



THE IPC COMMUNICATION STRATEGY

2019/22-DRAFT



This document outlines the strategic framework through which the Integrated Food Security Phase Classification (IPC) will communicate its mission, work and results in its efforts to aid the global response to food insecurity by informing emergency responses as well as medium- and long-term policy and programming.



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INTRODUCTION

OVERVIEW

The IPC is a global multi-partner initiative that facilitates improved decision-making through consensus-based food security and nutrition analysis. It is founded on a complementary set of protocols for analysing and classifying the severity and nature of food insecurity and malnutrition to trigger multi-agency response. The IPC analytical approach draws on a convergence of available evidence to classify the severity and causes of acute food insecurity and malnutrition with the view of enabling clear communication for decision-making. The purpose of the IPC is to promote more appropriate and effective policies and responses to food insecurity and malnutrition by providing decision makers with timely, reliable and accessible information about the food security and nutrition situation of a country, based upon the consensus of multiple stakeholders. It aims to provide:

- a common technical approach to the analysis of pre-existing food security and nutrition information;
- an institutional process for maximizing consensus between stakeholders about the current and likely food security and nutrition situation and minimizing political bias; and
- the basis for response analysis and decision-making about appropriate policies, programmes and resource allocation.

CONTEXT

More than 113 million people across 53 countries experienced acute hunger, requiring urgent food, nutrition and livelihood assistance (IPC/CH Phase 3 or above) in 2018. The worst food crises in 2018, in order of severity, occurred in: Yemen, the Democratic Republic of the Congo, Afghanistan, Ethiopia, the Syrian Arab Republic, the Sudan, South Sudan and northern Nigeria. These eight countries accounted for two thirds of the total number of people facing acute food insecurity – amounting to nearly 72 million people.

In most of these crises, the IPC has become the ‘global standard’, and donors’ main source of information on food security. It is a primary source of information for decisions about humanitarian funding, both globally and within countries; it has also been the key source of information for targeting responses, especially for countries experiencing recurrent or protracted crises where the IPC has become well-established, for example in Afghanistan, Yemen, Somalia and South Sudan.

Owing to increased relevance and demand for food security information, the IPC Global Strategic Programme (GSP) 2019-22 has dedicated an entire outcome on strategic communications, accessibility of IPC information and strengthening of the IPC GSU communications team.

“The quality and utility of IPC analyses is sometimes offset by limited uptake and application of IPC information (that is, information both from and about IPC). This strategy will include communication and outreach activities at global, regional and country level aimed at increasing stakeholders’ access to IPC” information as well as awareness and understanding of IPC among decision-makers (thereby promoting the uptake of IPC findings).”

THE ROLE OF COMMUNICATION

Outcome 4 of the GSP ensures that IPC information is efficiently communicated and accessible to all stakeholders for effective decision support. A communications strategy for the new IPC GSP and annual communication plans will be developed, covering all aspects of communication across all outcomes. This document presents the underlying principles, objectives and desired outcomes of the IPC Global Communication Strategy. An accompanying action plan, building on lessons from the previous GSP, provides detailed guidance for implementing the strategy in global, regional and local contexts, including concrete actions and timelines. Effective communication is driven by the purpose of the IPC Communication Strategy: what must change and who needs to be reached so as to bring about change? Within the overall strategy, the communication strategy defines how to capture the attention of the target audiences and convey compelling messages clarifying:

- What the IPC is;
- What the IPC does; and
- The impact of IPC's work.

A cultural and operational shift, capacity building and training will be fundamental to the successful implementation of the strategy.

Monitoring and analysis are also key communications actions that will help the IPC to measure impact. In line with the objectives of the GSP 2019-22, the IPC Global Communications Strategy.



OBJECTIVE I POSITION THE IPC

position the IPC as a global and reputable leader in food security and nutrition analysis



OBJECTIVE II IMPROVE UNDERSTANDING

improve overall understanding of the IPC's mandate, ways of work and the impact of the initiative's activities



OBJECTIVE III INFORM DECISIONS

enhance access to and use of the IPC information for both decision-makers and other IPC audiences at global, regional and national levels

ANALYSIS OF THE CURRENT SITUATION: THE SWOT APPROACH

“Situational analysis” of the IPC aims to help develop a basis of understanding of the environment, in which a communication plan is delivered. It provides a common reference point for the planning process and prioritizes actions and an appreciation of the risks and benefits to the project, as well as the organizations involved based on how the communications process is implemented. It takes a snapshot view of the IPC and where things stand at the development phase of this strategy. It can be accomplished by means of a SWOT analysis (Strengths, Weaknesses, Opportunities and Threats), which examines all aspects in relation to the success or results of the initiative.

Strengths

The IPC is most likely to have become embedded in the humanitarian architecture in countries where there is a protracted humanitarian crisis with severe acute food insecurity, and where the IPC Acute Food Insecurity is well-established and carried out regularly. This specifically applies in the timetable for humanitarian response planning and decision-making, for example in South Sudan and Yemen. When key messages (key drivers and recommendations, classification and numbers) are communicated well, humanitarian response is better targeted.

Weaknesses

IPC Processes and Communication

The Mid-Term Review noted that communications had been poorly resourced in the previous GSP, that it was difficult for external personnel to access some of the required IPC analyses at the global level, and that there had been inadequate support to communications and promotion of the IPC with decision makers at regional and national levels.

Communication as an Integral Component

At the country level, GSU support for technical analysis and the consensus building process is strong and often appreciated, but there has been little support for communication—ensuring that all key stakeholders are informed about the latest data. Apart from South Sudan, Somalia and Yemen, development of key messages and their dissemination is generally overlooked. Dissemination, in some context, often means emailing or presenting of the final IPC results to all participants of the same analysis. Poor communication (dissemination and articulation) of the IPC results has constrained uptake of the analysis information, according to the Final Evaluation of the Integrated Food Security Phase Classification (IPC) Global Strategic Programme (GSP).

The Messaging Technical Information

The IPC food security and nutrition language can be a highly technical field for lay audiences such as the media and donors. While these non-technical audiences do not understand and are not interested in complex food security details, little effort is made to bridge this communications gap. Such audiences need simplified information that is clear and easy to comprehend.

Informing Decisions

The IPC’s briefs make a good attempt at projecting food insecurity on maps and providing population tables. However, in a policy aimed at avoiding program response analysis, analysts have often made recommendations for actions that are largely generalised to statements like; “Urgent action is needed” and “Appropriate interventions required.” This form of recommendation for action lacks the specificity and gist to guide appropriate actions. Their presumption that decision-makers know what is “urgent” and “appropriate” give no options for interventions that may be undertaken to improve the food security situation.

Visual Communications

Inadequate attention to communication has also impacted the visual quality and outlook of the IPC’s communication products. Visual communication means that IPC audiences perceive food security information through seeing or reading. Visual communication of IPC products includes symbols, tables, charts, fonts, diagrams, typography, maps and illustrations. The IPC’s reliance on ISS maps, or external mapping support, as well as Microsoft Word and PowerPoint as the main publishing software, has the following effects:

- **Design of Country Briefs:** the IPC has relied heavily on Microsoft Word for publishing country briefs, software not meant for designing technical reports for public consumption. There also seems to be inadequate understanding of the difference between MS Word and designing software programs such as Adobe Illustrator and InDesign among others. MS Word is not a page layout program, and makes it more difficult and time consuming to get graphics to ‘stay put’ on a page, as well as wrap text around them and control them. The use of MS Word as a design software has compromised the look and feel of IPC’s food security information products—visual communication. Using a word processor to design products is perhaps the most unproductive use of time and manpower. The process is tedious and the outcome in most cases, looks and feels less professional.
- **Maps:** maps produced by the IPC reflect the phase classification and the humanitarian food assistance mapping protocol: if a significant level of humanitarian food assistance is being/will be provided in an area, it is mapped with a wheat bag symbol. They need to be clear, high resolution and accessible to the audience. In practice, the IPC relies on partners and the ISS for maps. The reliance on ISS for maps from which internal and external users could not export maps and data.

The Time between Completion and Release of the Analyses

The time it takes to analyze data, vet and classify locations in any of the countries analyzed by the IPC is often predictable. However, the date for the release is often not. Post-analysis delays, involving seeking final consensus and endorsement from the national authorities, has meant that some analyses get published late, in some cases, after the expiry of “Current” periods. As such, the unpredictability of IPC’s analyses makes it difficult for users to anticipate and plan accordingly.

The IPC Information Support System (ISS)

The IPC Information Support System (ISS) is a web-based application for national stakeholders to utilize in building IPC Analyses. The ISS is easy to use because it mirrors the IPC analysis manuals; furthermore, it is translated into 3 languages (English, French and Spanish) with the possibility of being further translated into any language. Whereas the ISS application embedded in the IPC website for public access, it doesn’t enable users to export raw data and maps, or customize their views and exports—curtailing usability of the information. The ISS system is sometimes bogged down by technical glitches that lead to corrupted datasets and slow down analysis processes. It is worth noting that the IPC is working to upgrade the tool in a second better version (ISS Version 2) and a new mapping tool to address these weaknesses.

Media Relations

As an information service, it is important for the IPC to develop and maintain long term relationships with journalist and media publications in order to inform the public of latest analyses, achievements, mission, policies and processes. Over the years, the IPC GSU has made little effort to protectively engage with the media. As a result, in some cases, IPC information has been misrepresented or even co-opted for other sources of food security analyses.

Opportunities

Increased Global IPC Uptake

Increasing demand for and use of food security information of the IPC, coupled with deliberate and strategic communications by the initiative, provide an opportunity for its entrenchment as a global leader in food security and nutrition analysis, as well as information for emergency and development action.

