Evidence and Standards for Better Food Security and Nutrition Decisions. Rome. https://www.ipcinfo.org/fileadmin/user_upload/ipcinfo/manual/IPC_Technical_Manual_3_Final.pdf



Also under the second GSP, a communications strategy was produced, resulting in clear processes, visualization and narrative guidelines for presenting, explaining and disseminating IPC findings. Communications training materials were revamped, with tailored training to communications professionals from the media and the humanitarian sector conducted at global, regional and national level. This was reinforced by the production of simplified communications products, a more user-friendly and interactive website, and enhanced access to IPC and CH information through the launch of new data-sharing tools, including the IPC Mapping Tool, the IPC Population Tracking Tool and, more recently, the IPC-CH dashboard and the IPC Application Programming Interface (API).

Taken together, these efforts have resulted in reaching a greatly expanded audience. This is exemplified by a 130% increase in the number of IPC website views and an approximately 200% increase in mailing list subscribers between the second and first GSPs, as well as a growing footprint on social media via thousands of Tweet impressions and influential followers to the IPC Twitter account. All in all, this strategic approach to communications resulted in better integration of communication into the IPC analysis cycle as a whole.

However, key outstanding challenges remain to be addressed in the third GSP:

- There are still important gaps in IPC coverage. These can largely be ascribed to three main causes: lack of data, lack of appetite among country stakeholders to engage in the IPC process, and/or lack of resources and capacity within the IPC initiative. The upshot of this is that some major crises lack IPC analyses to inform response. At the same time, international actors have rising expectations about the expanded geographic scope of the IPC.
- Improving the accuracy of IPC forecasts is a constant and ongoing challenge while there is growing demand for the IPC to inform anticipatory action, and for greater agility in IPC processes. The utility of forecasts can be improved by fostering stronger linkages with early warning systems and anticipatory action mechanisms.
- Information needs are time-sensitive and the food security and nutrition situation in any given country can deteriorate rapidly. While much progress has been made in this domain, further improvements are needed to make IPC analyses more responsive and more timely.
- The governance structure of the IPC is no longer adapted to the rising challenge of providing high quality food security and nutrition information in a wide range of contexts. This will require greater attention to address issues of reputational importance.
- Institutionalization and ownership of the IPC by relevant stakeholders are key to the success of the initiative and require greater investments at regional and country level. In some contexts, these processes are, however, impeded by several factors, including armed conflict and weak government capacity. In these circumstances, balancing a commitment to country-level institutionalization with adherence to IPC principles has been a challenge, and is a perpetual work-in-progress.
- Partners' engagement with the IPC varies from one level to another: while commitments within the IPC Global Steering Committee are strong and forthcoming, similar commitments are not always found at regional or country level. Greater engagement from global regional and country level partner experts into all aspects of the IPC's work at every level would further enhance the effectiveness of the GSP.
- While the IPC initiative has made good progress on geographic granularity, more needs to be done on the analysis of socio-demographic determinants of vulnerability, in order to better inform decision-making.
- With all three scales now in motion, understanding and communicating the linkages between acute food insecurity, acute malnutrition and chronic food insecurity requires additional attention. While progress has been made during the second GSP to better link IPC AFI and AMN findings, more in-depth work is required, particularly for the AFI and CFI scales. This is a formidable task, but one that bears an important multiplier effect across the IPC as a whole, in order to inform relevant types of action, from short-term to long-term.

The 2023-2026 GSP is the result of a series of critical review processes which have taken place over the past few years. Over the course of the second GSP, regular monitoring and learning exercises, including user surveys, desk reviews and internal learning sessions, triggered a number of strategic reflections. Building on these, from January to March 2022, the IPC Global Support Unit (GSU) convened a series of internal discussions within and across its teams, which resulted in the production of a Theory of Change for this GSP, which was presented to the IPC Global Steering Committee in March 2022. Finally, findings from the final evaluation of the second IPC GSP were incorporated into this strategy as they became available.



3. IMPLEMENTATION CONSIDERATIONS AND GEOGRAPHIC SCOPE

The second IPC GSP focused on the consolidation and limited expansion of the IPC AFI and AMN scales. This resulted in reaching a total of 30 countries, with an additional five countries in West Africa and the Sahel rolling out the IPC AMN scale, and three countries implementing the CFI scale.¹⁷

The third GSP (2023-2026) aims at addressing critical gaps in the coverage of food and nutrition crises and envisions a substantial geographic expansion of the IPC, borne of global demand for the IPC in every region. In the most recent GRFC (2022), IPC and CH analyses covered 42 of the 53 countries listed as facing food crises.¹⁸ The priority of the third GSP will be to produce analyses for any food and nutrition crisis predicated on the GRFC and other relevant sources, as well as any emerging crises as they occur. While the strategic objective is to have IPC analyses in any country of concern, the IPC initiative will establish a decision-making process to decide which crises can or cannot be covered. IPC efforts will continue to complement the critical role played by the CH in West Africa and the Sahel. This implies that the combined IPC and CH coverage will be extended to some 60 countries in total. This expansion will build upon the existing portfolio of IPC countries (30) as well as those covered by the CH (18). This GSP envisions at least 40 countries implementing the IPC over the course of the next four years, increasing its geographic coverage by more than 30 percent. This must be realized without compromising analysis quality. Some countries covered by the CH for food security and nutrition analysis will also receive IPC support for the implementation (or introduction) of the IPC AMN and CFI scales.

In planning this GSP, care was given to considering not just geographic coverage of food and nutrition crises as they occur, but also how they unfold and change. As such, focus will be given to frequency of analyses and updates, so as to support timely response and anticipatory action mechanisms; this will be facilitated by leveraging technological advances and virtual modes of working.

The coverage described above will be contingent on a number of conditions being met, which, taken together, define the feasibility of conducting analysis. These include a) data availability, b) interest and commitment from relevant stakeholders, c) technical and financial capacity to meet operational needs and workloads, and d) stakeholders' commitment to publishing the final analysis report on a timely basis. The previous GSP demonstrated that if these conditions are not met, then IPC analysis does not happen and/or the findings are neither accessed nor used.

As compared to the second GSP, several factors should be noted in terms of coverage. First, efforts will focus on ensuring the complementarity between the IPC scales in countries facing food and nutrition crises. As the IPC AMN scale is increasingly mainstreamed (under the auspices of implementing the multi-partner road map), the number of countries conducting IPC AMN analyses will continue to increase. Second, as per the GSP Goal Statement presented below, IPC AFI coverage will pertain to any food crises that arise, subject to the conditions mentioned above. Third, CFI analysis will be restarted, focusing on countries facing persistent or recurrent food security and nutrition crises, to inform resilience programming and longer-term interventions aimed at addressing the root causes of acute food insecurity.

For **Acute Food Insecurity classifications**, this GSP will cover at least 40 food crises. Of these, 28 are already implementing IPC AFI analyses regularly. This will entail an expansion of the IPC to food crises where there are gaps (that is, no/insufficient data, no consensus-based analysis, or both) and/or crises listed in the GRFC, and other relevant sources, where there is sufficient data but which are not currently covered by IPC/CH classifications. The proposed expanded coverage will also include any unanticipated food crises which may emerge. The key parameters for determining the need for an IPC analysis will be based on the magnitude and severity of the crisis and the feasibility of doing such an analysis, per the conditions listed above. Innovations,

¹⁷ The CFI was put on hold in 2020, pending a review and reform process initiated in 2021.

¹⁸ Food Security Information Network, 2022. Global Report on Food Crises 2022. http://www.fightfoodcrises.net/fileadmin/user_upload/fightfoodcrises/doc/resources/GRFC_2022_FINAL_REPORT.pdf



such as the IPC Analysis Platform, virtual modalities, innovative data collection methods and improved IPC agility overall, will support this strategy. In addition to the 40+ food crises to be covered by the IPC, an additional 18 countries are expected to continue using CH protocols and processes for food security analysis and receive some technical support from the IPC initiative.

For **Acute Malnutrition classifications**, IPC AMN will be expanded to include 25 crises, a 47 percent increase compared to the previous GSP. Expansion will focus on those contexts where IPC AMN is relevant (that is, with high Global Acute Malnutrition [GAM] rates at national or subnational level) and feasible, as per the conditions above. Care will also be taken to prioritize those crises where high GAM rates coincide with acute food insecurity, encouraging greater interlinkages between the scales.

For **Chronic Food Insecurity classifications**, at least 10 recurrent or persistent food crises will be targeted. This will begin with a pilot sequence of three analyses, in order to confirm the viability of the reformed IPC CFI at operational level. IPC CFI analyses will focus on countries facing food and nutrition crises to inform resilience programming and longer-term interventions. This implies exploring linkages between acute food insecurity, chronic food insecurity and acute malnutrition. Priority countries for IPC CFI will be identified based on levels of acute food insecurity (magnitude and severity), country demand and feasibility (including country stability, capacity and data availability). However, in countries which have experienced repeated 'exceptional' years with little stability, implementing CFI will require a careful step-by-step approach.



4. OVERVIEW OF THE PROGRAMME GOAL AND OUTCOMES

4.1 Goal Statement

For this GSP, the IPC will service the following overarching goal: **Food and nutrition crises are better prevented, mitigated and addressed.**

This Goal Statement recognizes that the IPC is one part of a larger global effort to tackle hunger in all of its forms. The IPC constitutes a component of that effort, but achieving the goal requires a range of actions from stakeholders across the food security and nutrition space. No one actor has the power to achieve this goal unilaterally, but it can be achieved through joint, collective effort.

The goal is formulated to reflect the IPC's specific contributions to the goal of eliminating hunger. **Prevention** applies to the importance of the IPC for early warning and informing anticipatory action, linkages that will be further strengthened over the next four years. **Mitigation** refers to the core business of the IPC, in which humanitarian response is informed by high quality IPC analysis. **Addressing** food and nutrition crises pertains to providing a better understanding of food insecurity conditions, including the root causes of acute food insecurity. This will inform longer-term solutions to crises which enhance resilience, putting the HDP Nexus into action.

