



REPORT

IC SUB-GROUP ON IRSS VIRTUAL MEETING N° 02

21 JULY 2021

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1. Opening of the Meeting

- [1] The IFU Lead Mr Brent LARSON opened the meeting and welcomed all participants to the second meeting of the IRSS Sub-group on Implementation Review Support System (IRSS).

2. Meeting Arrangements

2.1. Election of the Chairperson

- [2] Mr Fuxiang WANG (Bureau Representative) was elected as the Chairperson to the meeting.

2.2. Election of the Rapporteur

- [3] Mr Alvaro SEPULVEDA LUQUE (SC Representative) was elected as the Rapporteur to the meeting.

2.3. Adoption of the agenda

- [4] The meeting agenda¹ was adopted without any modification and is attached to this report (Appendix 1).

3. Administrative Matters

3.1. Review of meeting documents

- [5] The following meeting documents, which are also posted on the IC Sub-group on IRSS restricted work area of the International Phytosanitary Portal (IPP), were introduced:

- Agenda (IRSS-VM02_01_SG_2021_Jul)
- General updates on the IRSS activities (IRSS-VM02_02_SG_2021_Jul)
- Call for IRSS topics: Review of submissions received (IRSS-VM02_03_SG_2021_Jul)
- Analysis of recommendations to support the transition of IRSS to a sustainable system (IRSS-VM02_04_SG_2021_Jul)
- IRSS work plan- Review of activities updated (IRSS-VM02_05_SG_2021_Jul)

3.2. Review of participants

- [6] The participant list is presented in Appendix 2.

4. Update on the IRSS activities

4.1. General Updates on the IRSS activities since the VM01

- [7] The Secretariat provided an update on the IRSS activities² since the last meeting (IRSS VM01). To move forward the discussions on IRSS Sustainability initiated during the IRSS VM01, a series of internal meetings and interviews were conducted with IPPC Secretariat staff in charge of IRSS and some members of the IC Sub-group on IRSS ("The Sub-group"). This work was accompanied by a comprehensive documentation review of IRSS throughout its history in order to have an overview of its initial design and prepare expectations for the future. A draft report compiling options to support

¹ IRSS-VM02_01_SG_2021_Jul

² IRSS-VM02_02_SG_2021_Jul

IRSS to transition to a sustainable system has been developed. This draft report was shared with the members of the Sub-group for review and support the discussion during the VM02.

- [8] The Secretariat also informed the Sub-group that Ms Olga LAVRENTJEVA, one of the Implementation and Capacity Development Committee (IC) representatives to the IC Sub-group on IRSS, resigned from the IC due to her nomination to the Standards Committee and was replaced by Ms Faith NDUNGE (IC Member).
- [9] However, following the end of Ms. Melanie BATEMAN's contract as IRSS Analyst, the IPPC Secretariat issued a new vacancy announcement to identify a new IRSS Analyst to support the IRSS activities planned by the end the Third cycle (May 2022). The deadline for this vacancy announcement is 26 July 2021.
- [10] In addition, the Terms of Reference (TOR) for the recruitment of a communication and visibility consultant were developed and the recruitment process was initiated. The Secretariat confirmed also that the TORs for experts on the two next IRSS studies were developed and highlighted the challenge of finding qualified experts to conduct these very specific studies.
- [11] The IC Sub-group on IRSS:
- (1) *noted* the update on IRSS activities.
 - (2) *thanked* Ms Olga LAVRENTJEVA for her contribution to the work of the IC Sub-group on IRSS;
 - (3) *thanked* Ms Melanie BATEMAN and commended her work on the IRSS sustainability study;
 - (4) *requested* the IPPC Secretariat to share the IRSS vacancy announcement with the the IC Sub-group on IRSS;
 - (5) *suggested* to the IPPC Secretariat to share with the IC Sub-group on IRSS the proposed Terms of Reference to contribute to identify potential profiles to conduct the two IRSS studies (Risk-based Border Management (2019-13, Priority 1) and Study on the IPPC Diagnostic Protocols (2019-14, Priority 1)).

