



# Chief Executives Board for Coordination

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## High-level Committee on Programmes

Intersessional meeting (virtual)

25 June 2025

### Report of the High-level Committee on Programmes on its intersessional meeting on transnational organized crime and demographic change for sustainable development

#### I. Introduction

1. The High-level Committee on Programmes (HLCP) of the United Nations System Chief Executives Board for Coordination (CEB) held a virtual intersessional meeting on the topics of transnational organized crime and demographic change for sustainable development on 25 June 2025. The agenda of the meeting and the list of participants are contained in annexes I and II to the present report.

2. The Chair of the Committee, the Under-Secretary-General and Executive Director of the United Nations Environment Programme, Inger Andersen, welcomed the Committee members and recalled the decision that HLCP had taken at its forty-ninth session to convene a virtual intersessional meeting in order to act quickly to follow up on the agenda items on transnational organized crime and demographic change for sustainable development.

3. She also recalled that, at the same session, members had reflected on challenges their organizations were facing, as well as opportunities presented by the UN80 Initiative launched by the Secretary-General. She reported that she had briefed the Secretary-General and CEB members on the Committee's discussion. To the Board, she had relayed some of the sentiments that HLCP members had expressed about the broad "chilling effect" felt across the United Nations family; the pressure on organizations to return to core mandates; and the need to work faster, smarter, more efficiently and in a more integrated way. She had conveyed the Committee's position that programming prerogatives needed to drive decisions. Moreover, she had affirmed that HLCP was united in its dedication to the values enshrined in the Charter of the United Nations and international law, and indicated that it could serve as a forum for the United Nations system to think through the implications of the emerging paradigm shift in development cooperation and to identify ways for United Nations entities to strategically respond and adapt to the new geopolitical realities, both individually and collectively. The Secretary-General had acknowledged that HLCP had an important role in helping to find solutions to some of the difficulties facing United Nations system organizations. He had also encouraged the Committee to continue to advocate



the values and principles espoused by the United Nations and to prioritize programmatic perspectives in the face of financial pressure.

## **II. Transnational organized crime**

4. The Chair invited the Committee to turn its attention to the agenda item on transnational organizational crime. She recalled that the Committee, at its forty-eighth session, had agreed to develop a common United Nations system approach to preventing and addressing transnational organized crime and had established a task team to advance that work under the leadership of the United Nations Office on Drugs and Crime (UNODC). At its forty-ninth session, HLCP had received a presentation of the findings of a mapping of existing workstreams, ongoing coordination and related operational challenges for addressing transnational organized crime across the United Nations system. During the intersessional meeting, the Committee was invited to consider two additional outputs produced as part of the first phase of the task team's work: a conceptual framework, intended to serve as a foundational document for the common approach, for its approval; and a provisional outline of the common approach, for its feedback and guidance. The two documents reflected guidance previously provided by HLCP members, as well as insights obtained as a result of the mapping exercise, three regional dialogues (for Africa, Asia-Pacific and Latin America and the Caribbean) and consultations with experts from academia, civil society and the private sector. The Chair invited the Chief of Staff of the Office of the Executive Director of UNODC, Jeremy Douglas, to present the documents on behalf of the task team.

5. Mr. Douglas stated that the documents had benefited from several rounds of consultations with task team members. Those deliberations had contributed to the development of the working definition of transnational organized crime contained in the conceptual framework. They had also led to the identification of important aspects of the overall approach, including the necessity of considering how transnational organized crime affected both developed and developing countries and how different crime ecosystems intersected, and of adopting a human security lens to analyse threats, impacts and responses. The consultations had also helped to illustrate how transnational organized crime undermined State institutions and actors, such as police, justice systems and customs authorities, as well as work supported by United Nations system entities, such as peace operations and conflict prevention and development planning efforts. Specific opportunities proposed by the task team for strengthening coordination across the United Nations system included data generation, collection, sharing and analysis; the leveraging of existing coordination mechanisms; resource mobilization; joint messaging and advocacy; and joint capacity-building activities. Lastly, Mr. Douglas drew the Committee's attention to future-oriented elements of the work. He emphasized the need for the common approach to make it possible to consistently identify and address emerging trends and to leverage United Nations system foresight capacities to better assist Member States in responding to the evolving phenomenon of transnational organized crime.