In committing to this Goal Statement, the IPC will use its unique position, bringing together governments, UN agencies, NGOs, and other relevant stakeholders, to provide improved analysis. This will not only contribute to crisis prevention and response, but will go deeper as well, providing a better understanding of persistent and acute food and nutrition crises wherever they are found.

4.2 Outcome

The overall expected outcome of the IPC GSP 2023-2026 is: **The IPC partnership provides essential, high quality and timely information on any food security and nutrition crises for decision making at national, regional and global levels.**

Over the past few years, the use of IPC for decision making has significantly expanded. Together with the CH, the IPC is systematically the primary source of information for the food security and nutrition

sectors in the Humanitarian Programme Cycle; and the main reference for major global flagship information products, such as the GRFC. In the latest (2022) edition of the GRFC, out of the 53 countries for which the report provided estimates of people facing acute hunger, 42 countries were covered by the IPC/CH, which accounted for 90% of the total number of acutely food insecure people in need of urgent assistance in 2021. In these countries, more than USD six billion are allocated annually for humanitarian assistance to food sectors. Funding and programming allocations that are directly or indirectly informed by the IPC/CH are expected to increase significantly as the IPC/CH expand coverage to around 60 countries by the end of this Programme.

The IPC has grown in both relevance and importance as the agencies involved have invested in the partnership. As a shared public good, the IPC itself will flourish if that partnership is further nurtured and strengthened.

The IPC is only as valuable as the analysis it produces. Accordingly, the IPC will be organized to provide essential information which decision makers at all levels require, of the highest possible quality, based on the best data available. In this context, essential information includes: classifications of areas and estimates of populations by IPC phase, information on the drivers of food insecurity and malnutrition, information on vulnerable groups, and projections on the most likely evolution of the situation. It is acknowledged that maintaining (or improving) quality standards is a moving target, and the GSP continues to emphasize the need to constantly improve quality in every aspect of the IPC.

Actionable information on food and nutrition crises is time-sensitive: in order for decision making to be effective, timely information is essential. More efficient processes, procedures and tools that will leverage innovations will be introduced, to make IPC analysis available in as close to real-time as possible.

This GSP envisions an IPC analysis for any food and nutrition crisis. The GSP will thus focus on countries of immediate concern as well as emerging crises. While the strategic objective is to have IPC analyses in any country of concern, the IPC initiative will establish a decision-making process to decide which crises can or cannot be covered.



The primary focus for the IPC remains to inform decision making at all levels, from the local to the global level. The IPC will strive to continue addressing the needs of these users, without losing sight of the requirements of other users routinely using IPC findings for their work, including academics and the media.

4.3 Intermediate Outcomes

In order to attain this overall outcome, four Intermediate Outcomes have been identified. These constitute the four major areas of endeavor that will be pursued over the course of the next GSP.

Intermediate Outcome 1: The IPC is a strong partnership

The IPC is, by definition, the result and the function of a partnership which exists at global, regional and national levels. The efficacy and functionality of that partnership is what allows the IPC to exist. Over the course of this GSP, that partnership will be strengthened and expanded to meet the more expansive scope envisioned for the IPC.

Intermediate Outcome 2: The IPC is an agile system built on innovation

The IPC aims to be at the forefront of food security and nutrition analysis worldwide. As challenges and new opportunities emerge, the IPC will innovate, in terms of technology, tools and processes. This innovation is not for its own sake, but in the service of making the IPC more efficient and flexible, which will enable faster reaction and better analysis of crises quickly, giving decision makers what they need in the shortest

possible amount of time. This, in turn, will be closely linked to engaging with early warning systems and anticipatory action mechanisms.

Intermediate Outcome 3: The IPC is the global reference for expanded analyses of crises

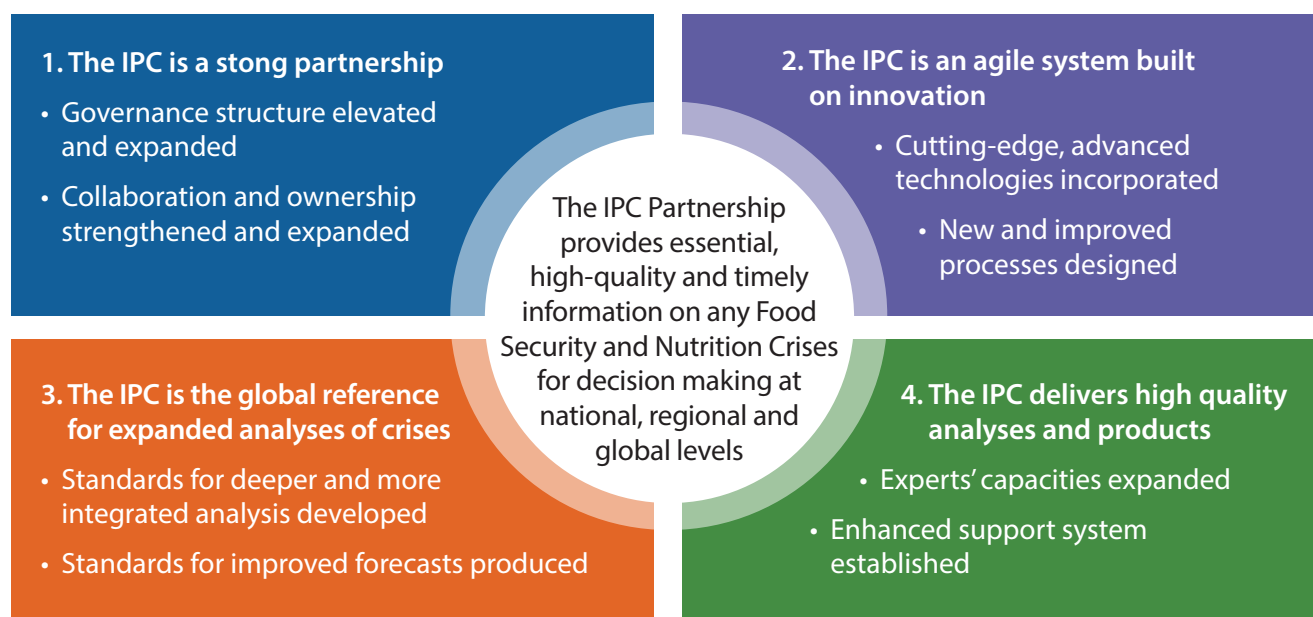
The IPC is increasingly perceived as a common global currency, as more users understand what it is, how it works and its usefulness, and it is applied in more and more contexts. The IPC will continue to be the global standard for food security and nutrition classification, and is committed to ensuring that protocols are continuously developed to respond to the evolving needs of decision makers, drawing from the latest global standards and research while also learning from its application in a variety of contexts.

Intermediate Outcome 4: The IPC delivers high quality analyses and products

The IPC exists to provide consensus-based food security and nutrition analysis of the highest possible quality. This will continue to be the core business of the IPC, but with expanded reach, this will require expanded capacities at every level, upgrading training and certification options, providing hands-on technical support to IPC analysis teams, providing quality assurance, and enhancing communication and information sharing platforms.

Realizing these four intermediate outcomes will facilitate the attainment of the overall outcome stated above (see figure 2). These are explained in detail in the sections below.

Figure 2. IPC Global Strategic Programme (2023 – 2026) Overview: Outcome, Intermediate Outcomes and Outputs





5. GUIDING PRINCIPLES

In designing this GSP, a number of key components of the IPC approach were identified as overarching factors which are both intrinsic to and indivisible from the IPC as a whole. As these components underlie everything that is done by and for the IPC, these have been described here as **Principles**, in that they guide all aspects of the work to be carried out under the GSP.

The key principles of the IPC are:

- **Collaborative:** From its first iteration, the IPC has been a collaborative endeavor. From development of normative standards through analysis to communication, the IPC's added value and its foundational innovation is its collaborative approach.
- **Consensus-based:** One of the hallmarks of the IPC is that it is consensus driven. This is reflected in IPC decision making processes from the global to the country level, in the processes employed in analysis workshops, and in how the IPC operates at regional and country level through technical working groups. This consensus results in a higher quality analysis with a strong sense of co-ownership and voice across all partners.
- **Context-specific:** The relevance and quality of IPC analysis is the result of engaging with local technical and sectoral expertise with knowledge of the context under analysis. The IPC is also generic enough to be used in a wide range of contexts, fitting governance structures to the necessities of the country.
- **Expert-led:** The IPC recognizes and engages with expertise in all its forms in order to produce the highest possible quality analysis. The expertise entails global experts to set standards via the IPC Technical Advisory Group (TAG), country level experts at Technical Working Group (TWG) level, local level experts able to provide granular information on food insecurity and malnutrition in context, and the Famine Review Committee (FRC) for famine classification.
- **Evidence-based:** IPC classifications are based on the best-available evidence, in every context. The IPC works to consolidate complex evidence from different sources to provide a solid evidence base for every analysis, and collaborates with partners to improve the availability of data wherever necessary. This evidence base allows for a transparent, trackable logical progression through to final classification, offsetting the risks of undue bias or external interference.
- **Politically neutral:** The IPC initiative has no vested interest in any given classification. It provides a standard framework for analysis and a way of working which can be applied in any context. Maintaining this neutrality is always a challenge, especially in conflict-affected countries. Nevertheless, the IPC will continue to reinforce its governance, protocols and processes to protect the analysis process from political interference.
- **Transparent:** The IPC works with publicly available data, and the analysis process is conducted in full view. It has established modalities for dealing with differences of opinions (such as minority reports), and extensive procedures are in place with the FRC for meticulously documenting Famine classifications. Stakeholders' queries on any aspect of the IPC are addressed directly and challenges faced with specific analyses are communicated with the relevant stakeholders. This was a growth area for the IPC in the previous GSP, and these efforts will be renewed in this new programme.