4.2.Update on IRSS Publications

- [12] The Secretariat provided an update on the status of the following IRSS publications:
- *Report a critical assessment and analysis of the 2012 and 2016 IPPC general surveys.* The study was drafted by Sebastiaan HESS and circulated for comments to the Sub-group. After considering the comments the study was edited and should be coming back from the graphic designer soon. This study is close to being published.
 - - *Good practices for monitoring and evaluation of national phytosanitary systems: Learning from three case studies.* The document was submitted for comments to the Sub-group. All the comments received from the Sub-group were compiled and sent to the author. This document has been sent to the graphic designer and will soon be published. This publication could be used very widely and should be well distributed.
 - - *Baseline study on the successes and challenges of implementation of pest free areas.* The study has been circulated for an additional time for comments to the Sub-group. The comments received from the Sub-group members were integrated and the revised study sent for the publication process. It is expected to be released soon.
 - - *Monitoring and evaluation framework for the IPPC community: Guidance for monitoring and evaluation in support of the implementation of the IPPC Strategic Framework (2020-2030).* The document was sent for comments to the Sub-group until 23rd of July. The comments are now taken on board and that document will be reworked. It is quite hard to know how to move on that because it was developed before the IPPC Strategic Framework (2020-2030) was adopted.

- - *Good operating practices for conducting IPPC Surveys*. The document was recently added to the publication plan as initial work had been undertaken but was interrupted because of lack of funds at the time. The Secretariat has negotiated a new contract with Sebastian HESS who performed the initial analysis and give some advice on how to improve the next survey and monitor, if possible, the IPPC Strategic Framework. The document was circulated to the IPPC Secretariat and will be circulated to the Sub- group soon.

[13] The IC Sub-group on IRSS

- (6) *noted* the progress on IRSS publications;
- (7) *agreed* to circulate the Good operating practices for conducting IPPC Surveys within the IC Sub-group on IRSS and to publish it.

5. IRSS List of topics

5.1. Call for IRSS topics: Review of submissions received

[14] The Secretariat presented the paper³ on the submissions received through the Call for IRSS topics.

[15] The Secretariat reminded the main steps of the 2021 Call for IRSS topics and informed that only one submission on e-commerce was received from the IC by the deadline.

[16] The Sub-group members supported the addition of this study on e-Commerce to the list of IRSS topics.

[17] However, one Sub-group member asked for clarification about the inclusion of the “non-commercial” transactions in the scope of the study as this is not really e-Commerce. He proposed to focus on commercial aspects to narrow the scope of this study.

[18] The Sub-group requested further information from the Working Group (WG) on the inclusion of non-commercial transactions in the scope of the study. Based on the feedback from the WG, the Sub-group would ask for an IC decision to include or narrow the scope of this IRSS study from both non-commercial and commercial transactions to only commercial transactions.

[19] The IC Sub-group on IRSS

- (8) *agreed* to add the “*study on e-Commerce*” in the IRSS list of topics.
- (9) *asked* the Secretariat to request further information from the Working Group (WG) for the Guide on e-Commerce about the inclusion of non-commercial transactions in the scope of the study and to submit this information to the IC for decision to include or not non-commercial transaction in the scope of this study.
- (10) *requested* the IPPC Secretariat to update the IRSS list of topics accordingly after the IC review of the IRSS study on e-Commerce.
- (11) *suggested* that IRSS Studies should end with conclusions and takeaway messages.

6. IRSS Sustainability

6.1. Analysis of recommendations to support the transition of IRSS to a sustainable system

[20] The Secretariat presented the report on *Analysis of recommendations to support the transition of IRSS to a sustainable system*⁴. This report had been shared with the IC Sub-group on IRSS for review and stood as a support document for the discussion on the proposed recommendations during the Sub-group meeting IRSS-VM02.