6. In the ensuing discussion, Committee members expressed deep appreciation for the work of UNODC and the task team, and for the consultative drafting process. They expressed support for the human security and human rights-based approaches that had been proposed as overarching lenses for analysing the threats and impacts of transnational organized crime and for developing responses. In that context, it was advised that more emphasis be placed on the human rights and gender dimensions in the conceptual framework and the provisional outline of the common approach and, ultimately, in the common approach. Members noted the complex and evolving nature of transnational organized crime, and recognized its broad destabilizing effects and the challenges posed by the fluidity of both the actions and motivations of criminal

actors. The common approach, therefore, needed to be strategic, focused, flexible and nimble. It was essential to go beyond individual focus areas and to draw on the expertise of the whole United Nations system so as to identify interlinkages and integrate the various facets of transnational organized crime. In that regard, members particularly welcomed the forward-looking aspects that had been proposed as part of the common approach, including the suggestion of leveraging system-wide foresight, data, technology and innovation capacities, as well as regional analytical capacities.

7. Members emphasized the need to utilize existing mechanisms and instruments, including at the country level, and cautioned against the creation of new structures, platforms or trust funds. The Global Focal Point for the Rule of Law was noted as a useful United Nations system platform for coordinating inter-agency collaboration at the global level and programming at the country level. Enhancing coordination between countries and across regions was seen as an important element of the common approach. Health-related crimes, alternative development and livelihoods, internal displacement, trafficking in women and girls, and linkages between supply and demand were identified as additional areas in need of attention. Lastly, joint data-generation and analysis were suggested as areas that would benefit from greater United Nations system collaboration and where existing system-wide capacities could be leveraged; several members volunteered to jointly pursue that work.

8. In his concluding remarks, Mr. Douglas thanked the Committee for its support for the conceptual framework and for providing helpful feedback and guidance on the provisional outline of the common approach. Its input greatly facilitated the work of the task team, and the various contributions and suggestions would be taken into account in the finalization of the documents. In particular, human rights and gender considerations would be better reflected. Mr. Douglas agreed with the Committee that it was necessary to build on existing mechanisms and that the resident coordinator system and country teams had important roles in coordinating United Nations system operational activities at the national, regional and subregional levels. Common messages would serve as a useful advocacy tool for conveying a shared narrative, including on supply and demand dynamics. Several rounds of task team consultations were envisaged for the coming months, and the team would deliver the draft common approach for consideration by the Committee at its fiftieth session.

9. Concluding the discussion on the agenda item, the Chair thanked UNODC for its leadership and the task team for its work to date. She noted members' support for the conceptual framework and expressed her appreciation for the constructive comments and useful feedback on the provisional outline of the United Nations system common approach to preventing and addressing transnational organized crime. She confirmed the Committee's approval of the conceptual framework, pending the incorporation of Committee members' final suggestions, in particular regarding human rights and gender considerations, and requested the task team to take into consideration the feedback and guidance provided by HLCP in the development of the common approach.