Global Strategic Programme Priority

The current GSP 2019-22 has dedicated an entire outcome to communication and accessibility of IPC information, and the GSU communications team will be strengthened, from two to four full-time professionals. The proposal mentions communication and dissemination strategies to improve the understanding and, therefore, uptake of IPC results.



Enabling Technology for Direct Stakeholder Engagement

Technology has changed the ways in which the IPC can communicate with stakeholders, and large sections of the public. In addition to mass media, technology today enhances direct external communication with the ability to reach out to IPC external audiences, or the general public via various channels such as social media, and mass mailed newsletters.

Threats

Relevance

Failure to meet increasing food security and nutrition information demand could potentially undermine the IPC's role as the 'global standard', as it may limit the relevance and uptake of the IPC in some countries.

Misinformation

Limited media engagement is likely to continue leading to misrepresentation of IPC analyses in the media, therefore leading to misinformation.

Vulnerability

Failure to communicate its work, processes and mandate well makes the IPC vulnerable to alternative sources of food security and nutrition analysis.

THE IPC GLOBAL COMMUNICATION STRATEGY

The IPC Communications Unit has the overall responsibility for strategic and operational communication initiative's mandate and work in 33 countries in currently operates. The unit is charged with rolling out this communication strategy which aims to guide an entire program or intervention. It sets the tone and direction so that all IPC communication activities, information products and materials, which will all work work in harmony to achieve the desired change. As the IPC communicates, it will aim to raise awareness of, and advocate for attention to food insecurity and malnutrition, while drawing attention to the fact that it is a challenge that needs to be confronted using evidence-based data. The following elements will form the foundation of the IPC Global Communications and shown in Figure 1 below:

FIGURE 1: Communication Strategy Design



THE IPC AUDIENCES

OVERVIEW

The power of actionable information to bring about change is increasing; it is also the focus the IPC Global Communication must adapt to take advantage of these trends. As always, the IPC will continue engaging with its key stakeholders, but we must broaden our focus, by reaching out more directly to the general public; while narrowing attention to audience groups.

To achieve this, the questions that guide the IPC Global Communications strategy are: What does the IPC want to communicate? To whom does the IPC want to communicate it? When? How? In response to who, we have singled out three primary audiences: 1) humanitarian and development partners and decision-makers in donor countries; 2) Technical Working Groups, local authorities and the media; and 3) the general public – as accessed through various channels.

In order to gain ample understanding of our audiences, it's important to break them down by location, level of expertise and information needs. It can then be seen that this categorization, groups together audiences with very different communication needs, stemming from their location, their access to information and types of expertise. There is also some overlap between the categories; this is especially true for international donors, media and other decision-makers at global, regional and national levels.

For the purposes of a communications strategy, it is useful to break our target audiences down according to their communication needs, as these determine how we will communicate with them. Table 1 rearranges target audiences into the groups of researchers, international advocates/bureaucrats, national advocates, government, practitioners, media and lay audiences, whereas communication objectives are given for each group. National communication efforts may further break down these groups when they map the communications environment for their own country.

ANALYSIS OF THE IPC AUDIENCES

Donors

Donors form the bedrock of IPC global operations not only serve as funding partners, but also as the main users of the IPC AFI, CFI and AMN scale, at country, regional and global levels. However, the Final Evaluation of the IPC GSP 2014-18 found that the donors closest to the Initiative (e.g. funding it) understood it best and were most aware of both its strengths and weaknesses. Donors with less proximity to IPC processes are less aware of its limitations. It is principally used for decisions about humanitarian funding – globally and within countries, and for targeting, especially for countries experiencing recurrent or protracted crises, where the IPC has become well-established; for example, in Afghanistan and South Sudan. The IPC GSP 2019-22 aims to enhance engagement with decision makers through joint annual coordination meetings between IPC Resource Partners and global IPC Steering Committee members.

Organisations

All organizations including United Nations agencies, donor agencies, non-governmental organizations and specialized agencies, utilising IPC analyses for response program design. For instance, in many countries with several food crises, the IPC is crucial in the Humanitarian Needs Overview (HNO), a document compiling results from various sectoral and multi-sectoral assessments to identify priority humanitarian needs to be addressed. It feeds into the next stage of the program cycle, strategic planning. It also highlights information gaps and country plans to address these gaps.

The Food Security Technical Community

The food security technical community is composed of leading experts in food and nutrition security. Their primary objectives are to provide expert advice and to promote adoption of agreed principles and best practices. With the IPC training over 500 food security analysts every year, and a multiplicity of universities offering food security courses, this audience is going to continue growing, so are their need for technical information.

The Media

The media at national, regional and international levels recognizes food security as an issue of global concern. Following famine, in Somalia in 2011 and in South Sudan in 2017, there has been a notable increase in media interest and coverage of food security issues, thus, making the media a crucial player in information sharing. In order to address food insecurity, it is important to increase the media capacity to inform the decision-makers and the general public about food security and nutrition. However, the technical nature of food security issues makes it difficult to communicate in a simple way to the general public. Not only does a general audience have trouble relating to technical issues, but many journalists who report on these issues find it difficult.

Results from Media Content Analysis and Interviews

In order to gain an understanding of challenges the media faces while reporting on food security issues, a combination of quantitative and qualitative media content analysis was done using over 120 articles, in both national and international media to explore trends, interpretations and misrepresentations.

The mini-study also involved semi-structured interviews with 10 journalists from major news agencies, radio stations and television media organizations reporting on food security issues. Journalists, including local reporters and international correspondents, were interviewed between August and September 2019. Thematic analysis was used to draw out major lessons for food security communicators. The exercise aimed to understand misinterpretation of IPC key messages and challenges faced in communicating them:

Summary of Key Findings:

- **What the IPC is:** more than half of the articles, especially during the reportage of famine in South Sudan and Somalia, described the IPC as a “Famine Early Warning unit,” and a “United Nations analysis body”;
- **IPC Language:** nearly 70 to 90 percent of the IPC technical release language is substituted by what the communication officers and journalists see as simple and comprehensible language. For instance, food insecurity is almost always substituted for “hunger”. IPC Phase five, in some cases, is referred to as “pocket of famine” or “facing starvation and death.”
- **Access to Analysts and Materials:** All journalists who report on IPC processes in key crises like South Sudan and Somalia said that they had trouble accessing IPC analyst to clarify messages, background and contextual information.

Governments and Regional Authorities

Government counterparts play a critical role in IPC analyses, but there is a need for a more flexible interpretation of institutionalization, and greater attention to a more pluralistic, inclusive mode of partnership, which would, in turn contribute to a better positioning of the IPC overall.

The IPC Global Steering Committee

The IPC is governed by the Global Steering Committee, which is composed of senior officers representing the partner organizations. The Steering Committee is responsible for strategically guiding and positioning the IPC globally. The Technical Advisory Group, which is classified in the Technical Audiences, is responsible for advising the Steering Committee on technical matters. This group is made up of high-level technical experts from the IPC Steering Committee agencies. As necessary, the Technical Advisory Group can invite experts from any relevant agencies to form working groups to work on specific topics.

MAPPING AUDIENCE BEHAVIOUR

Audience mapping for the IPC is an approach that works particularly well for retargeting known or potential consumers of its information. Defining an audience map for targeting purposes involves looking at the following customer demographic and behavioral characteristics: Product usage / interaction. Source of information.

Audience mapping is the cornerstone of modern media buying, involving using innovative audience targeting methods and technologies. These methods ensure the right audiences see IPC messages at just the right moment. IPC audiences are its most valuable asset and getting the communication personas to map across to all communication efforts will ensure relevant and effective campaigns.

In order to assist IPC communicators with this process, a targeting methodology that we call ‘audience mapping,’ will form an integral part of the IPC Communication Strategy. Table 1 below profiles IPC audiences in terms of information needs and sources.

TABLE 1: The Target Audience Information Needs Map

Donors	Tech. Community	Organizations	Govts	Media	The IPC SC	Academia	General Public
What they care about	What they care about	What they care about	What they care about	What they care about	What they care about	What they care about	What they care about
<ul style="list-style-type: none"> Quality of information Timely and actionable recommendations Impact of funding Global comparison for resource allocation Early warning information Visibility 	<ul style="list-style-type: none"> Technical knowledge Easy access to technical materials Latest analyses Historical data Use and impact of analyse Lessons learned Training opportunities 	<ul style="list-style-type: none"> Quality of information Latest analyses Timely and actionable recommendations Historical data Visuals (maps and infographics) Simplified key messages Training opportunities Early warning information IPC events calendar 	<ul style="list-style-type: none"> Quality of information Timely and actionable 	<ul style="list-style-type: none"> Timely and clear information Simplified technical communication Implications of analysis findings Historical data IPC events calendar Access to visual materials Access to technical staff Early warning information 	<ul style="list-style-type: none"> IPC delivery of mandate IPC’s daily work and plans IPC events calendar IPC success stories 	<ul style="list-style-type: none"> Access to technical information Training opportunities Historical data 	<ul style="list-style-type: none"> Latest analyses Social-economic impact of food crises Early warning information
Where they get their information	Where they get their information	Where they get their information	Where they get their information	Where they get their information	Where they get their information	Where they get their information	Where they get their information
<ul style="list-style-type: none"> The IPC GP Email Social Media Events Meetings Mass Media 	<ul style="list-style-type: none"> Tech. Meetings Email The IPC GP Events 	<ul style="list-style-type: none"> The IPC GP Email Social Media Events Meetings Mass Media 	<ul style="list-style-type: none"> Meetings Email The IPC GP Events Social Media Mass Media 	<ul style="list-style-type: none"> Press Conferences Email The IPC GP Interviews Social Media 	<ul style="list-style-type: none"> Meetings Email The IPC GP 	<ul style="list-style-type: none"> The IPC GP Social Media Interview/submissions 	<ul style="list-style-type: none"> The IPC GP Social Media Mass Media

From Audience Mapping to Strateging Communication Matrix

After identifying key audience behavior and media source, the Audience Map will further be developed in a Strtaegic Communications Matrix, which goes deeper to suggest key messages and channels for each audince.