6. INTERMEDIATE OUTCOMES AND OUTPUTS

For each of the four Intermediate Outcomes, two Outputs have been identified, which are described below.

6.1. Intermediate Outcome 1: The IPC is a strong Partnership

Background

As the IPC has become more established over the years, collaboration has expanded. As it gains in profile and status, the role it is expected to play has also expanded. The IPC's growing influence brings with it increased responsibility at all levels of governance and management within the GSP. In order to meet the challenge and keep pace with developments in the humanitarian sector, governance structures will need to be enhanced.

More effective and attentive participation by key partners has been noted across the board. In particular, institutions with nutrition mandates have been instrumental in expanding the IPC AMN scale. At the technical level, an additional working group concentrating on technological innovation (the ATARI Working Group) has been formed, the FRC has added a new member, and engagement with new partners, operational, technical and academic, has expanded.

The 2021 CFI reform study concluded that, in order for the IPC CFI to reemerge, new forms of partnership with relevant actors would be needed, in order to gain the same traction as the AFI and AMN scales. This has prompted discussion as to what such reform would imply for the IPC's governance structures; what is clear is that it will require the inputs and engagement of development actors.

The IPC initiative recognizes that partnership means more than numbers. The past four years have shown that better intra-TWG coordination is beneficial at all stages of the IPC: the planning phase is easier with coordinated data collection and discussions of analysis timelines. During analysis, increased fluency with the IPC has resulted in consensus across larger pluralities, better transparency, and more credible analyses, while

nevertheless leaving space to express dissent. Post-analysis time lags between analysis completion and publication of IPC findings have been reduced, thanks to efficient distribution of tasks among partners.

The IPC initiative faces growing challenges, in particular in protecting the integrity of the IPC in a few specific contexts, especially in countries affected by conflict, thereby requiring extensive consultations among IPC partners at all levels. As the IPC's profile has increased, at the country level, agency senior management and government leadership are more attentive to IPC findings. With this, stakeholders' senior management increasingly challenge IPC analysis results when not aligned with agencies' individual assessment findings and/or narratives. Partnerships, based on sound governance structure and transparency, are crucial to reinforce the accurate messaging of results, and to protect the integrity of the IPC. Further efforts by global, regional and national IPC stakeholders are thus required to maintain open dialogue and ensure inclusive processes. The IPC provides a unique space for collective reflection and discussion. This needs to be protected and maintained.

Rationale

Partnership is, and will remain, at the heart of the IPC approach. Over the course of this GSP, this commitment to partnership will include expanding and reinforcing governance structures to a level that is consistent with the rising profile of the IPC. The portfolio of partners will be expanded to include development actors, specifically as pertains to the IPC CFI scale. Regional and country level TWGs and associated structures will be strengthened and supported.

As the scope of the IPC expands, the GSP foresees even stronger engagement of and collaboration with partners, both existing and new ones, at global, regional and country level. This will apply to all areas of work, from normative work and data sharing to support to IPC analyses and communication of IPC findings. This is expected to contribute to greater ownership at all levels.



Key Deliverables

Output 1.1. Governance structure elevated and expanded

- High Level Executive Committee established and effective
- New governance structure for the IPC Chronic Food Insecurity scale functioning
- 4 regional and 20 country level strategies developed to strengthen governance structures
- IPC Senior Management Groups established and functioning in 15 countries
- 15 regional consultations and peer exchanges with country IPC TWGs

Output 1.2. Collaboration and ownership strengthened and expanded

- 90% of partners participating in IPC activities at global, regional and country level
- Collaboration with partners pursued for the development of flagship information products (e.g. the GRFC, the Hunger Hotspots report, United Nations Security Council reporting)
- 4 data sharing agreements signed
- 16 briefings/training events held with the IPC Communications Network at global/regional level
- 8 new products (e.g. strategic and/or guidance documents, tools) developed based on new partnerships

Output 1.1. Governance structure elevated and expanded

The activities encompassed under the above-mentioned output and described below are threefold.

Establish High-Level Executive Committee

As the profile and influence of the IPC have grown, the need to establish governance arrangements that are commensurate with this higher profile – championing the IPC and guiding major strategic decisions – has become more pressing. Based on recommendations from the first and second GSP's Evaluations¹⁹, the 2023-2026 GSP will see the establishment of an Executive Committee for the IPC, composed of high-level representatives of IPC partner institutions at the global level. The intent of this body is threefold: to advocate for the IPC at the highest levels, to encourage partner institutions to realize the IPC's mandate at every level, and to support decision making for IPC analysis in contexts with major global or political implications or where a country's ability to conduct neutral IPC analysis is compromised.

Involve development partners in decisions around the IPC Chronic Food Insecurity scale

In line with the recommendations from the IPC CFI reform study, over the course of this GSP, the IPC Global Steering Committee will be divided into two constituent entities, one with a mandate on IPC AFI and AMN scales, the other on the IPC CFI. This structure will cascade down to the IPC TAG and to the country level, with bespoke governance structures for IPC CFI at country level. This will necessarily entail including new partner agencies in these bodies, such as the World Bank and the International Food Policy Research Institute (IFPRI), but may also involve different representatives from existing IPC partner institutions (both IPC global partners and resources partners), whose area of work focuses on the chronic nature of food security and nutrition analysis and/or response.

Strengthen regional and country governance structures

IPC partners have operational presence at various administrative levels, from global to sub-national. They may have different knowledge and understanding of how the IPC partnership works and what it entails, as well as different interests and priorities depending on the context. Consequently, commitments at global level do not always correspond at local level. In this GSP, the IPC governance structure and the roles and responsibilities of the IPC partnership will be clarified, in order to ensure a harmonized approach across all levels.

¹⁹ FAO. 2019. *Final Evaluation of the Integrated Food Security Phase Classification (IPC) Global Strategic Programme (GSP) – 2014-2018*. Rome. https://www.ipcinfo.org/fileadmin/user_upload/ipcinfo/docs/Evaluation-Report-IPC-GSP-2014-2018.pdf



The role of the GSU itself will be further clarified as an entity that supports analysis and communication of findings, ensuring that technical standards and procedures are followed, IPC terminology is used appropriately and accurately, IPC analysis adheres to the highest possible quality standards and the integrity of the IPC is protected. This will entail advocacy efforts to underscore the GSU's role as a neutral party. GSU regional teams will be expanded, in order to bring expertise and strategic support closer to countries, and ensure greater external engagement with decision-makers and other IPC users, including donor governments beyond IPC resource partners.

Further efforts will also be made to clarify roles and responsibilities within the country IPC TWG, and to ensure inclusiveness, equity and transparency in IPC processes and communication at the country level. This will apply a tailored approach which takes into account each country's experience with the IPC and context. This process will lead to country-specific strategies and institutionalization plans, which will serve to further embed the IPC within national systems and structures.

Greater support will be required to better situate country TWGs vis-à-vis the senior management of partner institutions. The technical focus of the TWG will be underlined, with higher level support to the TWG and senior oversight as necessary. The intention of this is to ensure that TWG members are adequately supported, in particular when the implications of the IPC go beyond the technical sphere, and/or where major bottlenecks or challenges need to be addressed.

Finally, the IPC has among its partners a number of regional intergovernmental organizations, including le Comité permanent Inter-Etats de Lutte contre la Sécheresse dans le Sahel (CILSS), the Intergovernmental Authority on Development (IGAD), the Southern African Development Community (SADC) and la Sistema de la Integración Centroamericana (SICA). Recognizing the unique mandate and authority of these partners, this GSP will seek to more fully enhance this set of partnerships to promote regional approaches in support of the IPC through the development of regional strategies adapted for each region in order to leverage the unique roles these partners play as regional leaders and bring together all relevant regional stakeholders.

Output 1.2 Collaboration and ownership strengthened and expanded

The above-mentioned output involves four broad areas of work.

Partners actively engage in country, regional and global activities

Where Output 1.1 addresses new and enhanced modalities for the governance of the IPC, Output 1.2 serves to describe how collaboration with existing partners will be strengthened and new strategic partnerships initiated, thereby contributing to greater ownership.

This output will see an even greater role for global and regional partners in support of the GSP's various areas of work. Taking into account each partner's capacity and expertise, this will range from contributing to technical and capacity development through supporting IPC analyses, to enhanced communication and external engagement on the IPC.

Greater engagement of IPC global and regional experts – especially members of the IPC TAG and global working groups in support of IPC analyses – will allow them to provide valuable feedback for global level work, such as technical and capacity development.

IPC global partners will be called upon to support external engagement with decision-makers and other users of IPC information at global, regional and country levels, bolstering a greater sense of ownership of the IPC among its constituent partners.

In order to help partners optimize resources and organize in time for their technical support to all aspects of the IPC, the GSU will provide frequently updated work plans of country analyses, data preparation and technical meetings.

This output will also foresee the continuation and expansion of collaboration with relevant partners on data collection exercises, including planning, methodology and quality assurance. Data sharing among IPC partners will also be encouraged whenever feasible for potential use in complementary analysis.

The IPC initiative will continue to be a major contributor to flagship information products at global level, such as the GRFC, the Hunger Hotspots report, United Nations Security Council reporting and other new initiatives as they emerge.



Opportunities will be seized for other strategic collaborations, such as with the Food Security and Nutrition Clusters, early warning systems and anticipatory action actors, partners engaged in the Joint Intersectoral Analysis Framework (JIAF), and others.

Other key strategic partnerships will also be pursued during this GSP, including on gender sensitive analysis and analysis of other social determinants of vulnerability. For instance, collaboration with CH partners will continue through cross-learning exchanges, harmonization of protocols and processes, and open bilateral access to information. For nutrition, partnership with relevant stakeholders will be mobilized as part of the collaboration initiated under the multi-partner road map for the enhancement of the IPC AMN scale.