## **Conclusion**

10. **The Committee approved the draft conceptual framework of the United Nations system common approach to preventing and addressing transnational organized crime. HLCP also requested the task team on transnational organized crime to continue to develop the draft system-wide approach to preventing and addressing transnational organized crime, taking into account its feedback and guidance, for consideration by the Committee at its fiftieth session.**

### III. Demographic change for sustainable development

11. The Chair recalled that, at its forty-ninth session, the Committee had held a foundational discussion on demographic change for sustainable development. The Committee had explored the urgent need to address shifting population dynamics and their far-reaching implications across all three pillars of sustainable development. Members had underscored the fact that global demographic trends required a coherent and coordinated United Nations system response and holistic, forward-looking policy approaches. To that end, the Committee had decided to establish a time-bound task team on demographic change, under the leadership of the United Nations Population Fund (UNFPA) and the Population Division of the Department of Economic and Social Affairs, in order to move swiftly and build on the work of existing inter-agency coordination mechanisms. Members had stressed the importance of adopting a streamlined approach, prioritizing high-impact areas and maintaining a strong focus on tangible outputs.

12. The Chair noted that the Committee was invited to consider the draft terms of reference for the task team on demographic change, which had been developed by the co-leads in consultation with the other members of the task team. The Chair invited the Assistant Secretary-General and Deputy Executive Director (Programme) of UNFPA, Diene Keita, and the Director of the Population Division, John Wilmoth, to present the draft terms of reference.

13. In her presentation, Ms. Keita underscored the profound implications of demographic shifts for labour markets, care systems, social protection, inequality and governance. Despite their significance, she noted, those trends often remained insufficiently understood and inadequately addressed, in particular in the absence of anticipatory planning. The task team served as a platform for the United Nations system to come together to develop a balanced, informed and actionable narrative; offer coordinated support; and ensure that demographic trends were integrated into sustainable development processes. The team's draft terms of reference responded to the call for a time-bound mechanism with a focused and practical agenda, reflecting a shared commitment to advancing a coherent, system-wide approach that was evidence-based, grounded in rights and responsive to the diverse demographic realities shaping the world. Ms. Keita noted that a phased, two-year approach had been proposed, with the aim of the first phase (June 2025–April 2026) being to produce outputs that could be leveraged in intergovernmental processes and upcoming global conferences, including the Second World Summit for Social Development and the fifty-ninth session of the Commission on Population and Development. She stressed the need to build on existing initiatives and foster synergies with ongoing efforts related to ageing, youth, migration, health and gender equality, all of which intersected with demographic change.

14. Complementing Ms. Keita's presentation, Mr. Wilmoth elaborated on the deliverables for the initial phase of the task team's work. First, it was proposed that the task team would carry out a rapid mapping of existing policy frameworks and coordination mechanisms across key thematic areas, including population data and statistics, ageing, children and young people, working-age populations, health and longevity, fertility and family planning, gender equality and international migration. The exercise would inform the work of the task team. Second, the task team would develop a set of high-level common messages to enable the United Nations system to speak with one voice on demographic change. The messages would be evidence-based and grounded in rights, and would reflect a balanced perspective on the challenges, opportunities and solutions associated with demographic trends. Those two deliverables would be presented to the Committee at its fiftieth session. The task team would then proceed to elaborate guiding principles and policy recommendations that

built on the common messages and were aligned with relevant intergovernmental processes and United Nations norms and standards, and to develop a proposal for a United Nations system-wide approach to demographic change, for consideration by the Committee at its fifty-first session. In closing, Mr. Wilmoth thanked the participating entities for their engagement in the work of the task team, emphasizing that the initiative reflected the collective resolve of the United Nations system to understand and address demographic change in a coordinated and forward-looking manner.

15. In the ensuing discussion, members expressed strong support for the draft terms of reference and commended the co-leads for facilitating an inclusive consultation process. The timeliness and importance of addressing demographic change as a cross-cutting issue with wide-ranging implications for sustainable development was underscored. Several members emphasized the importance of ensuring visibility for different population groups, such as older persons (particularly older women), young people, children and migrants, in the work of the task team. They also highlighted the need for a balanced narrative that reflected both the challenges and the opportunities generated by demographic change, including in areas such as ageing and migration, and stressed the value of inclusive approaches that reflected the diverse realities and contributions of various population groups. The importance of maintaining a focus on policy coherence, avoiding duplication and ensuring that the work of the task team was aligned with intergovernmental processes and global frameworks, including the Pact for the Future, was also emphasized. Members welcomed the key outputs proposed under phase 1 of the work and noted the need to create synergies with existing inter-agency mechanisms and to support ongoing global initiatives. They proposed a number of refinements to enhance the clarity and coherence of the draft terms of reference.