MESSAGING THE IPC

Key messages are the main points we want IPC target audiences to hear and remember. Key messages create meaning and headline the issues we want to communicate. They allow us to control communications, enhance relationships with our target audiences and are an important feature of this communication strategy.

WHAT THE IPC IS

The IPC is a common global scale that facilitates improved decision-making through the classification of the severity and magnitude of food insecurity and malnutrition. It is used in over 33 countries.

THE IPC BRAND PROMISE

The IPC works to provide evidence based timely and actionable food security analysis, so that those working to address food insecurity are well equipped to act.

THE IPC BRAND MESSAGING MAP

The IPC brand messaging map organizes our strongest attributes (what we give) and benefits (what our audience gets), working up to a brand promise that encapsulates our core offer. IPC attributes and benefits are organized into a hierarchy that builds to a core attribute and a core benefit.

These are placed on a messaging map to show how the attributes and benefits work together, and how the core attribute and core benefit are supported by additional proof points. IPC public communicators need to grasp the IPC attributes and benefits for seamless articulation. In this way, the map provides the foundation for the IPC brand story that is clear, consistent and compelling.

TABLE 2: The IPC Brand Messaging Map

THE IPC VALUE PROPOSITION										
IPC Attributes What the IPC provides...					IPC Benefits Whats IPC audiences get					
The IPC has the capability to help address food security and hunger					Provides evidence-based, timely and actionable information					
A global standard for food security analysis		Over 33 experience food security experts		Strong global partnership of 15 partners	Analysis tool: A revamped IPC Technical Manual 3.0		Information products, data and maps		A full Function on communication for action	
IPC data is used widely in global planning tools like the HNO and the HRP	The IPC has been central to the declaration of famines in Somalia and South Sudan	Every year, IPC analysis informs billions of US dollars worth of response	The IPC uses convergence of evidence and consensus building	Has a pool of partners who provide support to 33 countries	Harmonized set of IPC scales in one manual	Improved protocols for locations where there is insufficient evidence for Famine classification	IPC Briefs that combine maps, population data and key messages to guide decision-making	Public access to currently, and historical data and maps to external audiences	Communication templates and training for partners in key food crises	Resources to ensure countries with high food security needs are sufficiently supported

WHAT THE IPC IS NOT:

When messaging the IPC, it's pertinent to remember what the initiative is not:

- ✗ a methodology for directly measuring food insecurity or malnutrition – it draws from multiple methodologies and secondary sources;
- ✗ limited to particular analytical methodologies – it calls for a critical review of all relevant evidence; ✗ an information collection tool, although it may inform data collection and highlight information gaps;
- ✗ an information system – it is a complementary add on to existing systems;
- ✗ a response analysis tool nor is it intended to be one – it provides key information to support response analysis;
- ✗ a tool for monitoring and evaluating the impact of humanitarian or developmental assistance on food security and nutrition, nor to monitor the achievement of programmatic goals – it classifies the current and projected situation considering the inherent complexity of food security and nutrition analysis. Also, although valuable to inform response analysis, the findings are not adequate for monitoring and evaluating response or the achievement of development goals.

MESSAGING THE IPC PROCESS

The IPC Analysis Cycle includes four inter-linked stages that need to be followed for each IPC analysis in order to produce high-quality products and effectively communicate results: Plan, prepare, analyse and communicate, and learn. An analysis cycle, excluding planning and lessons learning, usually takes between one and three months.

FIGURE 2: The IPC Analysis Cycle



IPC Process Messaging Touchpoints

While messaging the IPC process, it's crucial to emphasize the following elements:

- **Evidence-based Analysis:** the IPC is designed to provide evidence-based analysis to guide strategic decision-making with clear, well-presented information on food security and nutrition situations in a reliable, consistent and accessible form;
- **Technical Rigor:** IPC processes use analytical rigor and the internal and external validation processes;
- **Technical Consensus:** the IPC serves as a platform to bring together stakeholders from all levels in order to facilitate a consensus-based approach to understanding the problem. One of the hallmarks of the IPC is the multi-sectoral cooperation and technical consensus, which ensures that the results of the analysis are widely accepted and acted upon, thus promoting responses that are better coordinated and targeted, and more effective.

MESSAGING THE IPC SCALES

In addition to the IPC's Acute Food Insecurity scale, the IPC Technical Manual 3.0 incorporates two new scales, measuring chronic food insecurity (CFI) and acute malnutrition AMN. It also includes a new classification of the IPC Acute Food Insecurity scale's Phase 5, called 'Famine Likely'. The three scales remain widely understood amongst technical audiences but a source of confusion to lay audiences. This strategy will devise means of breaking down these technical process to lay audiences using simplified communication products.

MESSAGING AVENUES: IPC INFORMATION PRODUCTS

Information products include any information, in print or digital about the IPC or its work that is likely to change the perceived value the initiative when it is disclosed to our target audience. In order to channel the right information to the right audiences, IPC information products and events will be clustered in different themes below:

TABLE 3: IPC Information Products

Product Category	Description	Information Products
Technical Information Products	Technical information about IPC process and finding from analyses	<ul style="list-style-type: none"> • The IPC Technical Manual • IPC Briefs (AFI, CFI and AMN) • IPC Resources • Maps • Data sheets
Simplified Information Products	Products with information that aims to breakdown technical issues for lay audiences to easily understand.	<ul style="list-style-type: none"> • Talking Points • IPC Food Security Snapshot • Regional Trend Analyses • Press Releases • Interpretation guide IPC maps and symbols • IPC Scale Descriptors and visualizers (AFI, CFI and AMN) • Guide on how to access IPC data
Awareness Information Products	Information about the origins, governance structure, partnership, global coverage and achievements	<ul style="list-style-type: none"> • IPC Q&A Understanding the IPC • IPC Brochure (Global coverage and achievements) • The IPC Analysis Cycle
Promotional Information Products	Promotional merchandise is products branded with a logo and messages and distributed at no cost to promote the IPC brand, corporate identity, or event.	<ul style="list-style-type: none"> • Press Kit Folders • Notebooks • Pens • Bags • Lanyards • Bookmarks • Subscription cards • Pen drives • Cotton tote bags • Bags
Training Materials	These classroom-ready information materials (course packages) IPC trainers use to deliver professional skills	<ul style="list-style-type: none"> • IPC guide for decision-makers • IPC guide for Communicators • IPC guide for the media • IPC Exercise books for analysis trainees
Operational Information Products	Information that offer insight in IPC's process to keep stakeholders aware of analysis plans, processes and publishing dates	<ul style="list-style-type: none"> • IPC analysis calendar (with trackable progress and publishing dates) • IPC Analysis Cycles for AFI, AMN and CFI

MESSAGING AVENUES: IPC EVENTS

IPC events are any organised interactions between IPC staff/analysts and members of the six audience groups identified. Building a communication strategy for IPC event involves developing a game plan around all IPC events to achieve communication goals. IPC events have categories in nine themes in table 4 below:

TABLE 4: IPC Events

Event Category	Description	Events
Analysis workshops	Processes that involve data analysis vetting, IPC classification and population estimations through consensus-building	<ul style="list-style-type: none"> • Acute Food Insecurity Analysis • Acute Malnutrition Analysis • Chronic Food Insecurity Analysis
IPC trainings	Events in which IPC or external trainers pass on technical or non-technical with an aim of enhancing skills	<ul style="list-style-type: none"> • IPC Level 1-3 training events • Communication training events • IPC Training for journalists • ISS training events • IPC training for decision-makers • E-learning through the Learning Management System
Global Events	Global events about humanitarian response and food security	<ul style="list-style-type: none"> • Committee on World Food Security (CFS) (every October) • Global Humanitarian Summit April 2020 (London, UK) • Side events at the UNGAe
Regional Events	Food security events regional bodies, also IPC global partners including IGAD, SADC SICA and CILSS	<ul style="list-style-type: none"> • IGAD food security events • SADC food security events • SICA food security events • SADC food security events
Press Conferences/Interviews	A press conference or news conference is a media event in which experts or partners invite journalists to hear them speak about IPC findings and, most often, ask questions.	<ul style="list-style-type: none"> • 'Famine'/'Famine Likely' declarations
Targeted Events/Meetings/Briefings	Meetings arranged around a specific theme targeting members of a specific audience	
Meetings	Interactional between IPC leaders or analysis with external audiences.	<ul style="list-style-type: none"> • IPC Steering Committee Meeting • Donor meetings • High Level meetings
International Days	Food related days celebrated internationally	<ul style="list-style-type: none"> • World Food Day celebrations
Outreach/Awareness Events	IPC events meant to clarify what the IPC is and does	<ul style="list-style-type: none"> • Pre-IPC introduction awareness events • Panel discussions

THE IPC COMMUNICATION CHANNELS

Communication channels are the means through which the IPC communicates with its audiences. Thought is given to what channels are used to complete various communication tasks, because using an inappropriate channel for a task or interaction can lead to negative consequences. Complex technical communications, such as most of the IPC outputs, require richer channels of communication that facilitate accessibility and interaction to ensure clarity:

THE IPC WEBSITE

Launched in 2008, www.ipcinfo.org has been a key source of information sources for almost all key audiences. With several enhancements over the years, the IPC website has evolved from a static, text-based platform with minimal images and no real layout to speak of other than headings and paragraphs, to table-based designs, then flash, and finally CSS-based designs. Now running on Typo3 content management system, the website is a combination of text, images, documents and a mapping embed tool linking the Information Support System (ISS) designed to project IPC classification on the home page of the website. For purposes of this communication strategy, emphasis will be placed on the redesign efforts in 2018 -19, usability and plans for the durations of the GSP with the following objectives:

FIGURE 3: Screenshot of the IPC Website



- Promote inclusiveness for all IPC audiences;
- Provide access to information for all and build effective, accountable and inclusive feedback mechanisms;
- Strengthen the means of implementation of the IPC mandate.