Formalize commitments to data and information sharing

Continuing a process started in 2022 with the development of the IPC Analysis Platform, which will bring together all relevant data into a single accessible platform, the GSP will foresee a strengthened data management approach and data sharing by and with partners. Where previously data sharing has been a relatively ad hoc process, this GSP will see a more formalized approach, with data sharing agreements put into place with data-producing partners and users of IPC data. Greater attention will be applied to data privacy and protection issues, with formal arrangements put in place. Opportunities to promote improved information management (e.g. data structure, storage, transfer) will be seized for more efficient analysis.

Ensure synchronized and harmonized communication through a multi-partner network

Building on the recently established global communications network, the IPC initiative will expand efforts to bring together communications professionals who convey IPC findings to decision makers, the media, and the general public. This network will not only be enhanced at the global level, but also expanded to the regional and country level during the GSP, by identifying and training suitable candidates. The intent of this network is to better harmonize communication on IPC findings, ensure technically accurate and appropriate usage of IPC terminology and coordinated and synchronized dissemination at the global, regional and country levels, across and between all partners. This will be further strengthened by the rollout of the IPC Communication Guidelines which will ensure that there is common understanding and consistent messaging on IPC analysis findings.

Expand collaboration to new systems and partners

A wide range of stakeholders are themselves innovation leaders. With new initiatives, actions and networks emerging to meet the challenges of food security and nutrition, the IPC will link its efforts to new partners and systems which support its strategic focus and its demonstrated ability for adaptive change: this will include engaging with partners' efforts on addressing crises (including resilience), anticipatory action, famine prevention, as well as other innovative efforts. The IPC will also explore partnerships with HDP Nexus stakeholders, link up with academics for both teaching and research purposes, and engage with the private sector (notably the IT sector) to find technological solutions to key challenges.

6.2. Intermediate Outcome 2: The IPC is an agile system built on innovation

Background

Over the course of the second GSP, the IPC began to explore ways and means to supplement and improve its modus operandi to make the IPC less costly, more efficient, more collaborative and more robust. In 2020, the ATARI initiative was launched to incorporate innovations and process enhancements and explore what technologies could support this drive for efficiency. The ATARI Working Group, consisting of technology partners from humanitarian and development spheres as well as private sector representatives, was established to provide guidance on the overall strategic direction of the initiative. By 2022, several innovations had been incorporated into IPC tools, in particular, the first version of the IPC Analysis Platform. This online tool, which aims at supporting the human-led process for every step of IPC analyses, is a major technological step forward for the IPC. A series of pilots was conducted in 2022, ensuring that the platform incorporates the insights and recommendations of all users, is intuitive and straightforward to use, and does not compromise any of the established IPC analytical functions and protocols.

During the COVID-19 pandemic, for a prolonged period, it was impossible to rely on direct contact with and between stakeholders around the world and within countries. With GSU team members located all over the globe, the IPC was already well accustomed to virtual meetings and working sessions. As COVID-19 unfolded, the IPC was able to pivot immediately and smoothly, taking advantage of the widespread use of the Information Support System (ISS) to conduct analyses virtually.



The capacity to adapt to rapidly evolving humanitarian contexts is becoming one of the most necessary attributes of the IPC initiative. This flexibility only bears fruit, however, if it is rooted in a strong understanding of IPC protocols and rules, to avoid making misleading conclusions. This adaptability was tested by the global impacts of the Ukraine conflict. Coming on the heels of the changes made in response to COVID-19, the Ukraine conflict required the IPC to adapt to capture the full impact of reduced imports of key commodities and increasing prices in some of the world's most food insecure places.

The prolonged volatility experienced in several countries in the past four years has resulted in more frequent updates of the IPC analyses. On top of that, the overall average validity period of analyses has increased from seven to 10 months in the 10 countries facing the largest food crises. Not only does this allow better capturing of peak needs – thereby informing the Humanitarian Programme Cycle with updated and accurate information – but this also provides opportunities for country IPC TWGs to conduct more frequent updates through review of projections' assumptions.

Rationale

In order to make the IPC more agile – agility, in this context, defined as the ability to deliver high-quality food security and nutrition analyses and products as efficiently as possible in as many contexts as necessary – two main areas of work will be undertaken. First, the IPC will expand its use of technology beyond analysis, into other areas of work, such as process improvements, capacity development, communication and access to information. Second, recognizing that technology cannot solve inefficient processes, innovation will therefore be taken to imply reviewing, updating and improving IPC processes at every stage, in order to make each step of the process more efficient. Where necessary, this will entail developing new processes, and where possible, streamlining existing processes. Better integration with other systems and mechanisms, early warning and anticipatory action in particular, will also be sought, in order to reinforce the reactivity of IPC analyses to emerging events, strengthening the role of the IPC in triggering anticipatory action.

Output 2.1: Cutting-edge, advanced technologies incorporated

The activities encompassed under the above-mentioned output and described below are threefold.

Develop, update and maintain a collaborative digital Analysis Platform

The design, development and roll out of the IPC Analysis Platform, which consolidates all analysis steps and tools within

Key Deliverables

Output 2.1. Cutting-edge, advanced technologies incorporated

- 3 versions of the IPC Analysis Platform developed for roll-out
- 5 advanced technologies, machine learning and/or AI features tested for potential integration into IPC processes
- New data sources incorporated into the IPC Analysis Platform

Output 2.2. New and improved processes designed

- Guidance and Standard Operating Procedures (SOP) for faster IPC deployment developed, tested and rolled out
- Guidance for non-TWG led analysis developed and approved
- Guidance and SOPs for integration of IPC into early warning and anticipatory action mechanisms developed, tested and rolled out
- Famine detection and classification protocols and guidance revised, tested and rolled out



one common platform in support of the human-led process, represents a flagship effort of this GSP. Work began on the platform in late 2021 and continued in 2022 via the pilots mentioned above. The development of this platform includes a wide range of factors to consider, and a phased approach is being applied to the development process, which will continue over the course of this GSP. The first version, consisting of improving data management, automation of repetitive tasks (such as data import), and a more intuitive user interface/experience design will continue through 2023. The second version (2023-2024) will incorporate change detection and alert messaging to the platform. Next, predictive modelling and scenario development options will be added, in order to support improved forecasting.

Research, test and implement advanced technologies and artificial intelligence for data management, processes, learning and communication

With the focus of the Analysis Platform on support to analyses-in-progress, efforts will also be made to leverage technologies for other aspects of the IPC. Building upon the work of the ATARI working group, this activity will be expanded to explore options for making the IPC more efficient and more agile beyond the technical analytical process. This may include looking into further modalities for conducting virtual analyses, enhancing communication, facilitating stakeholder access to information, and supporting IPC certification and learning. These systems exist to varying degrees already, and this GSP will see comprehensive state of the art review, greater systematization and integration of these constituent parts across the whole IPC network.

This process will be supported by the expansion of the ATARI Working Group, which will take an active role in researching and identifying technologies that will support greater efficiency and agility across the IPC.

Discover and incorporate new data sources

Data sources of potential interest to the IPC are evolving and expanding at a rapid rate, with more data available from more sources than ever before. This is thanks to innovations such as the use of big data, satellites, drones, text recognition, and more. From these sources, new indicators and datasets are emerging, which can inform the IPC analysis process. These sources can potentially provide data faster, with more granularity, in formats which are easily imported into the IPC platform. This requires that the IPC situates itself to directly engage with new data sources, assessing the quality

and potential use of new sources, and incorporating these into the analysis process from the outset. This will be an iterative process, as the IPC discovers relevant data sources, and fully participates in emerging trends towards data sharing and collaboration within the humanitarian sector overall.

Output 2.2: New and improved processes designed

Four main activities capture the work to be undertaken under Output 2.2.

Enhance TWG analysis processes for higher efficiency and faster deployment

It is recognized that while technology has a vital role to play in the IPC, the bulk of the IPC approach consists of processes and tools which have been purpose-built for the IPC itself. This GSP will see an ongoing, systemic review of existing Standard Operating Procedures, which cover all steps of the IPC planning and implementation process aimed at making the IPC timelier and more reactive in responding to needs for analysis. This will be particularly pertinent for IPC updates, and for new IPC AFI and AMN analyses in emerging crises, including quick turnarounds in rapid onset emergencies.

For the IPC CFI scale, this GSP will see the implementation of the IPC CFI Reform recommendations, which will include streamlining processes, explicitly designed to make the overall process, from inception to completion, more efficient.

Develop non-TWG led analysis processes for use when necessary

The IPC initiative is committed to the humanitarian imperative, and more specifically, to providing timely analysis of crises where and when it is needed in order to inform response. Country IPC TWG-led processes are, and will continue to be, the cornerstone of the overall IPC approach. As the previous GSP has demonstrated, however, to operationalize this commitment, there are moments when TWG-led efforts are not viable or possible. While temporary stop-gap measures are sometimes effective – such as adjusting the governance structure to reinforce neutrality – there are circumstances when these measures are not enough. To overcome these challenges, a clear decision-making process within the IPC initiative for triggering a non-TWG-led analysis will be developed. This will include but is not limited to: senior-level decision-making processes, Standard Operating Procedures, Terms



of Reference for analysis teams with knowledge of the local context, communications and clearance procedures, and more. It will be emphasized that these alternative processes will only be considered when all possible options for a country TWG-led process have been exhausted.

Integrate the IPC into early warning and anticipatory action mechanisms

There is ample evidence that anticipating shocks and releasing pre-agreed funds in advance for activities to mitigate their impact is efficient and protects development gains. To that end, in recent years, increasingly sophisticated and complex mechanisms have been put in place to promote such system-level responses. Building on work begun in the previous GSP, the IPC will collaborate with early warning stakeholders to develop processes and implementation guidelines and tools, and document good practices, to support and promote stronger linkages between the IPC, risk factor monitoring and risk analysis, based on which IPC updates will be triggered as necessary, in a timely manner. Similar efforts will be taken up with anticipatory action stakeholders to promote the use of IPC findings as a triggering mechanism for funding and implementing anticipatory action.