³ IRSS-VM02_03_SG_2021_Jul

⁴ IRSS-VM02_04_SG_2021_Jul

- [21] The study was carried out in response to a request from the IC to have a clear message on the benefits of the IRSS and a proposal on how the IRSS might be embedded into the day-to-day work of the IPPC Secretariat to support the CPM and its subsidiary bodies. The objectives of the study were to analyze the history of the IRSS in order to: identify major factors to be considered to shift the IRSS from the current project management cycles to a sustainable system; develop guidance to shift the IRSS to a sustainable system; and prepare a proposal for a sustained system embedded in the IPPC Secretariat for presentation to the IC via the IC Sub-group on IRSS and to be further proposed for CPM adoption. Data to support the analysis of the history of the IRSS and lessons learned was collected through a review of documents related to the IRSS and interviews with the IPPC Secretariat and members of the IC Sub-group on IRSS. This information was used to identify major factors to consider in the transition to a sustainable system, including the system design and its execution.
- [22] The Secretariat presented an overview of the study which covered background information, the approach used, some of the key findings and recommendations on how to transition the IRSS to a sustainable system.
- [23] The key findings and recommendations for next steps presented during the meeting are also listed in Appendix 3.
- [24] The Subgroup discussed the report's findings and recommendations. The subgroup noted that:
- The report was considered to be clear and comprehensive.
 - The background information on the history of the IRSS was appreciated.
 - They supported most of the recommendations of the report.
 - The report should be published and, given the length of the report, an executive summary is needed.
- [25] The Sub-group also requested that the presentation given during the meeting be shared for internal coordination purposes within the NPPOs. There was a general agreement that a name change was needed for the IRSS. There was support for changing the name to "IPPC Observatory" for example; since this name would better reflect the purpose of the IRSS and would also translate well. The Sub-group also supported the development of a statement of purpose.
- [26] Also, it was noted that the work of the IRSS overlaps with the work of some of the other IPPC Committees and that streamlining the objectives of the IRSS is necessary. There was support for the recommendation that the IRSS should be limited to collecting and communicating information and not be responsible to address directly the gaps or issues identified.
- [27] The Sub-group supported the recommendation to embed the IRSS in the Secretariat but more discussion is needed on where it should be placed.
- [28] With respect to the recommendation to adopt a more formal approach for the management of the IRSS, there was a suggestion to keep the management structure simple and not to involve too many participants.
- [29] With respect to the recommendations on communications and reporting, one member of the Sub-group noted that in the past the IRSS reports were the only outputs, and these were often too detailed and incomprehensible to everyone but subject matter experts. Reports should be kept simple and written in a way to be accessible to a wide audience. They should include takeaway messages for NPPOs.
- [30] The RPPO Representative indicated that reports had been shared with the RPPOs, and half of the RPPOs had provided feedback. In general, they were on board with the recommendations. With regards to the baseline funding, there was a question from EPPO whether including the IRSS as a standard function would lead to a decrease in funding other aspects of the IPPC work programme, and how funding would be reallocated.
- [31] The SC representative indicated that the report had been circulated to SC members. He agreed that a new name would be clearer. He also indicated that the best placement of the IRSS within the IPPC

Secretariat is not yet clear. Long-term planning with support from experts and a communication plan are needed.

[32] The Secretariat suggested that the IRSS should have a three-year work plan instead of a yearly workplan. Horizon scanning is also needed to provide a mechanism for better understanding the state of plant protection in the world as specified in the Convention.

[33] It was proposed to include the IRSS sustainability study onto the agendas of the Bureau and the TC RPPOs. The Secretariat offered to give a presentation on the study if needed.

[34] The IC Sub-group on IRSS:

- *Reviewed* the report on analysis to support the transition to a sustainable Implementation Review and Support System and provided comments.

[35] *Agreed to:*

- (12) *Circulate* the report and the recommendations to the SC, IC, RPPOs and Bureau for comments by the 31 August 2021;
- (13) *Finalize* the report on the analysis to support the transition to a sustainable Implementation Review and Support System by September to be sent for publication;
- (14) *Introduce* the topic to the IC at its meeting in September 2021;
- (15) *Finalize* the recommendations on the preferred options to transition to a sustainable IRSS based on the comments received and draft the CPM paper considering the discussions at the meeting of the IC Sub-group on IRSS in October
- (16) *Present* to the IC in November 2021 the recommendations to transition to a sustainable IRSS which will be submitted for approval to CPM.
- (17) *Include* the recommendations for transition to a sustainable IRSS in the agenda for the next meetings of the Bureau and the TC RPPOs.
- (18) *Include* in the agenda of the IRSS webinar (December 2021) discussions on the way forward for the transition to a sustainable IRSS and take into account this feedback in the recommendations proposed for CPM adoption.
- (19) *Present* the proposal for a sustainable IRSS to the CPM for adoption.
- (20) *requested* the Secretariat to draft a paper on horizon scanning for the Sub-group meeting in October 2021.

7. IRSS Work Plan

7.1. Review of activities updated

[36] The Secretariat presented the paper⁵ on the updates to the 2021 IRSS Work plan. The proposed schedule to deal with the IRSS priority 1 topics was detailed according to the prioritization agreed by the Sub-group on the IRSS topics. It was highlighted that a IRSS communication plan will be developed by the IRSS communication and visibility consultant.

[37] The Secretariat explained the importance to develop an IRSS 3 years' Work plan (2022-2024) for a better planning after the end of the current Third cycle.

[38] In addition, the Secretariat draws the attention of the Sub-group on newly adopted FAO Strategic Framework and the need to harmonize the IRSS documents considering this Framework.