Enhancements in the last 12 months

With the above objectives taken into consideration, the following improvements have been made on the IPC website:

- **Sliders:** located above the fold on the IPC homepage sliders—a combination of large catchy photos, text and link button—are an effective method of highlighting key analyses or key announcements. This will mean that for every priority analysis, we will have to source a good photo, especially ones that meet general public taste while depicting the situation in a respectable manner;
- **Navigation menu:** the navigation menu has been moved from the middle, where it took some scrolling to access, to the top section where an extension gives visitors easy accessibility to all parts of the site;
- **Popup:** the old popup has gone from being large, intrusive and projecting multiple analyses, to a smaller IPC blue version with only two key pieces of information. It appears on the lower left section and automatically closes after 7 seconds. We will also use it for feedback and subscription calls among other announcements;
- **Infographics section:** a new information graphics section on the bottom has been introduced. It holds our first infographics, the IPC Snapshots, but will also feature other forms of content such as process graphics, IPC coverage maps, among others;
- **Subscription link:** For some time, people wishing to receive IPC information through subscription were unable to obtain it. We discovered glitches in the system and fixed them. For the last 12 months, the IPC's subscription base has organically grown by nearly 1000 subscribers with over a dozen people coming on board every week;
- **Multi-devise compatibility:** the IPC website is now optimised and viewable on a smartphone or tablet.

Monitoring Impact of recent changes 2018 Vs 2019

The IPC website deploys Google Analytics, a web analytics service offered by Google that tracks and reports website traffic, currently as a platform inside the Google Marketing Platform. In order to obtain a deeper understanding of the visitors of ipcinfo.org, below are findings comparing 2018 and 2019:

FIGURE 4: General Users of the IPC Website in 2018 and 2019

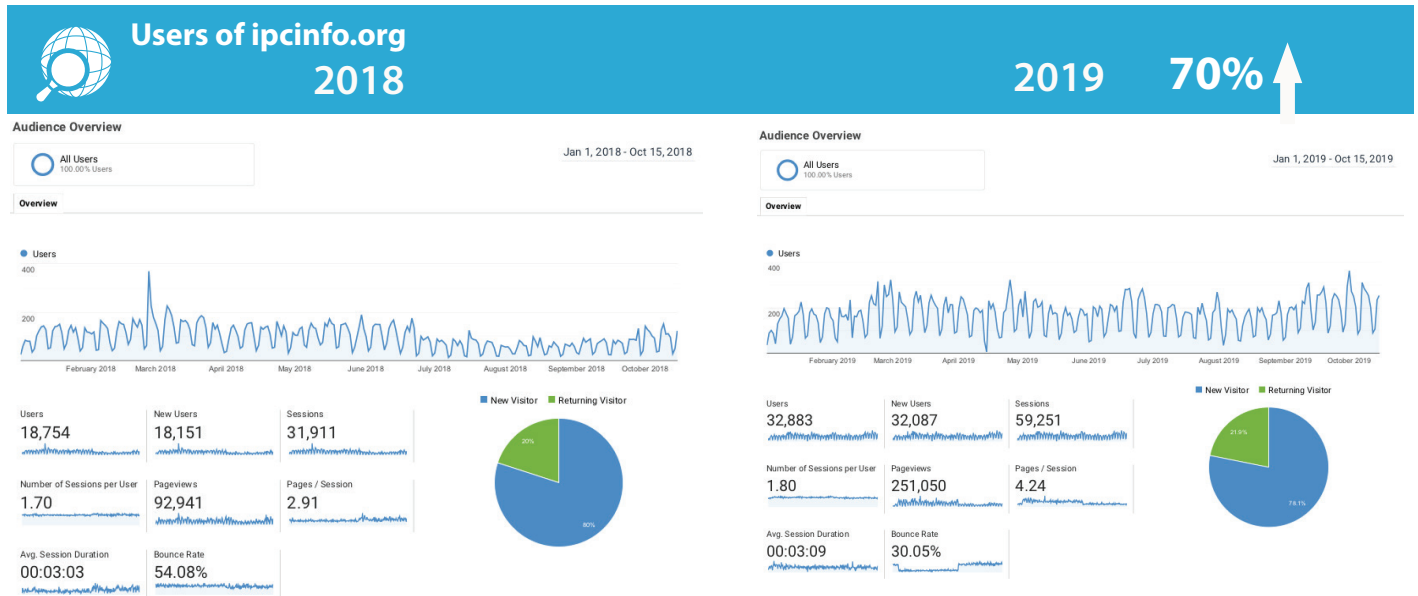
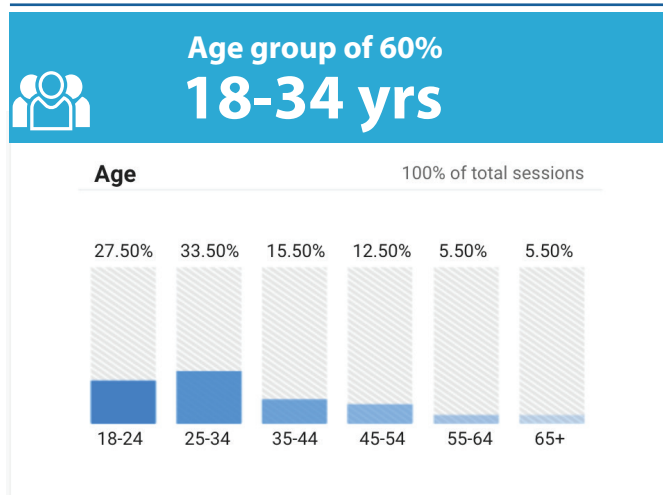


FIGURE 5: Users Per day of the IPC Website in 2018 and 2019



FIGURE 6: Demography of Users



About IPC Google Analytics Results

The tool allows for the tracking use of the IPC website by providing predetermined and customizable reports. Google Analytics “offers grouped information of the traffic that arrives at the websites according to the audience, the acquisition, the behavior, and the conversions carried out on the website. It offers more data and metrics than any other. It works on elements as varied and vital as the following:

- Number of visits
- Their duration
- Sources of traffic
- Visited pages

THE IPC GLOBAL MAILING LIST

The IPC Global Mailing List allows the initiative to efficiently, conveniently and economically communicate with its audiences from all over the world. Fast, global and cost-effective mass communication is easy with the use of email lists. Until January 2019, the IPC mailing list had been bogged down by technical glitches with over 70 failed subscription attempts. The communications unit resolved the glitches and enables flawless subscription. As of October 2019, the IPC global mailing list subscription base grew by more than 80 to 2000 people and is now growing at an average of 150 subscriptions per month.

THE IPC INFORMATION SUPPORT SERVICE

The IPC ISS is a new innovative web-based application designed to facilitate global, regional and national stakeholders in creating, storing and disseminating IPC analyses and information. The ISS simplifies the IPC analysis process by digitizing the IPC tools needed to implement the IPC four core functions: building technical consensus; classifying severity and causes; communicating for action; and quality assurance. The ISS is easy to use because it mirrors the IPC steps for conducting IPC Acute and, more recently, Chronic Food Insecurity Analysis; it also facilitates greater access to IPC analyses and results. The ISS platform consists of two entry points: the country portals, in the backend, owned and managed by IPC Country Technical Working Groups, and the public interface in the frontend, where users can see the IPC Acute and Chronic Food Insecurity Analyses validated and shared by countries. In 2014, the ISS has also been developed for conducting IPC Chronic Food Insecurity Analysis. Whereas the ISS has been useful to the technical and internal IPC audiences, it offered little in terms of exportable content (maps and data) for other external audiences. This issue is expected to be solved by revamped mapping tools that aim to enable users to work with geospatial data and export the project in the GeoJSON format that can be used to generate, excel tables, web maps and interactive infographic web content.

NEWS MEDIA

The news media or news industry represent a form of mass media that focuses on delivering news to the general public or a target public. These include print media (newspapers, newsmagazines), broadcast news (radio and television) and more recently the Internet (online newspapers, news blogs, etc.). As evidence has shown, there is increasing demand for IPC information especially following the Somalia and South Sudan famines. In some countries, the IPC and its partners developed strong media relations—working with media for the purpose of informing the public of the IPC’s mission, policies and practices in a positive, consistent and credible manner. However, as much as this has worked at country level, at the global level, the IPC has maintained a distance from the media.

THE IPC WEB APPLICATION

The proposed IPC Web application (Web app) is an application program that is stored on a remote server and delivered over the Internet through a browser interface. It will offer three major types of information; the IPC Technical Manual, latest analyses and events calendar. The proposed Web app will run even when the user is not connected on the internet and will help the IPC save resources in printing costs.

EVENTS AND MEETINGS

These include events such as analysis workshops, IPC trainings, donor meetings and global/regional events and great opportunities lateral communication, involving the flow of messages between individuals and groups on the same level. Meetings and events offer the best opportunities for sharing information, solving problems and collaborating horizontally, which is often more timely, direct and efficient.

THE IPC SOCIAL MEDIA FORUMS

Social media creates dynamic new opportunities for the Integrated Food Security Phase Classification (IPC), enabling direct and real-time interactivity with its various audiences around the world. The IPC recognizes the benefits of these tools while acknowledging associated risks and challenges. The following social media platforms will provide the opportunity for the IPC to quickly and easily publish information and/or engage with its key audiences including the technical communities, the media, decision makers and users:

- Twitter: @theipcinfo – for the general information sharing;
- YouTube: @theipcinfo –for illustration of IPC information; and
- LinkedIn: @theipcinfo – for professional engagement of the technical community.