Develop a more efficient process for famine detection and classification

Regrettably, the IPC has accrued substantial experience in famine classifications and Famine Reviews over the second GSP, as food crises, especially in conflict zones, have tipped into full-blown disasters. The processes around Famine Review have become more comprehensive and more effective over the years, but further efforts are required i) to make those specialized processes more efficient, ii) ensure that the FRC is diverse, expanded and supported, and that iii) processes around famine detection, notably monitoring of countries at risk of famine, are timely and effective.

6.3. Intermediate Outcome 3: The IPC is the global reference for expanded analyses of crises

Background

Since its earliest iterations, the establishment of technical standards for food security and nutrition analysis has been the basis of the IPC. The development and

dissemination of these standards is the foundation of an analytical approach which can be applied anywhere. This corpus of technical guidance is brought together in the IPC Technical Manual, the most recent version of which is Version 3.1, produced in 2021. The Technical Manual is supplemented by Guidance Notes, of which 14 were issued in the course of the second GSP.

An important development of technical normative work was the production of guidance on Risk of Famine analysis.²⁰ This serves to bring a technical approach to Risk of Famine statements and ensure that these are supported by evidence and analysis. By 2022, Risk of Famine analysis had been applied in seven countries.

In 2021, recognizing the need to support efforts for ever more accurate forecasts to inform anticipatory action, the IPC initiative produced detailed guidance on projection analysis. This consisted in providing a systematic set of guidelines for developing projections including data preparation, developing and documenting coherent assumptions underpinning the projections, determining validity periods, and working out the most likely scenario. This served to clarify and standardize the process pertaining to projection analysis, taking into account seasonality and policy cycles. With this guidance now a standard feature of IPC analyses, the IPC is well situated to be an important component of early warning and anticipatory action efforts at national and regional level.

Despite these gains, while acknowledging that geographic coverage and disaggregation has increased during this phase of the GSP, it should also be noted that there has been less progress in implementation of non-geographic disaggregation. Renewed efforts are needed to support disaggregated analysis by gender and other inter-sectional determinants of vulnerability. Without this, the IPC risks ignoring key factors contributing to food insecurity.

Finally, the second GSP saw an evolution in the strategic approach to making the IPC a global reference. Recognizing that awareness and familiarity is a key component to stakeholder uptake and use, the IPC initiative engaged more fully with academia and technical fora, with IPC colleagues participating in the High Level Panel of Experts on Food Security and Nutrition 17 (2022) and at a range of academic venues, from conferences to seminars. Peer reviewed academic articles on the IPC were published in 2020,

²⁰ IPC Global Support Unit, 2022. *IPC Risk of Famine Review – Lessons Learned*. https://www.ipcinfo.org/fileadmin/user_upload/ipcinfo/docs/IPC_Risk_of_Famine_Review.pdf



with academics from a range of disciplines participating in the FRC, as well as the IPC Food Security, Nutrition and ATARI working groups. This bilateral exchange between the IPC and academic stakeholders serves to build the credibility of the IPC, and general awareness of the IPC approach. In turn, the IPC is enriched by greater understanding of state-of-the-art research on food security and nutrition underway at research institutions worldwide.

Rationale

As use and application of the IPC has grown, so too has the responsibility to maintain the highest technical standards in every regard, and respond to evolving global developments and analytical challenges. This entails building consensus among IPC partners at every step of the development process. The payoff for this effort is that the IPC is recognized as the reference point for food security and nutrition classification. As the IPC analysis framework expands to include new thematic areas, more granular detail and more nuanced decision points, the IPC will continue to set new standards. This will support deeper, expanded and better integrated analysis across all three IPC scales, as well as analysis of the food security and nutrition situation of the most vulnerable groups and complex crises. This will also include specific attention to crises driven by conflict, famine detection and famine classification.

The IPC initiative will further pursue work on improving forecasts (IPC projections) and undertaking normative work to strengthen linkages with early warning systems and anticipatory action mechanisms.

Normative technical work does not begin and end with the production of technical guidance; this GSP will see an expanded effort to build standards and recognition of the IPC using professional lessons learning which feeds back into review and revision of technical guidance, awareness raising at global and regional level with key counterparts, expanded engagement with academia, and participation in specialized technical fora.

Taken together, the new/enhanced protocols and procedures outlined below will form the basis for a new version of the IPC Technical Manual, the preparation of which will begin during this GSP.

Output 3.1: Standards for deeper and more integrated analysis developed

Building on the normative work carried out under the previous GSP, this output pertains to the work entailed in making IPC analysis more in-depth, with particular attention to supporting inclusive analysis and understanding the most fragile contexts. It will also support more integrated analysis across classification scales, now that the IPC CFI Reform and enhancement of the IPC AMN scale are well underway.

Key Deliverables

Output 3.1. Standards for deeper and more integrated analysis developed

- 4 updates/new protocols resulting from new technical developments and standards
- 8 updated/new guidance notes covering technical development
- 6 position papers/technical studies/academic research supported by the IPC initiative

Output 3.2. Standards for improved forecasts produced

- 4 protocols and/or guidance notes on projection analysis produced/updated
- 2 guidance notes/technical papers produced on linking early warning signals to the triggering of IPC analyses
- 1 guidance note/technical paper produced on linking IPC projections to the triggering of anticipatory action mechanisms



The above-mentioned output involves one broad area of work, consisting of five components.

Develop new protocols and guidance for analysis and communication of:

Analyses of root causes of acute food insecurity, trends and linkages with chronic food insecurity

This activity links back to the Goal Statement, specifically reference to 'addressing' food security and nutrition crises by better understanding their root causes. This will entail developing protocols and guidance for inclusion of the food security implications of structural, multi-impact issues such as climate change, gender disparities and poverty, with particular attention to impacts of conflict and insecurity. More complete guidance on analysis of trends in acute food insecurity to better understand the relationship between acute and chronic food insecurity will also be elaborated. Linking to the HDP Nexus and the resilience agenda, steps will also be taken to provide guidance on how to bring together the findings of acute and chronic food insecurity analyses in order to better identify the root causes in recurring or persistent food crises.

Profiling of crises and most vulnerable groups

Protocols and guidance on the analysis of the characteristics of the most affected will be developed, profiling food and nutrition crises by focusing on those populations with unique and specific food security and nutrition considerations. This may include gender-sensitive analysis guidance, expanded guidance on food insecurity analysis among urban populations, household group analysis for indigenous peoples and minority groups, and refugees.

Complex emergencies and conflict

With conflict an increasingly significant (and constant) driver of food insecurity and malnutrition, conflict analysis will be expanded and linked with the HDP Nexus as applicable. Guidance on data gaps resulting from limited (or no) access as a result of conflict will be reviewed and expanded, taking advantage of innovative data collection methods as applicable. This will also support expanded coverage of the IPC to include 'any' crisis, as set forth in the Strategic Objective.

Famine detection and classification

Refining the process and practice of classifying famine remains a key learning point for the IPC. Protocols for both famine classification - including the definition of famine, and a review of indicators - and famine detection will be revised and developed as applicable, with the intention of better supporting famine prevention overall.

New processes and data sources

As mentioned under Intermediate Outcome 2 above, with the range and number of data sources expanding, and increasing options for data collection using innovative methods, clear guidance and protocols for using these data sources need to be developed, with particular attention to the reliability of these sources, as well as their application in analysis contexts.

Output 3.2: Standards for improved forecasts produced

To better anticipate food security and nutrition crises (and hence prevent them, as per the Goal Statement above), IPC projections will need to be further refined and improved. This is particularly relevant for improving linkages to early warning and anticipatory action at the technical level.

The activities encompassed under the above-mentioned output and described below are threefold.

Improve protocols and/or guidance for projections, scenarios and updates

In 2022, the GSU initiated a study, which considered, amongst other issues, how accurate IPC projections have been, compared to reality. Based on the recommendations of that study, this GSP will revise and improve protocols and guidance for projected analyses and projection updates. This will also serve to codify guidance on how to develop the assumptions that provide the basis for IPC projections systematically and consistently.

It is further noted that some IPC partners have expertise in scenario development; the IPC will continue to build upon their expertise to better develop scenario design protocols (informed by well-conceived assumptions) to be applied in the projection process.

Improve protocols and/or guidance for linkages between early warning systems and analysis updates

As mentioned above in Intermediate Outcome 2, this GSP will aim to improve the overall agility of the IPC. As the IPC integrates better with early warning and anticipatory action processes, these relationships and mechanisms will require a set of standards to inaugurate this process. This necessarily needs to begin at the conceptual normative stage, in order to clarify this linkage. In collaboration with early warning stakeholders, the IPC initiative will thus identify ways to optimize the use of early warning data in IPC analyses and define criteria and thresholds which would trigger



IPC updates. The objective is to adequately reflect an expected deterioration of the food security and nutrition situation in a timely manner, and/or provide new IPC analysis for emerging crises.

Improve protocols and/or guidance for linking projections to anticipatory action

The process described above for early warning also holds true for anticipatory action. There is conceptual and normative work to be done, with the added requirement of criteria and thresholds based on IPC classifications, at which point anticipatory action funding will be triggered. As all of this is time-sensitive, it further requires a flexible and rapid set of steps which can be easily followed, as described under Intermediate Outcome 2.

6.4. Intermediate Outcome 4: The IPC delivers high quality analyses and products

Background

Over the course of the second GSP, 240 IPC analyses were conducted across the world²¹. This reflects both wider coverage, higher frequency and better granularity of analysis. Despite the challenges arising from the COVID-19 pandemic, this represents a remarkable work rate compared to the first GSP. The frequency of IPC analyses and updates has increased in a number of countries, such as Afghanistan, the Democratic Republic of Congo, Guatemala, Haiti, Honduras and Sudan. Urban food security was analyzed in nine countries, from Afghanistan to Haiti to South Africa; this was particularly relevant in the context of the COVID-19 pandemic. New countries were added to the IPC AMN roster, including Angola, Burkina Faso, Central African Republic, Chad, the Democratic Republic of Congo, Mali, Niger, Nigeria, Uganda and Yemen.