⁵ IRSS-VM02_05_SG_2021_Jul

[39] One Sub-group member proposed that the updated IRSS Factsheet could be presented during the IRSS webinar in December 2021. The Secretariat suggested postponing the update of the IRSS Factsheet until the work on IRSS sustainability will be completed.

[40] The IC Sub-group on IRSS:

- (21) *Noted* the changes in the 2021 Implementation Review and Support System work plan.
- (22) *Selected* Sub-group lead for the following IRSS activities:
- (23) Mr Francisco GUTTIEREZ as the lead for the Study on Developing Guidance on Risk-based Border Management (2019-13, Priority 1)
- (24) Ms Faith NDUNGE as the lead for the Study on the IPPC Diagnostic Protocols (2019-14, Priority 1)
- (25) Mr Dominique PELLETIER as the lead for the Third IPPC General Survey (2018-54, Priority 1)
- (26) Selected Ms Kuy-Ock YIM as a Sub-group lead to develop a paper for the CPM Focus group on the Implementation of the IPPC Strategic Framework's 2020-2030 Development Agenda Items on the consideration of the topic to develop baseline measures to monitor the impacts of and record/report benefits of the Strategic Framework 2020-2030 (2018-52).
- (27) Agreed to postpone the update of the IRSS Factsheet until the CMP decision on IRSS sustainability.

8. Any Other Business

[41] No additional agenda item point was discussed during the meeting.

9. Date and Arrangement of the Next Meeting

[42] The Third virtual IC meeting of the IC Sub-group on IRSS will be held on 20 October 2021, at 14:00 Rome time (CEST).

10. Evaluation of the Meeting Process

[43] The Secretariat launched the zoom poll and invited the participants to provide their feedback on the meeting in order to improve the next meeting.

11. Close of the Meeting

[44] The Chairperson thanked everyone for their participation. The IPPC Secretariat also thanked the participants and closed the meeting.

Appendix 1**AGENDA OF THE MEETING N° 2***(Updated 2021-07-02)***IC SUB-GROUP ON Implementation Review and Support System (IRSS)****Start: 2021-07-21 at 14:00 (Rome, time)**

	Agenda Item	Document No.	Presenter
1.	Opening of the Meeting		
1.1	Opening by the IFU Team lead		LARSON
2.	Meeting Arrangements		
2.1	Election of the Chairperson		LARSON
2.2	Election of the Rapporteur		CHAIRPERSON
2.3	Adoption of the Agenda	IRSS-VM02_01_SG_2021_Jul	CHAIRPERSON
3.	Administrative Matters		
3.1	Review of meeting documents		KOUMBA
3.2	List of participants		CZERWIEN
4.	Update on the IRSS activities		
4.1	General updates on the IRSS activities since the VM01	IRSS-VM02_02_SG_2021_Jul	KOUMBA
4.2	Update on IRSS publications: <ul style="list-style-type: none"> - Report a critical assessment and analysis of the 2012 and 2016 IPPC general surveys - Good practices for monitoring and evaluation of national phytosanitary systems: Learning from three case studies - Baseline study on the successes and challenges of implementation of pest free areas - Monitoring and evaluation framework for the IPPC community: Guidance for monitoring and evaluation in support of the implementation of the IPPC Strategic Framework (2020-2030) - Good operating practices for conducting IPPC Surveys 	Oral report	LARSON/ KOUMBA
5.	IRSS list of topics		
5.1	Call for IRSS topics: Review of submissions received	IRSS-VM02_03_SG_2021_Jul	KOUMBA
6.	IRSS sustainability		
6.1	Analysis of recommendations to support the transition of IRSS to a sustainable system	IRSS-VM02_04_SG_2021_Jul	BATEMAN
7.	IRSS work plan		
7.1	Review of activities updated	IRSS-VM02_05_SG_2021_Jul	KOUMBA
8.	Any other business		CHAIRPERSON

	Agenda Item	Document No.	Presenter
9.	Date and arrangement of the Next Meeting		KOUMBA
10.	Evaluation of the meeting process		CZERWIEN
11.	Close of the Meeting		CHAIRPERSON / LARSON