THE STRATEGIC COMMUNICATIONS MATRIX

Table 5 below is the IPC Strategic Communications Matrix, a tool that serves as the backbone of the IPC Global Communications Strategy. Finding the strategically-fit messages for each IPC audience will requires distilling lots of data and connecting many dots (needs, messages, channels and event opportunities) which can be likened to solving a thousand-piece jigsaw puzzle. This is a continuous process, scientifically-sound, step-by-step, that will help the IPC to build a rock-solid communications matrix for its the IPC to achieve outcomes in the GSP (table 6).

TABLE 5: IPC Strategic Communications Matrix

Donors	Tech. Community	Organizations	Govts	Media	The IPC SC	Academia
What they care about	What they care about	What they care about	What they care about	What they care about	What they care about	What they care about
<ul style="list-style-type: none"> Quality of information Timely and actionable recommendations Impact of funding Visibility Early warning information 	<ul style="list-style-type: none"> Technical knowledge Easy access to technical materials Latest analyses Historical data Use and impact of analyse Lessons learned Training opportunities 	<ul style="list-style-type: none"> Quality information Latest analyses Timely and actionable recommendations Historical data Visuals (maps and infographics) Simplified key messages Training opportunities IPC events calendar Early warning information 	<ul style="list-style-type: none"> Quality information Timely and actionable recommendations Fundraising Political and Economic implications of analysis 	<ul style="list-style-type: none"> Timely information Simplified technical communication Implications of analysis findings Historical data IPC events calendar Access to visual materials Access to technical staff Early warning information 	<ul style="list-style-type: none"> IPC delivery of mandate IPC's daily work and plans IPC events calendar 	<ul style="list-style-type: none"> Access to technical information Training opportunities Historical data
HOW THEY GET THEIR INFORMATION						
<ul style="list-style-type: none"> Internet Email Social Media Events Meetings Mass Media 	<ul style="list-style-type: none"> Tech. Meetings Email The IPC GP Events 	<ul style="list-style-type: none"> Internet Email Social Media Events Meetings Mass Media 	<ul style="list-style-type: none"> Meetings Email The IPC GP Events Social Media Mass Media 	<ul style="list-style-type: none"> Press Conference Email The IPC GP Interviews Social Media 	<ul style="list-style-type: none"> Meetings Email The IPC GP 	<ul style="list-style-type: none"> Internet Social Media Interview/submissions
IPC INFORMATION PRODUCTS USE FOR COMMUNICATION						
<ul style="list-style-type: none"> Simplified Information Products Awareness Information Products Promotional Information Products Training Materials Operational Information Products 	<ul style="list-style-type: none"> Technical Information Products Awareness Information Products Promotional Information Products Training Materials 	<ul style="list-style-type: none"> Technical Information Products Awareness Information Products Promotional Information Products Training Materials Operational Information Products 	<ul style="list-style-type: none"> Simplified Information Products Technical Information Products Awareness Information Products Promotional Information Products Training Materials 	<ul style="list-style-type: none"> Simplified Information Products Awareness Information Products Promotional Information Products Training Materials 	<ul style="list-style-type: none"> Simplified Information Products Awareness Information Products Operational Information Products Promotional Information Products 	<ul style="list-style-type: none"> Simplified Information Products Technical Information Products Awareness Information Products Promotional Information Products Training Materials
IPC COMMUNICATION CHANNELS TO USE						
<ul style="list-style-type: none"> Global mailing list IPC website IPC/other meetings Social Media Mass Media 	<ul style="list-style-type: none"> Tech. workshops TAG meetings Trainings ISS IPC App. Email 	<ul style="list-style-type: none"> Global mailing list IPC/other meetings Social Media Mass Media IPC App. 	<ul style="list-style-type: none"> Global mailing list Tech. workshops IPC website IPC/other meetings Social Media Mass Media 	<ul style="list-style-type: none"> Global mailing list IPC website Media trainings Social Media Media relations 	<ul style="list-style-type: none"> Global mailing list IPC website IPC/other meetings Social Media 	<ul style="list-style-type: none"> IPC website IPC curriculum ISS Social Media Mass Media IPC App.
IPC EVENTS FOR COMMUNICATION						
<ul style="list-style-type: none"> Targeted Events/Meetings/Briefings Global Events Outreach/Awareness Events 	<ul style="list-style-type: none"> Analysis workshops Meetings IPC trainings Outreach/Awareness Events 	<ul style="list-style-type: none"> Analysis workshop Meetings IPC trainings Outreach/Awareness Events 	<ul style="list-style-type: none"> Analysis workshop Meetings IPC trainings Outreach/Awareness Events 	<ul style="list-style-type: none"> IPC trainings (media) Press Conferences/Interviews Targeted Events/Meetings/Briefings 	<ul style="list-style-type: none"> IPC Meetings Meetings Targeted Events/Meetings/Briefings 	<ul style="list-style-type: none"> Targeted Events/Meetings/Briefings IPC trainings Outreach/Awareness Events

TABLE 6: Logical Framework Matrix of the IPC GSP Outcome 4

Results Chain	Indicators				Assumptions
	Indicators	Baseline	Target	Means of Verification (MOV)	
Intermediate Outcome 4 IPC information is efficiently communicated and accessible to all stakeholders for effective decision support	% of stakeholders reporting having satisfactory access to IPC information	N/A	70%	Annual user surveys	<ul style="list-style-type: none">• Users of IPC information are technologically aware and social media savvy.• Continued and increasing stakeholders' interest in IPC
	% users reporting that information products provide actionable information	N/A	85%	Annual user surveys	
Output 1 Sharing and outreach of IPC information is strengthened	1.1 # of information products produced and/or events held	0	10	Review of documentation/ events reports	Continued stakeholders' interest in IPC
	1.2 # of global reports (e.g. Global Report on Food Crises, Early Warning Early Action reports) with inputs from IPC GSU	0	15	Global reports released (with IPC inputs)	Continued stakeholders' demand for global reports
	1.3 # of notifications to users on new information uploaded on the IPC Global Platform	0	36	Web analytics and downloads	No external factors prevent IPC GSU from posting information on the IPC Global platform
Output 2 Countries are supported in the development and dissemination of IPC communication products	2.1 # of IPC analyses supported for communication and dissemination	0	35	Quarterly Reporting package, Back to Office Reports	Countries welcome GSU support for IPC communication
	2.2 # of briefings conducted with decision makers	0	35	Quarterly Reporting package, Back to Office Reports	Decision-makers participate in IPC briefings
Output 3 IPC Information Systems (tools and processes) are strengthened	3.1 # of systems developed/ enhanced	0	4	Project Management Logs, Usage Reports	No major technological challenges are met
	3.2 # of protocol documents developed	0	2	Project management logs, Usage Reports	
Activities					
Output 1 Sharing and outreach of IPC information is strengthened	Activity 1.1 - Develop information products and organize events and outreach initiatives in order to increase understanding of IPC and promote the uptake of IPC analytical findings				
	Activity 1.2 - Establish and coordinate a network of communication specialists from IPC partner agencies at global level to ensure consistency in IPC communication through partners' global platforms as well as to organize joint communication initiatives				
	Activity 1.3 - Contribute to food security and nutrition global reporting efforts: e.g. Global Report on Food Crises, Reports to UN Security Council, Early Warning Early Action Report etc.				
	Activity 1.4 – Manage and regularly update the IPC Global platform to make IPC information timely available for all stakeholders				
Output 2 Countries are supported in the development and dissemination of IPC communication products	Activity 2.1 - Provide in-country and remote support to countries for the development and dissemination of IPC communication products.				
	Activity 2.2 - Support countries in communicating the linkages between the results of different types of IPC analyses (IPC Acute Food Insecurity, IPC Acute Malnutrition, and IPC Chronic Food Insecurity)				
	Activity 2.3 - Review good practices and develop information products on the relevance of IPC for decision- making				
	Activity 2.4 - Brief decision-makers at country level and, as needed, at regional level on the added value and use of IPC for decision making, using the information products developed under activity 2.3				
Output 3 IPC Information Systems (tools and processes) are strengthened	Activity 3.1 - Develop/enhance and implement information systems to improve data and information management (e.g. ISS, IPC Population Tracking Tools, IPC Analysis Portal)				
	Activity 3.2 – Develop and implement standard operating procedures to streamline data and information management, including between data providers (countries, regions, global)				

COMMUNICATIONS ACTIONS

For each IPC audience and communication tools identified in the previous sections, it is crucial to indicate the most appropriate actions to ensure meaningful and timely communication. There are pros and cons to all the channels identified, which once again will vary depending on audience needs, access to technology and resources. Internal analysis was conducted on the channels the IPC has at its disposal to determine which are best to use for getting specific messages to particular audiences. The following actions have been clustered in four sections; by prerequisites, products, audiences and channels:

PREREQUISITES IPC COMMUNICATION SUCCESS

Action 1#: Strengthen communication planning by increasing dialogue between units at IPC GSU level and involving communication where needed at early stages. Have weekly, monthly, quarterly and annual communication planning to ensure strategic direction towards achieving communication goals;

Action 2#: During the analysis process, identify a drafter to note key points of consensus and to provide punchline key messages to be agreed upon at the end of the process. Key message drafting after consensus has, in some cases, led to disagreement and erroneous omission of key details;

Action 3#: In case of in-country communication support, involve communication officers in the consolidation process to gain ample contextual knowledge of the situation, drivers and recommendations;

Action 4#: Develop simplified key messages to break down key technical messages and products;