Numbers themselves do not tell the whole story - the quality of analysis is also critical to adequately inform decision making. For the IPC, 'quality' brings together capacity development and quality assurance into a holistic approach.

In recognition of this, the IPC's approach to professional learning for all practitioners has evolved. Certification systems were reinvigorated and resulted in an extended pool of IPC Level 3 Expert Practitioners. This has supported the expansion of lead facilitator roles to IPC partner personnel, in turn, supporting the expanded

coverage and frequency of analyses and updates. Crucial to this evolution was opening up the training portfolio to include more learning on processes and soft skills, such as facilitation and mediation, which are recognized as critical elements contributing to analysis quality. This culminated with the successful launch of the Learning Management System platform for facilitated and self-directed learning in 2020, and the Community of Practice in 2022.

Quality assurance measures were defined and upgraded across the board, with new tools and procedures developed and adapted based on learning from implementation. This began with a reformulation of 'quality' itself, to take up a more holistic approach which included the relevance of the IPC to the situation (assessed in terms of time, space and scale), and the level of institutionalization of the IPC (including governance mechanisms and plurality of voices) in the country.

The role of the IPC Quality Assurance team itself has evolved, taking a mediation and learning stance, encouraging greater input from regional facilitators, and supporting country-level TWGs to resolve their challenges. During analysis, analytical decisions are better documented and facilitator skills in managing the consensus-building have been augmented; this has reduced requests for Real Time Quality Reviews. Quality assurance is now a live process throughout the analysis cycle (including planning, preparation, analysis, publication and learning, with a feedback loop to future analyses), with priority given to the ten countries facing the largest food crises.

The overall approach to quality described above has resulted in positive feedback from the IPC's primary users. In 2022, a survey on their satisfaction with the quality of IPC AFI and AMN analyses indicated a satisfaction rate of 79 percent.

In the communications sphere, considerable efforts have been made to improve the communication of IPC analysis findings. This has seen a progressive upgrading of the quality and range of IPC communication products, adapted to different purposes and audiences. This coincided with the development of enhanced guidelines for IPC analysts and communications practitioners, thereby allowing clearer communication and messaging. Users reporting that IPC AFI and AMN information products provide actionable information rose from 75 percent at the beginning of the second GSP to 84 percent in 2022.

²¹ From January 2019 – October 2022, this includes 158 IPC AFI analyses, 66 IPC AMN analyses, and 3 IPC CFI analyses. In addition, over the course of the previous GSP, the IPC initiative also supported 13 CH analyses.



The IPC initiative also made major progress in facilitating access to information. This is exemplified by the revamping of the IPC website, the launch of the IPC Population Tracking Tool, and the joint IPC-CH Mapping tool and Dashboard, which consolidate IPC and CH maps and population estimates and provide a global overview of the acute food insecurity situation across all IPC and CH countries, as well as the launch of the IPC API, which allows users to access IPC AFI data in real time. The previous GSP also saw more regular and frequent media updates, and briefs across multiple topics. The IPC's presence on social media has been significantly stepped up. Taken together, these efforts have resulted in reaching a greatly expanded audience better. Consequently, the percentage of IPC information users reporting satisfactory access to IPC information in 2022 reached 88%.

Rationale

Intermediate Outcome 4 is where the commitments of the other three Intermediate Outcomes come together. It is about the core business of the IPC: producing high quality analyses and communication products on a regular, consistent basis, wherever and whenever needed. In order to do this, taking on board commitments to expanded frequency and coverage, this necessarily requires further expanding capacity among IPC practitioners. As those processes, tools and protocols described in Intermediate Outcome 2 and 3 are made ready, they will be disseminated, incorporated into training and implemented. As experience has shown that lessons learning based on practitioners' experience is vital to improve the IPC's processes and tools, activities below will be punctuated by review, lessons learning and adaptation as required.

IPC findings are only as useful as they are effectively communicated and accessed. There will be concerted efforts to ensure that (i) users of IPC information (including decision-makers, media and academia) understand how the IPC works and what IPC findings mean, and (ii) access to IPC findings at country, regional and global level and in different formats is reinforced.

Output 4.1: Experts' capacities expanded

The activities encompassed under the above-mentioned output and described below are threefold.

Provide strategic training and certification processes for high quality analyses and products

Training and certification processes geared towards certifying practitioners as Level 1, 2 and 3 across all scales will continue. It is recognized that capacity development needs are not the same for every practitioner in every location. A more tailored approach to capacity development will be applied, to ensure that the right set of skills are found in the right places to continue ensuring quality IPC analyses and communication products. This activity therefore

Key Deliverables

Output 4.1. Experts' capacities expanded

- 30% increase in the number of certified IPC practitioners (level 1, 2 and 3)
- 136 IPC normative trainings (IPC level 1, 2 and 3) conducted
- 12 non-normative trainings (on new protocols, technical guidance and/or processes) conducted
- 100% increase in the number of people trained on IPC communication
- 44 learning events and/or peer exchanges conducted within the IPC Community of Practice

Output 4.2. Enhanced Support System established

- At least 40 countries using IPC scales
- 310 IPC analyses delivered (including 210 AFI, 90 AMN, and 10 CFI analyses)
- Risk of Famine analyses and Famine Reviews conducted where and when relevant
- Quality assessment completed for 75% of analyses
- 28 lessons learning exercises conducted at country level
- 10 workshops conducted to unpack the relationships between acute and chronic food insecurity conditions
- 60 IPC products featuring the complementarity and linkages between AFI and AMN analyses findings
- IPC Communications Strategy (2023 – 2026) produced
- 14 products aimed at increasing the understanding of the IPC, including among non-technical audiences
- 96 IPC country/regional/thematic products aimed at increasing the understanding of IPC analysis findings
- 12 upgrades or new tools produced for enhanced access to IPC analysis findings
- 80% of media articles related to famine correctly depict IPC findings and guidance



focuses on a more targeted, region- and country-specific capacity development approach and aims at ensuring that every region and country has a pool of IPC Level 1, 2 and 3 practitioners that is commensurate to its needs. The overarching objective of this process is a progressive transfer of necessary competencies to country-level, so that IPC analyses can be conducted with a minimum of external support.

The cornerstone of this process will be the peer-to-peer learning fostered by the Cross-Country Learning Exchange (CCLE). This has been a critical input for enhancing capacities, encouraging skills transfer among facilitators, and strengthening the IPC community overall. The CCLE programme will continue to connect IPC facilitators and encourage the sharing of experiences among analysis teams in different countries.

Identify, develop and implement additional areas for capacity development

Previous GSPs have largely concentrated on ensuring that technical capacity is enhanced, focusing on the protocols laid out in the IPC Technical Manual and Guidance Notes. This has been a necessary and vital step in building technical fluency, but this now needs to be expanded to cover all stages of the IPC approach. In addition to normative IPC trainings, capacity development modules will be identified and delivered through tailored trainings addressing specific needs of partners that are not explicitly linked to analysis facilitation. A flexible approach to training will be applied to respond to partners' specific requests in addition to normative trainings.

As a fuller profile of the region and country specific capacity development needs is populated, additional training materials and processes emphasizing IPC practitioners' understanding of (and responsibility for) quality assurance, process efficiency and effective communication of IPC findings will be developed and implemented. Based on the success of the IPC Level 3 certification process, capacity development at country and regional level will be expanded to include facilitation and negotiation skills, thereby lessening reliance on GSU expertise. Exchanges with and between TWG leadership will be held to encourage peer-led learning, knowledge exchange, networking and greater integration within the broader IPC governance structure.

In addition, as the activities outlined under Intermediate Outcome 2 and Intermediate Outcome 3 take effect,

training materials on the new/enhanced protocols, guidelines, processes and tools will be developed and rolled out, including for the use of the IPC Analysis Platform itself. For instance, this will include capacity development on improving projections, famine detection and classification, upgraded learning options for gender-sensitive analysis and profiling of vulnerable groups, analysis of linkages between acute and chronic food insecurity, etc.

Host a vibrant Community of Practice that promotes continuous learning, information sharing and participation

It is recognized that the IPC learning environment can and should make better use of the peer-led learning and networking opportunities, such that senior IPC practitioners both identify for themselves what topics they wish to learn about and learn from one another via the IPC Community of Practice. With the dedicated Community of Practice platform launched in 2022, this activity will see an expansion of peer-led learning and exchange, in order to foster a culture of professional development, learning and networking. Academic participation and exchange will be integrated to support this.

Output 4.2: Enhanced Support System established

Enhanced support, in this context, refers to the suite of actions that the GSU takes to provide hands-on support to the implementation of the IPC analysis cycle at country level, including quality assurance, lessons learning and adaptation, and communicating IPC findings.

This output will entail five main areas of work, which are described below.

Support partners in planning, preparing, implementing and communicating IPC acute analyses

This activity is self-evident and refers to the core business of the IPC GSU: providing real time support, both remotely and in-person, depending on the activity and context, to country IPC TWGs and analysis teams, for every step of the IPC AFI and AMN analysis cycles, including planning, preparation, implementation, communication and dissemination, where and when needed. Continued attention will be given to adherence to protocols in complex data settings, as well as transparency and plurality issues in challenging environments.



Support partners for improved famine detection and classification

With commitments in Intermediate Outcomes 2 and 3 to improving processes and protocols pertaining to famine classification and detection, this activity will include the introduction and implementation of those new processes and protocols at analysis level, as well as continuing the Famine Reviews, technical support to country IPC TWGs for Risk of Famine analysis and horizon scanning to forecast famine before it happens.