Appendix 2**Participants list IRSS VM02 meeting**

Role	Name, Organization, Address, Telephone	Email address
IC member (Lead)	Mr Dominique PELLETIER Horticulture Program Specialist Canadian Food Inspection Agency Regulatory Cooperation Division T1-4 1400 Merivale Rd. Ottawa, Ontario, K1A 0Y9 Canada Tel:(613) 773-6492	dominique.pelletier2@canada.ca ;
Bureau Representative	Mr Fuxiang WANG Deputy Director General, National Agriculture Technical Extension and Service centre (NATESC) Ministry of Agriculture Room 630, Building No. Mai Zi Dian Street Chao Yang District, Beijing 100125 CHINA Ph.: 86-10-59194548 Fax.: 86-10-59194517 Mob.: 86-10-13701330221	wangfuxiang@agri.gov.cn ; ;
SC Representative	Mr Álvaro SEPÚLVEDA LUQUE Ingeniero Agrónomo / Encargado de Importaciones Servicio Agri-cola y Ganadero Servicio Agrícola y Ganadero División Protección Agrícola y Forestal Av. Bulnes No. 140, 3er. Piso. Santiago de Chile Chile Tel: +56 2 23451454 Fax:+56 2 2345 1203	alvaro.sepulveda@sag.gob.cl asepulvedal@hotmail.com
RPPO Representative	Ms Juliet Goldsmith Plant Health Specialist Caribbean Agricultural Health and Food Safety Agency (CAHFSA) Letitia Vriesdelaan #10 Paramaribo, Suriname Mobile: +597-725-2922	juliet.goldsmith@cahfsa.org ;
Observer	Ms Lisa Ferraro	lisa.ferraro@gmail.com
IPPC Secretariat	Mr Descartes Koumba Agricultural Officer Viale delle Terme di Caracalla, Rome, Italy	descartes.koumba@fao.org

IPPC Secretariat	Mr Leonardo Scarton Intern Agricultural Officer Viale delle Terme di Caracalla, Rome, Italy	leonardo.scarton@fao.org
IPPC Secretariat	Mr Brent Larson Agricultural Officer Agricultural Officer Viale delle Terme di Caracalla, Rome, Italy	brent.larson@fao.org
IPPC Secretariat	Ms Sarah Brunel Agricultural Officer Agricultural Officer Viale delle Terme di Caracalla, Rome, Italy	sarah.brunel@fao.org
IPPC Secretariat	Mr Riccardo Mazzucchelli Public information specialist Agricultural Officer Viale delle Terme di Caracalla, Rome, Italy	riccardo.mazzucchelli@fao.org
IPPC Secretariat	Ms Melanie Bateman Agricultural Officer Viale delle Terme di Caracalla, Rome, Italy	melaniebateman@zoho.com
IPPC Secretariat	Ms Janka Kiss Phytosanitary specialist Agricultural Officer Viale delle Terme di Caracalla, Rome, Italy	janka.kiss@fao.org

Appendix 3

Summary of major factors for consideration in the transition to a sustainable IRSS

Major Factor	Findings	Recommendations
<i>System design</i>		
Name and vision	<ul style="list-style-type: none"> The current name of the IRSS does not provide clarity on what the IRSS does. A shared vision of the purpose of the IRSS has not been identified and reflected, and as a result not everyone in the IPPC Community knows what the IRSS is for. 	<ul style="list-style-type: none"> Consider changing the name to something which better reflects the system's vision, mission and objectives. Develop a statement of purpose, mission statement and / or vision statement.
Scope	<ul style="list-style-type: none"> There is confusion about the scope of the IRSS and what its activities and outputs should be. 	<ul style="list-style-type: none"> Develop a statement of scope which reflects the cross-cutting support the IRSS provides to respond to the information needs of all aspects of the IPPC work programme
Integration into the IPPC Secretariat	<ul style="list-style-type: none"> Clear support for embedding the IRSS in the Secretariat but placement unclear 	<ul style="list-style-type: none"> To ensure that the cross-cutting function is delivered efficiently, consider a structured management approach, e.g. maintain the current membership with cross cutting representation and further clarify roles as needed
Relationship to the IPPC Strategic Framework 2020-2030	<ul style="list-style-type: none"> Theory of Change for the IPPC Community has been approved that illustrates how the work of the Core Activities supports the mission, strategy and goals of the IPPC, FAO and the SDGs IRSS should be able to jumpstart some new activities envisioned by the Strategic Framework 	<ul style="list-style-type: none"> Map the IRSS onto the Theory of Change Show cross cutting contribution to the IPPC Core Activities and to the results chain
Guiding principles	<ul style="list-style-type: none"> Certain high-level points were flagged repeatedly in interviews and documents 	<ul style="list-style-type: none"> Consider including a list of "Guiding principles" in the system description
System objectives, outputs and work plan development	<ul style="list-style-type: none"> The system was designed prior to establishment of the IC and the current IPPC Secretariat Units Much of the IRSS documentation still lists three components (Implementation Review, Implementation Support and Implementation Response) In practice some of these components may be better addressed by other groups 	<ul style="list-style-type: none"> IRSS objectives, expected outcomes, outputs and work packages should be reviewed and updated as needed The objectives, outcomes, outputs and major work packages listed in project documents should not differ from the system description which is approved by the appropriate IPPC oversight body