Action 5#: Where the IPC is being introduced for the first time, engage all audiences with strategic messages and products to avoid confusion and misrepresentation;

Action 6#: in the case of a Famine/Famine Likely declaration, in conjunction with the TWG, hold a series of periodic briefing sessions for: the media, decision-makers and other stakeholders, to ensure the situation, challenges and recommended actions are well articulated;

Action 7#: Invest in professional mapping manpower and resources. Reliance on partners for maps has compromised the quality of IPC information products and limited the ability to communicate well;

Action 8#: Invest in professional design software and design training to ensure that information products achieve a professional look and feel;

Action 9#: Permit enough time, a day or more, for the IPC communications unit to add value to information products, by ensuring key messages are clear and coherent in a way that fosters efficient and effective understanding;

Action 10#: Target key audiences during dissemination of IPC products by deploying channels they use. For the top ten food crises, strategic dissemination at country level is crucial to ensure messages are well understood and recommendations acted upon;

Action 11#: Improve communications session in IPC trainings to better equip analysts with skills to write key messages. These trainings and analysis workshops should also be used as an opportunity to promote and explain the IPC, using promotional items such as roll up banners, bookmarks, brochures, QR cards among others;

Action 12#: Continuously monitor and evaluate the implementation of this strategy to ensure communication success;

IPC PRODUCTS

Action #13: Develop guidelines for "Recommendations for Action" in the country brief to improve decision-making;

Action #14: Produce an IPC Guide Book for Communicators and Decision-Makers, geared towards helping communicators, the media and decision-makers, to better interpret key IPC technical processes and outcomes;

Action #15: IPC design assets including logo sets, product templates and guidelines will be made readily available online for countries to use to avoid inconsistencies in the quality and look of the products;

Action #16: Produce a set of marketing communication products aimed at explaining IPC processes and scales and use in events including analysis workshops, trainings and stakeholder events;

Action #17: Whereas there is an abundance of technical information, time, resources and effort must be invested in the production of simplified messages and products to facilitate quick and easy understanding;

Action #18: Test all new informational products against their intended audiences before final production to ensure effectiveness;

Action #19: the ISS is a powerful tool for data entry and visualization on maps. Enhance the ISS to offer external audience data, maps and geospatial data downloads;

IPC AUDIENCES

Donors

Action 20#: Provide visibility to the three current IPC donors in all IPC products and events materials. Organize targeted events and opportunities to communicate value of their investment;

Action 21#: Target potential donors with simplified information products, such as the IPC Snapshot, with clear and concise recommendations for actions. Institutionalize the IPC Snapshot, which is the latest addition to analyses with IPC Phase 4 classifications;

Action 22#: Organize an annual themed donors/decision-maker event to provide a platform for discourse to better understand the IPC, its ways of work, impact and new developments. This could be a great fundraising opportunity;

Organizations

Action 23#: As key users of the IPC's information products, organizations need unlimited access to historical and current data. Ensure that they also know about planned analyses and other IPC events ahead of time;

Action 24#: Provide IPC communication training for communication officers/decision-makers from these organizations;

Technical Community

Action 25#: Provide access to products such as IPC Technical Manual, data, analyses and maps to all IPC technical communities;

Action 26#: Develop the IPC Technical Manual microsite into a web application with the objective of making the manual readily available on phones, tablets and computers, thereby reducing printing costs and being more environmental friendly;

Action 27#: Provide media training for IPC analysts, focusing on the nature of and how to deal with the media. This will improve the communication of technical issues to lay audiences;

Governments and regional authorities

Action #28: As key players in the quality of IPC analysis processes, governments and regional authorities need to be constantly engaged to ensure that IPC analysis is done in an unbiased manner. This will help to insulate as much as possible from the institutional, financial and political pressures that can influence humanitarian interventions;

Media

Action #29: Provide media trainings on what the IPC is, its mandate, processes and scales, to foster better-informed journalism about food security and the IPC. This strategy proposes two training sessions per year for journalists in key food insecure regions;

Action #30: Identify and engage leading food security correspondents, publications and websites to ensure that they receive IPC information and events calendar;

Action #31: Add a media section with IPC Communications contacts to the IPC website, to ensure that the media can seek information and clarifications;

The IPC Steering Committee

Action #32: In situations where the IPC intends to communicate global initiatives, identify and use communication focal points to broaden the initiative's reach and coverage;

Academia

Action #33: About 27 percent of the ipcinfo.org visitors are between 18 and 24 years of age. It is presumed that most, if not all of them, are members of the food security academic audience. Identify who these people are and what their information needs may be;

IPC COMMUNICATION CHANNELS

The IPC Website and Social Media:

Action #34: As a key channel of the IPC communication machine, the IPC website needs to be prioritized, closely monitored and enabled to generate interactivity with IPC information;

Action #35: Integrate social media in the IPC website. This will allow visitors to directly share content on the social media forum and offer more interactivity and generate more traffic;

Action #36: the website is running on a TYPO3 CMS v4.5.40, which is in good health and properly backed up. However, in the medium-long term, start a discussion together with CIO to explore the possibilities of upgrading/migrating the site onto a more recent and state-of-the art CMS, while maintaining the same capabilities;

Action #37: Constantly communicate with ipcinfo.org, social media handles, feedback emails and subscription information on information materials and in IPC events to generate more usage.

THE LOGICAL FRAMEWORK APPROACH

This logical framework is developed to facilitate the understanding and the implementation of the communication strategy. The modalities for the implementation of this strategy emphasize the operational framework which is guided by the communication objectives.

TABLE 7: Logical Framework Matrix for Objective 1

OBJECTIVES 1	Adiences	IPC Products and Events	Targets
POSITION THE IPC A GLOBAL LEADER: Position the IPC as a global leader in food security and nutrition analysis.	Donors	Information Products <ul style="list-style-type: none"> Disseminate awareness information products Disseminate simplified information products Disseminate User Guidebook for Decision-makers 	<ul style="list-style-type: none"> contininous contininous contininous
		IPC Events <ul style="list-style-type: none"> Participate in global events (CFS & The Humanitarian Summit) Donors outreach/awareness events 	<ul style="list-style-type: none"> once a year once a year
	Technical Community	Information Products <ul style="list-style-type: none"> Provide access to current and history data and maps Promptly communicate new technical developments Develop awareness materials for TAG meetings Communicate success stories of the IPC 	<ul style="list-style-type: none"> contininous contininous contininous contininous
		IPC Events <ul style="list-style-type: none"> Use TAG meetings to communicate IPC key messages 	<ul style="list-style-type: none"> on demand
	Organizations	Information Products <ul style="list-style-type: none"> Communicate IPC Analyses in a clear and timely manner Encourage global partners to disseminate IPC messages Communicate IPC success stories (coverages, reach & impact) Access to IPC events calendar 	<ul style="list-style-type: none"> contininous contininous contininous contininous
		IPC Events <ul style="list-style-type: none"> Use analysis workshops to communicate IPC's global approach, success stories and distribute IPC branding collateral 	<ul style="list-style-type: none"> contininous
	Governments	Information Products <ul style="list-style-type: none"> Disseminate awareness information products Disseminate simplified information products Disseminate User Guidebook for Decision-makers 	<ul style="list-style-type: none"> contininous contininous contininous
		IPC Events <ul style="list-style-type: none"> Hold national briefings sessions, outreach/awareness events 	<ul style="list-style-type: none"> on demand
	The Media	Information Products <ul style="list-style-type: none"> Disseminate awareness information products Disseminate simplified information products Disseminate User Guidebook for the Media 	<ul style="list-style-type: none"> on demand on demand on demand
		IPC Events <ul style="list-style-type: none"> Organise media training events fort the media Hold special briefings for the media on key crises Add a media section on the IPC website with contacts Access to IPC events calendar 	<ul style="list-style-type: none"> once a year on demand one-off contininous
	The IPC SC	Information Products <ul style="list-style-type: none"> Disseminate awareness information products Disseminate simplified information products Disseminate User Guidebook for the Media 	<ul style="list-style-type: none"> contininous contininous contininous
		IPC Events <ul style="list-style-type: none"> Access to IPC events calendar 	<ul style="list-style-type: none"> contininous
	Academia	Information Products <ul style="list-style-type: none"> Provide access to current and history data and maps Promptly communicate new technical developments Access to the IPC Learning Management System in the IPC website Access to the IPC cariculum for learning institutions 	<ul style="list-style-type: none"> contininous contininous contininous
		IPC Events <ul style="list-style-type: none"> Access to IPC events calendar Access to the IPC Learning Management System (LMS) events 	<ul style="list-style-type: none"> contininous on demand