Apply a continuous quality assurance and learning process throughout the analysis cycle

Quality assurance has been broadened and deepened for the IPC AFI scale over the previous GSP. By the end of the previous GSP, some of these tools and processes had been expanded to the IPC AMN scale. Based on learning from that experience, further streamlining and improvements to the IPC Quality Assurance portfolio will be undertaken.

First, the IPC initiative will step up efforts to support enhanced TWG use of the Self-Assessment Tool for critical reflection on the quality issues faced during IPC analyses. Second, tools and processes for Real Time Quality Reviews will be revamped and adapted to different contexts for greater effectiveness. Third, retrospective quality reviews and lessons learning exercises will be merged into a single process, so that consultations with decision makers on their perceptions of the IPC can feed into discussions on lessons learned. In countries where both IPC AFI and AMN scales are used, joint lessons learning exercises will be promoted. Findings from Quality Scores exercises are also expected to inform the technical component of lessons learning exercises. Stand-alone Retrospective Reviews will be used in countries where an external review is considered more appropriate. The lessons learning workshops and the retrospective reviews will both lead to the development of an operational plan for the implementation of recommendations and will include a follow-up mechanism. Finally, the completion of Quality, Relevance and Institutionalization scores, and the discussions associated to these, have proved very valuable to identify priority actions required to address specific challenges at the country level. The IPC initiative will thus continue capitalizing on these exercises, which will take place at least once a year among the major food and nutrition crises and at the beginning and end of the GSP for other countries.

Support partners in integrating analysis of chronic food insecurity in areas with recurrent or persistent crises

As presented in Outputs 2.2 and 3.1, as revamped processes and technical guidance for IPC CFI analysis are developed in line with the reform study recommendations, CFI analyses will be integrated with AFI analyses to inform longer-term actions and therefore better address the root causes of acute food insecurity. In this context, integration refers to bringing teams of analysts together, to explore how chronic food insecurity and acute food insecurity relate/interact and overlap in context, in order to better understand root causes, and provide joint recommendations on short- and longer-term responses required. Geographic focus will be on areas with recurrent or persistent crisis. System support will be provided on technical guidance, processes and procedures, and communication strategies. Critical to this will be explaining and communicating the linkages between the analysis findings from two or more scales simultaneously.

Improve, expand and strategically communicate IPC information products

IPC classifications are only as valuable as they are understood. In this GSP, communication support will be expanded to promote targeted reach and clear and coherent messaging on IPC findings, supported by the design and production of thematic information products. These will include thematic and expanded snapshots over space and time as well as briefing notes and talking points when facing the media, notably regarding the use and interpretation of IPC terminology. Renewed outreach efforts will also be made to present and explain IPC protocols, processes and use of IPC findings for decision making to a wide range of stakeholders at country, regional and global levels. Media monitoring, analysis and user feedback will provide invaluable insight into the efficacy of IPC communications for constant improvement. Partner organizations at all levels will be sensitized on the need to ensure that use of IPC terminology is grounded in IPC analyses.

Furthermore, it is recognized that there are a range of organizations with an interest in the IPC outside the IPC partnership itself. This GSP will see a concerted effort to reach out to donor governments who are not IPC resource partners, and humanitarian organizations who are not directly involved in the IPC, with the intention of supporting wider familiarity and understanding of the IPC across the board; this will be reinforced by strategic missions to donor capitals and organizational headquarters as necessary.



The IPC initiative will also pursue efforts to enhance access to and the use of IPC information – and, whenever possible and relevant, CH information as well – among a wide range of audiences at country, regional and global level. The website upgrades initiated in the previous GSP will be completed. Better compatibility with mobile devices and expanded multilingual support will also be sought.

In addition, IPC data sharing and visualization tools, such as the IPC Population Tracking Tool, the joint IPC – CH Mapping Tool, the IPC – CH Dashboard, and

the IPC API will be enhanced, with a wider range of functionalities, including geographic aggregation and disaggregation. The IPC initiative will also work on making historical IPC findings more systematically available – when comparability and quality allow – as a basis for further analysis such as trend analysis. Efforts will also be made to expand content and integrate IPC AMN and CFI analyses findings into the above-mentioned tools. Finally, the IPC initiative will continue to ensure IPC results are made available to partners for easy integration into their own platforms and systems.



7. MONITORING, EVALUATION AND LEARNING

The IPC initiative will continue using a Monitoring, Evaluation and Learning (MEL) approach, focusing on systems level learning for every area of IPC work to guide adaptive management and adjustments to programme approaches.

The IPC GSU will develop a Learning Agenda within the first six months of the GSP, which will identify key learning questions, related methods and expected learning products/outputs. Furthermore, learning from implementation will be captured and documented through a range of activities. At the country level, quality assurance activities, such as self-assessments completed by country IPC analysis teams, lessons learning exercises, quality reviews, retrospective reviews and the above-mentioned scoring exercises will all feed into the learning process.

At the global level, the IPC initiative will rely on lessons learning exercises on specific topics, and key informant interviews with decision makers and user surveys to be conducted at least twice over the course of the GSP. Senior management will prioritize regular periodic sessions for strategic reflection and review, informed by external expertise, to ensure that the IPC's strategic approach is keeping pace with developments in the humanitarian space. The iterative adjustments to processes developed during the ATARI pilots, in which user feedback and lessons learned were captured in real time and immediately informed the design of the next pilot exercise, will be continued for the development of specific tools. Furthermore, consultations with relevant stakeholders on topics such as new processes, communication products and information sharing tools, or the content of IPC training and guidance materials, will be pursued.

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

In addition, the IPC GSU will make use of the Community of Practice online platform for knowledge sharing and promotion of good practices through the IPC Community of Practice, whereby IPC facilitators at global, regional and country level will both contribute to and be kept abreast of lessons learned from implementation as well as updates in IPC technical development. Opportunities for open exchanges of ideas with leading academics will be sought out, as the dialogue with academia is promoted.

The IPC initiative will develop a Monitoring & Evaluation Plan. This plan will allow assessing progress against the programme's expected impact, outcome, intermediate outcomes and outputs through baseline and endline surveys as well as other monitoring tools. Regular monitoring of the use of IPC findings for decision-making will be an important component of the Monitoring & Evaluation Plan.

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



8. SUSTAINABILITY

For the IPC, sustainability is based on its widescale application and use. As coverage expands, and training and sensitization efforts broaden and deepen stakeholders' understanding of the IPC, the more robust and valued it will become. Sustainability for the IPC, then, can be defined as: recognition of the IPC as the global standard for food security and nutrition analysis.

Reinforcing sustainability is therefore the result of the geographic expansion set out above, supported by an ever-expanding portfolio of training, communication and external engagement. Sustainability will also be ensured by demonstrating the added value of complementarity between the three IPC scales.

With an increasing number of IPC Level 3 practitioners, and an expanding range of training and peer-to-peer learning options (including face to face and online modalities, as well as the Community of Practice), capacity building is expected to gain further momentum over the course of this GSP.

The development of institutionalization plans at country level based on the prevailing context will

serve to further embed the IPC within national systems and structures. Similarly, at the regional level, different strategies will be developed and adapted to each regional institution with a view to leverage the unique role that regional intergovernmental organizations play as regional leaders and further anchor the IPC within existing structures. This will entail investments in capacity strengthening where relevant. Progress towards this objective will be assessed at the beginning and end of the programme.

Efforts to step up and monitor partners' engagement in the IPC at global, regional and country level combined with new governance structures which support country and regional empowerment should further increase a sense of ownership and thus, stakeholder commitment to sustaining the IPC at all levels.

Finally, virtual modes of working developed during the COVID-19 pandemic, as well as the forthcoming Analysis Platform, will continue to make the IPC more time efficient, cost effective, and environmentally sound.

9. FINANCIAL REQUIREMENTS

The overall cost of the IPC Global Strategic Programme (GSP) 2023-2026 is presently estimated at USD 48 million. This GSP reflects a significant increase in resource requirements, largely driven the expansion of country coverage, an increase in capacities, with a particular focus on decentralization, coupled with the continuous development of tools, protocols and systems to enable a faster, more robust deployment of IPC where and when needed.

As was the case with previous GSPs, the bulk of the resource requirements remain focused on human resources. With an increased presence in key regional locations, the Programme foresees the implementation of a more decentralized structure, with greater level of autonomy at regional level. This is foreseen as a cornerstone of the Programme's ability to expand the current geographical coverage.

In addition, the establishment of dedicated capacities for monitoring of risk of famine and sudden onset crises, is expected to gradually contribute to a more responsive system, where the relevant IPC analysis process can be quickly deployed in a very targeted manner.

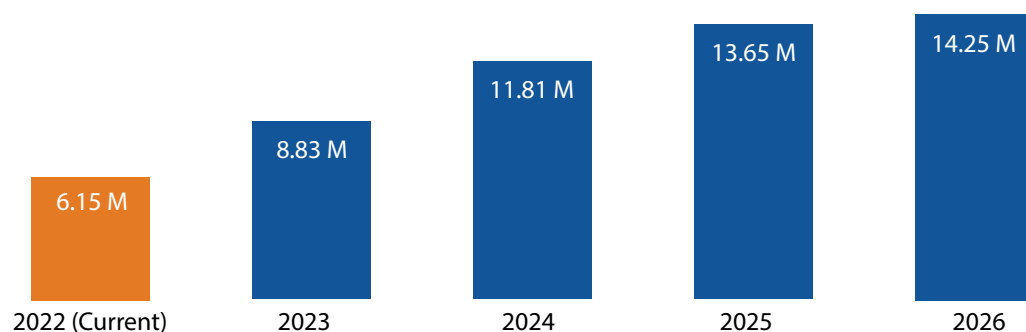
One of the key considerations for the planned expansion, is to ensure that robustness and quality of IPC processes is maintained throughout its implementation. As such, the higher resource requirements outlined in Table 1 above, have been established based on a detailed plan of careful and gradual expansion. Priority has been given to the expansion of regional capacities as well as key technical development, including modelling work to underpin improved IPC projections and linkages to anticipatory action, as well as better links with early warning systems, including the monitoring of risk of famine and sudden onset crises. This approach foresees a faster growth in the initial phase of the programme (2023 and 2024), with a gradual stabilization toward the end of the GSP.