	<ul style="list-style-type: none"> • There are various descriptions of the objectives, purpose and deliverables of the IRSS, which are generally similar in spirit but often differ in the specifics • Long-term plan is lacking. Currently, the IRSS is not continuous. 	
Funding model	<ul style="list-style-type: none"> • Several issues identified with funding IRSS funding model, e.g. related to ownership, transparency, continuity, etc. 	<ul style="list-style-type: none"> • IRSS should be fully integrated into the IPPC and supported with baseline funding and adequate staff • Project funds should cover priorities which have been identified above the baseline • Explore options such as development of joint proposals, participation in consortia, in-kind contributions of expertise, etc. • Consider establishing a forum with representation from the IC Sub-group on IRSS, the IPPC Secretariat, donors and others as relevant
Communications	<ul style="list-style-type: none"> • Reporting and broader communications have sometimes been inadequate • The reach of IRSS studies has been largely limited to the internal IPPC community • More outreach, particularly at national level, is needed • Webinars can reach wider audiences 	<ul style="list-style-type: none"> • Develop a common approach to communicate on all IRSS activities on an ongoing basis • Analysis of stakeholders' communications needs should be carried out, and the communications strategy should address these needs • Consider carrying out a "mini" stakeholder analysis to identify communication needs whenever new studies are published
Monitoring, evaluation and learning	<ul style="list-style-type: none"> • Relationship to the overall IPPC M&E framework is unclear • Shared measures of success for the IRSS are lacking • Evidence of impact is anecdotal 	<ul style="list-style-type: none"> • Define how IRSS fits into the overall IPPC M&E framework • Monitoring should be done against the annual work plan • The system's contribution to the overall IPPC chain of results should be assessed • Collect feedback on IRSS outputs
Change management	<ul style="list-style-type: none"> • Change have been made over time, but these were usually reactive and awareness level in the IPPC Community may not be high 	<ul style="list-style-type: none"> • Carry out stakeholder analysis to guide who should be involved, consulted and informed regarding the update to the system • Consider formalizing the approach to the transition
<i>Execution of the IRSS</i>		
Process of updating and managing the work plan	<ul style="list-style-type: none"> • Advanced planning needed, e.g. 6 months out 	<ul style="list-style-type: none"> • Prepare annual budgets and secure resources once agreed

	<ul style="list-style-type: none"> • IPPC Community also appreciates the flexibility of the IRSS • Current topic submission process appreciated but guidance is needed for selecting and prioritizing topics 	<ul style="list-style-type: none"> • Only take on new priorities if new resources are made available and timeframes are reasonable • Revise topic submission form as necessary to ensure that sufficient detail is collected • Develop criteria for selecting and prioritizing topics
Study design and delivery	<ul style="list-style-type: none"> • More engagement with the groups requesting studies is needed at the design stage • Lots of feedback related to data collection, e.g. data sources, survey design, addressing biases, improving response rates, survey dissemination, record keeping • The intended result of the studies is not always clear – there needs to be an idea of what aim and possible outcomes of the study is • Feedback indicated that NPPOs find the surveys create a lot of work and the NPPOs do not see the benefit in participating 	<ul style="list-style-type: none"> • Studies should proceed based on TORs which clearly outline the goals, outputs, outcomes and potentially even the methodology • Direct feedback loop needed between IRSS study authors and the group requesting the study • Consider secondary sources of data • Identify mechanisms to increase participation in surveys. Need to engage contracting parties for participation and for reliable data. • Apply best practices for survey design
Reporting	<ul style="list-style-type: none"> • Highly informative reports by subject matter experts considered highly credible and much appreciated • Overall quality and style of reports was uneven 	<ul style="list-style-type: none"> • Continue to recruit subject matter experts to address technical topics • Use tools such as author guidelines and reviewer checklists to help ensure consistency and to streamline processes • Consider adopting a standardized reporting model with takeaway messages targeted at NPPOs