TABLE 8: Logical Framework Matrix for Objective 2

OBJECTIVES 2	Adiences	IPC Products and Events	Targets
IMPROVE UNDERSTANDING OF THE IPC: Improve overall understanding of the IPC's mandate, ways of work and the impact of the initiative's work.	Donors	Information Products <ul style="list-style-type: none"> Disseminate awareness information products Disseminate simplified information products Disseminate User Guidebook for Decision-makers 	<ul style="list-style-type: none"> contininous contininous contininous
		IPC Events <ul style="list-style-type: none"> Participate in global events (CFS & The Humanitarian Summit) Donors outreach/awareness events 	<ul style="list-style-type: none"> once a year once a year
	Technical Community	Information Products <ul style="list-style-type: none"> Provide access to current and history data and maps Promptly communicate new technical developments Develop awareness materials for TAG meetings Communicate success stories of the IPC 	<ul style="list-style-type: none"> contininous contininous contininous contininous
		IPC Events <ul style="list-style-type: none"> Use TAG meetings to communicate IPC key messages 	<ul style="list-style-type: none"> on demand
	Organizations	Information Products <ul style="list-style-type: none"> Communicate IPC Analyses in a clear and timely manner Encourage global partners to disseminate IPC messages Communicate IPC success stories (coverages, reach & impact) Access to IPC events calendar 	<ul style="list-style-type: none"> contininous contininous contininous contininous
		IPC Events <ul style="list-style-type: none"> Use analysis workshops to communicate IPC's global approach, success stories and distribute IPC branding collateral 	<ul style="list-style-type: none"> contininous
	Governments	Information Products <ul style="list-style-type: none"> Disseminate awareness information products Disseminate simplified information products Disseminate User Guidebook for Decision-makers 	<ul style="list-style-type: none"> contininous contininous contininous
		IPC Events <ul style="list-style-type: none"> Hold national briefings sessions, outreach/awareness events 	<ul style="list-style-type: none"> on demand
	The Media	Information Products <ul style="list-style-type: none"> Disseminate awareness information products Disseminate simplified information products Disseminate User Guidebook for the Media 	<ul style="list-style-type: none"> on demand on demand on demand
		IPC Events <ul style="list-style-type: none"> Organise media training events fort the media Hold special briefings for the media on key crises Add a media section on the IPC website with contacts Access to IPC events calendar 	<ul style="list-style-type: none"> once a year on demand one-off contininous
	The IPC SC	Information Products <ul style="list-style-type: none"> Disseminate awareness information products Disseminate simplified information products Disseminate User Guidebook for the Media 	<ul style="list-style-type: none"> contininous contininous contininous
		IPC Events <ul style="list-style-type: none"> Access to IPC events calendar 	<ul style="list-style-type: none"> contininous
	Academia	Information Products <ul style="list-style-type: none"> Provide access to current and history data and maps Promptly communicate new technical developments Access to the IPC Learning Management System in the IPC website Access to the IPC cariculum for learning institutions 	<ul style="list-style-type: none"> contininous contininous contininous
		IPC Events <ul style="list-style-type: none"> Access to IPC events calendar Access to the IPC Learning Management System (LMS) events 	<ul style="list-style-type: none"> contininous on demand

TABLE 9: Logical Framework Matrix for Objective 3

OBJECTIVES 2	Adiences	IPC Products and Events	Targets
INFORM FOOD SECURITY DECISIONS Enhance access to and use of the IPC information for both decision-makers and practitioners at global, regional and national levels.	Donors	Information Products <ul style="list-style-type: none"> Disseminate awareness information products Disseminate simplified information products Disseminate User Guidebook for Decision-makers 	<ul style="list-style-type: none"> contininous contininous contininous
		IPC Events <ul style="list-style-type: none"> Participate in global events (CFS & The Humanitarian Summit) Donors outreach/awareness events 	<ul style="list-style-type: none"> once a year once a year
	Technical Community	Information Products <ul style="list-style-type: none"> Provide access to current and history data and maps Promptly communicate new technical developments Develop awareness materials for TAG meetings Communicate success stories of the IPC 	<ul style="list-style-type: none"> contininous contininous contininous contininous
		IPC Events <ul style="list-style-type: none"> Use TAG meetings to communicate IPC key messages 	<ul style="list-style-type: none"> on demand
	Organizations	Information Products <ul style="list-style-type: none"> Communicate IPC Analyses in a clear and timely manner Encourage global partners to disseminate IPC messages Communicate IPC success stories (coverages, reach & impact) Access to IPC events calendar Identify and train communication officer/s in IPC protocols 	<ul style="list-style-type: none"> contininous contininous contininous contininous on demand
		IPC Events <ul style="list-style-type: none"> Use analysis workshops to communicate IPC's global approach, success stories and distribute IPC branding collateral 	<ul style="list-style-type: none"> contininous
	Governments	Information Products <ul style="list-style-type: none"> Disseminate awareness information products Disseminate simplified information products Disseminate User Guidebook for Decision-makers 	<ul style="list-style-type: none"> contininous contininous contininous
		IPC Events <ul style="list-style-type: none"> Hold national briefings sessions, outreach/awareness events 	<ul style="list-style-type: none"> on demand
	The Media	Information Products <ul style="list-style-type: none"> Disseminate awareness information products Disseminate simplified information products Disseminate User Guidebook for the Media 	<ul style="list-style-type: none"> on demand on demand on demand
		IPC Events <ul style="list-style-type: none"> Organise media training events fort the media Hold special briefings for the media on key crises Add a media section on the IPC website with contacts Access to IPC events calendar 	<ul style="list-style-type: none"> once a year on demand one-off contininous
	The IPC SC	Information Products <ul style="list-style-type: none"> Disseminate awareness information products Disseminate simplified information products Disseminate User Guidebook for the Media 	<ul style="list-style-type: none"> contininous contininous contininous
		IPC Events <ul style="list-style-type: none"> Access to IPC events calendar 	<ul style="list-style-type: none"> contininous
	Academia	Information Products <ul style="list-style-type: none"> Provide access to current and history data and maps Promptly communicate new technical developments Access to the IPC Learning Management System in the IPC website Access to the IPC cariculum for learning institutions 	<ul style="list-style-type: none"> contininous contininous contininous
		IPC Events <ul style="list-style-type: none"> Access to IPC events calendar Access to the IPC Learning Management System (LMS) events 	<ul style="list-style-type: none"> contininous on demand

COMMUNICATION PLANNING

Communication activities should never be improvised. Communication planning in IPC processes is critical and central to the implementation of this strategy. For Function 1 of the Global Strategic Programme to be effectively implemented, it will rely upon the input and commitment of a wide range of individuals and units at GSU, regional and country-levels, who need to be involved and informed in the process from its earliest stages in order to contribute to its success. Internal buy-in is a prerequisite. While those involved in the planning of analysis events may be well aware of what is going on, the IPC Communications Unit, often outside the process, will have to be kept informed and in some cases involved. For communication planning to succeed, the following should be in place:

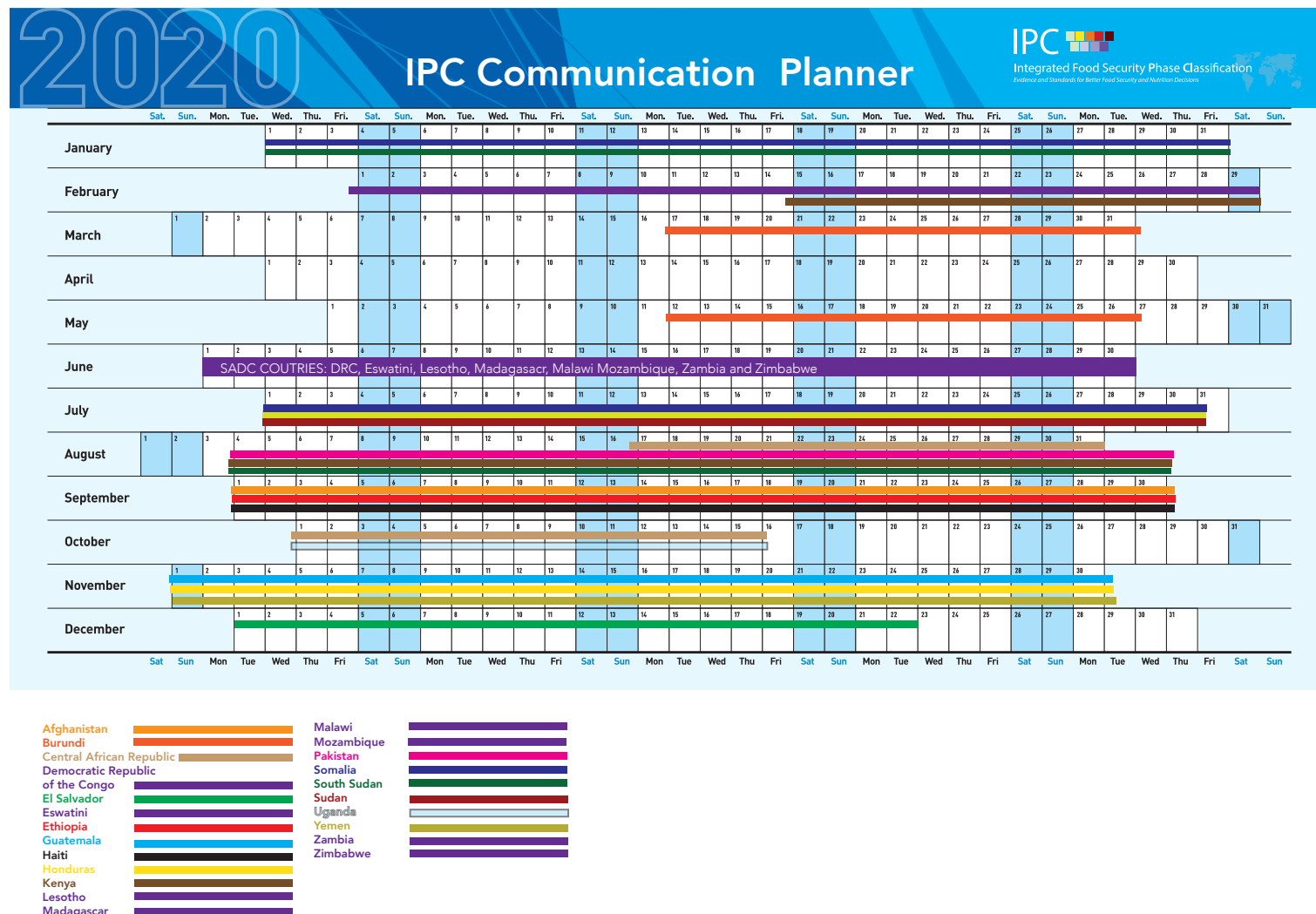
- the indicative budget for implementation of the plan;
- manpower to deliver communication activities;
- Full participation of IPC units responsible for the implementation of parts of the plan;

LONG-TERM PLANS & SHORT-TERM PLANS

There will be two types of communication plans - long-term plans: four-year and yearly plans and short-term plans: weekly and quarterly plans:

- Weekly Planning:** the communication team meets at beginning of every week to draw a week's communication plan based on management priorities, currently analysis process, routine communication activities and planned activities in the quality communication plan;
- Quarterly Planning:** quarterly communication plans are drawn from anticipated activities in the IPC general quarterly plans; and
- Annual Planning:** the annual communication plan is informed by anticipated seasonal analyses, planned events and communication activities. Developing an annual communication plan will involved gathering information from a parts integral to the IPC about planned activities that need communication support to achieve objectives of this strategy. See figure 7 below.