These plans are, of course, contingent on the availability of resources in the near and mid-term. In the context of the IPC this consideration is of particular importance, as nearly 75% of the resource requirements relate to human resources and consequently directly affects the Programme's ability to identify, recruit and retain key talent, which in turn directly impacts on the Programme's ability to fulfill its mandate.

Table 1: Summary breakdown of overall resource requirements for the IPC GSP 2023-2026

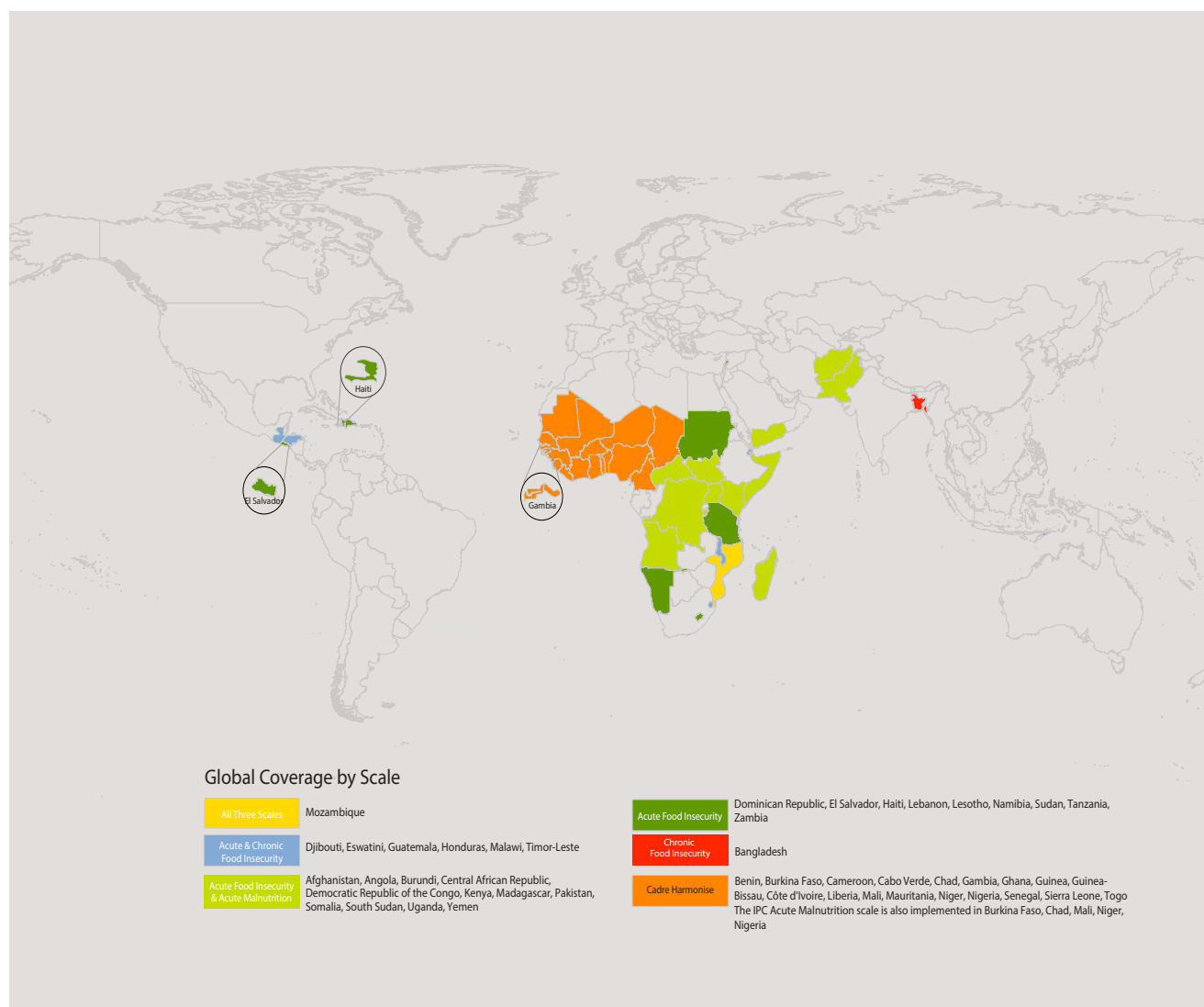
		Human Resources	Activities	Support Costs	Total
Int. Outcome I	The IPC is a strong partnership	2.51 M	0.65 M	0.22 M	3.39 M
Int. Outcome II	The IPC is an agile system built on innovation	7.33 M	1.90 M	0.65 M	9.88 M
Int. Outcome III	The IPC is a global reference for expanded analyses of crises	7.09 M	1.84 M	0.63 M	9.55 M
Int. Outcome IV	The IPC delivers high quality analyses and products	19.14 M	4.98 M	1.69 M	25.80 M
Total		36.07 M	9.38 M	3.18 M	48.62 M

Figure 3: Forecast yearly breakdown of IPC GSP 2023-2026 resource requirements





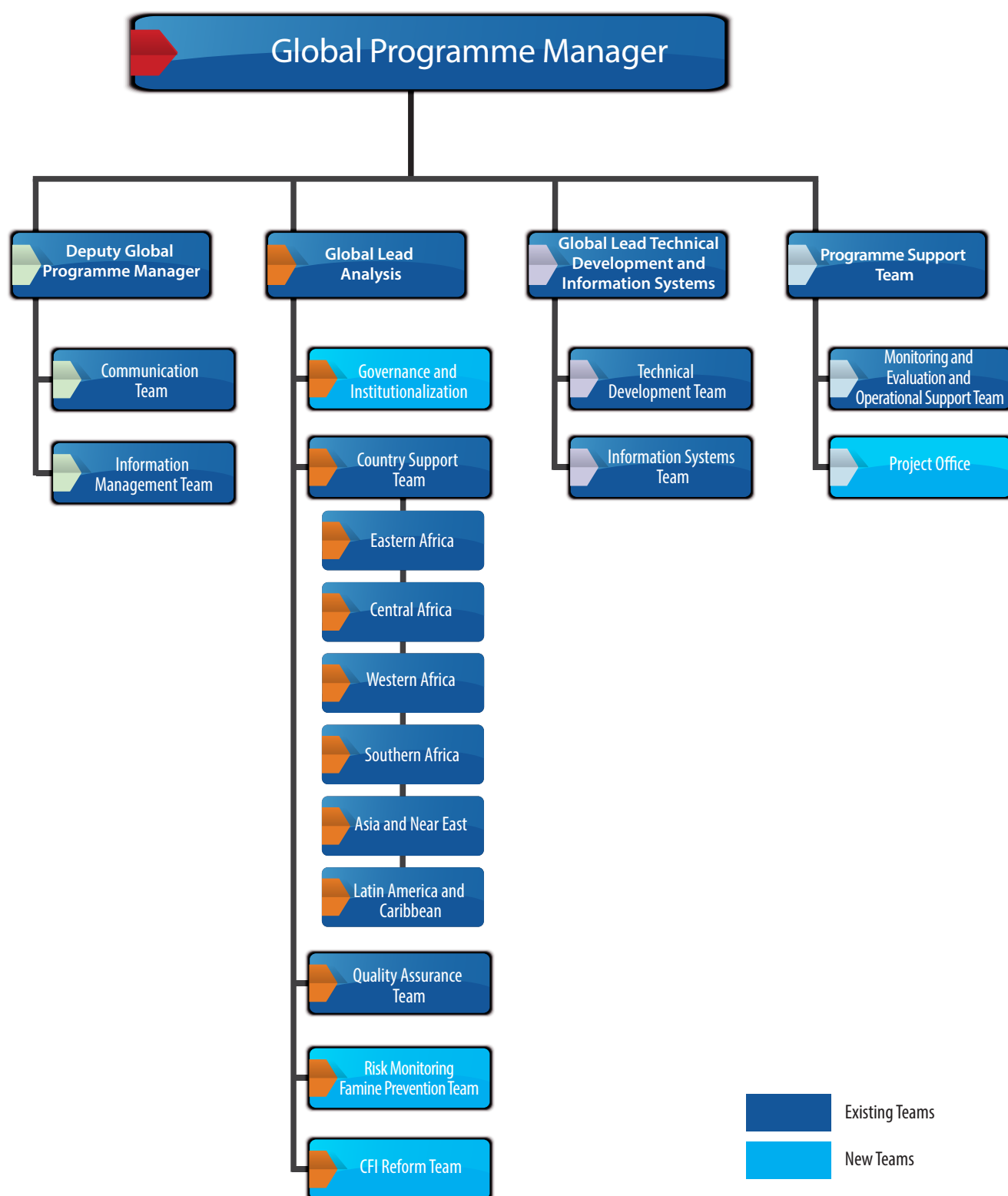
ANNEX I: COUNTRIES USING IPC SCALES AS OF 2022²²



²² In light of the ongoing IPC CFI review, implementation of IPC CFI Analysis has largely been put on hold. Only countries with a currently valid CFI analysis (i.e. conducted less than 5 years ago) are included as active in this map. In addition to the countries listed on this map, there is a number of countries which have undertaken at least one IPC AFI analysis between 2019 and 2022, but which, at the time of preparing this document, are no longer covered by a valid IPC analysis, and have no IPC analysis planned in the foreseeable future. These countries include: Republic of Congo, Ethiopia, South Africa, and Zimbabwe.



ANNEX II: ORGANIZATIONAL STRUCTURE OF THE IPC GLOBAL SUPPORT UNIT





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