Figure 7: the IPC Annual Planning Calendar

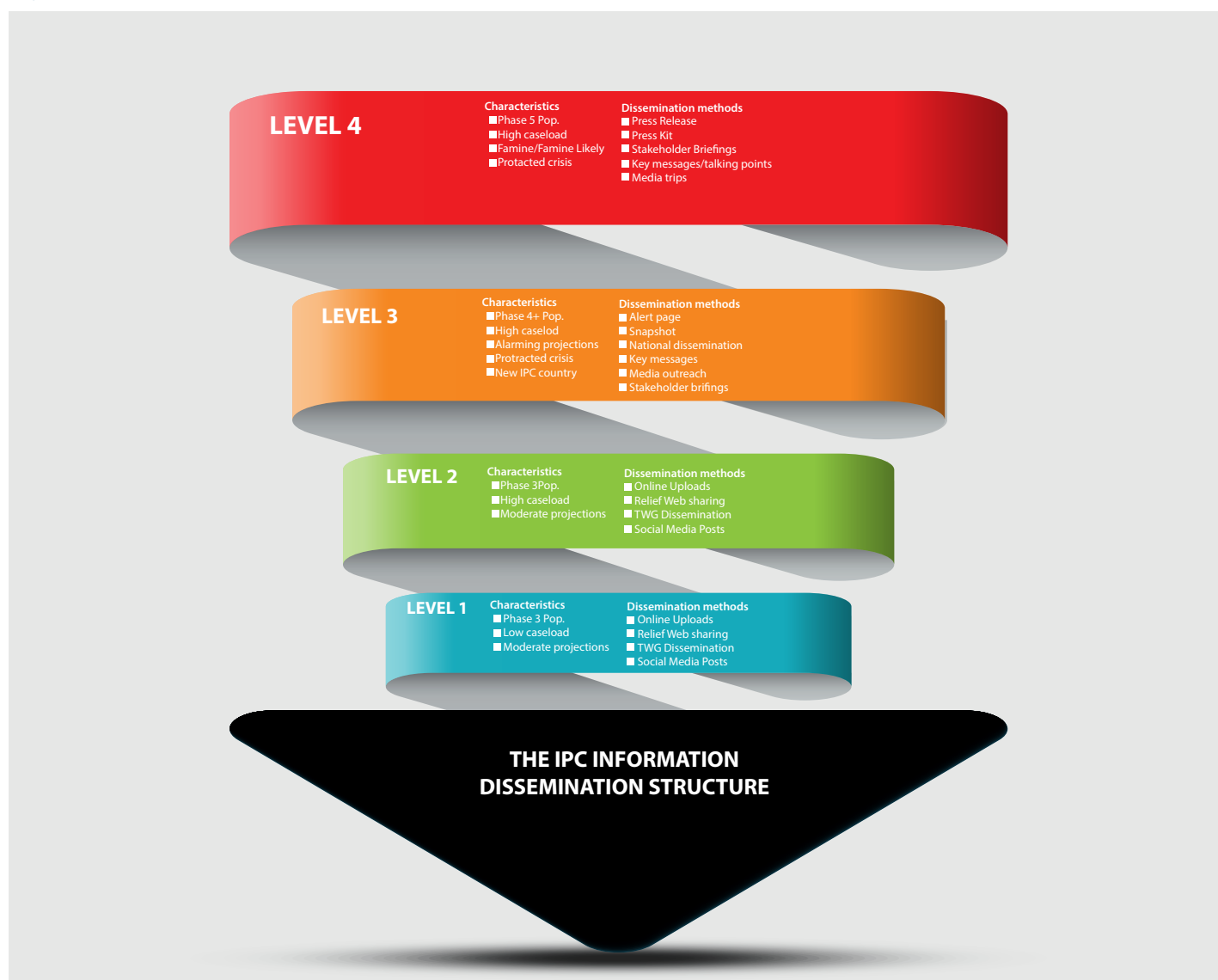


THE IPC INFORMATION DISSEMINATION STRUCTURE

The IPC information dissemination structure arranges all dissemination activities within the project and provides the guidelines for the dissemination to be carried out at different levels. It details the methodology and the tools to be used for the project's communication needs, as well as a detailed timeline to adhere to. It is a working document and can be amended as opportunities arise during the course of the GSP. Dissemination methods will include:

- Online Uploads: Information plods to the IPC website;
- ReliefWeb sharing: sharing files with Relief Web, the largest humanitarian information portal in the world managed by UN OCHA;
- TWG Dissemination: sharing final information products with the TWG at country level;
- Social Media Posts: posting links and digital materials on Twitter, LinkedIn and YouTube;
- Alert Page and Snapshot: Design of a special webpage and an IPC Snapshot to highlight the importance of any analysis;
- Alert Email: an html email to over 2000 IPC subscribers with links to the analysis;
- Monthly Update: An email compilation of all analyses published with the month shared with 2000 subscribers on every 28th day;
- Press Release: A media release on an issue targeting the media and decision-makers;
- Media Outreach: contacting members of the media to raise attention about upcoming events or clarify messages;
- Press Conference, Discourses and Interviews: intersections with the media aimed at answering questions about a range of issues;
- Stakeholder Briefings: targeted meeting aimed at articulating;
- IPC Information Kit: a pack of information materials including talking points, brochures, Q&As etc, often handed out to high profile persons.

Figure 8: The IPC Information Dissemination Structure



MEASURING COMMUNICATION SUCCESS

COMMUNICATION MEASUREMENT USING KPIs

The IPC Global Communication Strategy encompasses three central, global objectives; to position the IPC as a global leader in food security information; to improve overall understanding of the IPC's added value among various audiences; and to enhance access to IPC information for both decision-makers and practitioners. Each strategic objective will include a set of specific key performance indicators (KPIs), targets and baselines to track and measure the impact of communication and public advocacy as envisaged in the strategy over the three-year period of planning and implementation (2019–2022). The KPIs listed below are only a sampling of the indicators that will be included in the measuring framework. Monitoring tools such as reach, media monitoring, website analytics aggregate all values, estimate global figures and adapt accordingly – devoting resources where they are most needed and scaling up successes. Tools for measurement will include a global media monitoring tool that will analyse and code articles with IPC mentions across countries and languages, and provide access to online dashboards for news and social media with real-time data. The IPC Communications Unit will also prepare quarterly reports with quantitative and qualitative analyses and insights.

Table 10: Measuring Communication Success

OUTREACH	
What will we measure? <ul style="list-style-type: none"> Quantity of communication activities Quality of communication activities 	Specific KPIs to measure <ul style="list-style-type: none"> Number of communication events targeting IPC audiences Number of journalists / organisations participating in these events. Share of IPC on all stories related to food security issues on online news Share of IPC on digital media (e.g., Facebook and Twitter) Share of IPC in targeted print and broadcast media (including TV and radio) Percentage of IPC coverage that is favourable or higher in global top-tier media.
COUNTRY SUPPORT	
What will we measure? <ul style="list-style-type: none"> Quantity of countries support Quality of communication support 	Specific KPIs to measure <ul style="list-style-type: none"> Number of countries offered in-country support. Number of countries supported remotely. Number of briefs adhering to IPC protocols. Number of briefs in new design.
ENGAGEMENT	
What will we measure? <ul style="list-style-type: none"> Quantity of people reached by IPC messages and communication actions 	Specific KPIs Online <ul style="list-style-type: none"> Volume of traffic to websites, blogs and other sites (unique visitors). Number of downloads from IPC mapping tool. Total number of impressions on social media networks of potential impressions on Twitter. Number of people in discussions forums on LinkedIn.
USE	
What will we measure? <ul style="list-style-type: none"> Quantity of people using new IPC communication products 	Specific KPIs Online <ul style="list-style-type: none"> Number of clicks and downloads from the IPC global mailing list. Number of downloads of IPC infographics and briefs. Number of shares of IPC infographics on social media.
THE IPC BRAND	
What will we measure? <ul style="list-style-type: none"> People's familiarity, understanding, perception and behaviour towards the IPC brand Perception of IPC on various brand/reputation attributes and values 	Specific KPIs <ul style="list-style-type: none"> Brand awareness and familiarity (i.e., people who know a lot about the IPC). People who source the IPC when they use our data Proportion of people who understand the IPC as a global standard in food security analysis. 'Good opinion' and 'trust': IPC ranking among other key organization(s). Brand image: Identification of IPC with several brand attributes (include 'trust' and 'credibility'). Logo use: Number of countries applying the IPC logo correctly in accordance to IPC protocols. Quality of the IPC Brief: Number of countries that use the correct version of the brief and the quality of visuals used.



SOURCES

The Integrated Food Security Phase Classification (IPC) Technical Manual 3.0

The Integrated Food Security Phase Classification (IPC) Global Strategic Programme (GSP) 2019-2022

Final Evaluation of the Integrated Food Security Phase Classification (IPC) Global Strategic Programme (GSP)

**The Integrated Food Security Phase
Classification (IPC)**

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THE IPC COMMUNICATION STRATEGY

2019/22