16. In response to the discussion, the co-leads expressed their appreciation for the Committee's strong support and constructive feedback. They welcomed the proposed refinements and confirmed that they would incorporate suggestions aimed at strengthening the draft terms of reference, including those suggestions related to the visibility of specific population groups. They acknowledged the importance of presenting a balanced narrative that reflected both the challenges and opportunities generated by demographic change. The co-leads looked forward to continued collaboration and remained committed to an inclusive and coherent approach as the task team advanced its work.

17. The Chair thanked members for their thoughtful comments on the draft terms of reference and expressed her appreciation to the co-leads and members of the task team for the well-considered document. The Chair noted that the Committee stood ready to approve the draft terms of reference, including as they related to the outputs of phase 1 of the task team's work, pending minor adjustments. She looked forward to the fiftieth session of HLCP, at which the co-leads would present the findings of the mapping exercise and the draft common messages on demographic change for sustainable development for the Committee's consideration.

## **Conclusion**

**18. The Committee approved the terms of reference for the task team on demographic change (see annex III).**

## **Annex I**

### **Agenda**

1. Transnational organized crime.
2. Demographic change for sustainable development.

## Annex II

### List of participants

**Chair:** Inger Andersen (United Nations Environment Programme)

**Acting Secretary:** Xenia von Lilien (High-level Committee on Programmes of the United Nations System Chief Executives Board for Coordination)

<i>Entity</i>	<i>Name</i>
Food and Agriculture Organization of the United Nations	Beth Crawford
International Atomic Energy Agency	Nuno Luzio
International Labour Organization	Dorothea Schmidt-Klau
International Monetary Fund	Robert Powell
International Organization for Migration	Pär Liljert
International Telecommunication Union	Ursula Wynhoven
Joint United Nations Programme on HIV/AIDS	Ninan Varughese
Office of the United Nations High Commissioner for Refugees	Sajjad Malik
United Nations	
Department of Economic and Social Affairs	John Wilmoth
	Cheryl Sawyer (HLCP task team on demographic change)
Department of Global Communications	Robert Skinner
Department of Political and Peacebuilding Affairs, Peacebuilding Support Office	Awa Dabo
Development Coordination Office	Gonzalo Pizarro
Executive Office of the Secretary-General	Karima El Korri
Office for the Coordination of Humanitarian Affairs	Quynh Tran
Office of Counter-Terrorism	Tamara Anderson
Office of the United Nations High Commissioner for Human Rights	Rio Hada
Regional commissions	Yera Ortiz de Urbina
United Nations Office for Disaster Risk Reduction	Paola Albritto
United Nations Office on Drugs and Crime	Jeremy Douglas
United Nations Children's Fund	Kirsten Di Martino
United Nations Conference on Trade and Development	Diana Camerini
United Nations Development Programme	Marcos Neto
United Nations Educational, Scientific and Cultural Organization	Zazie Schäfer

<i>Entity</i>	<i>Name</i>
United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women)	Aparna Mehrotra
United Nations Environment Programme	Ligia Noronha
	Isabella Marras
United Nations Human Settlements Programme (UN-Habitat)	André Dzikus
United Nations Industrial Development Organization	Denis Ulin
United Nations Office for Project Services	Kirstine Damkjær
United Nations Population Fund	Diene Keita
	Alessio Cangiano (HLCP task team on demographic change)
United Nations University	David Passarelli
Universal Postal Union	Elise Servat
World Bank Group	Farhad Peikar
World Health Organization	Werner Obermeyer
World Intellectual Property Organization	Pragya Chaturvedi
World Meteorological Organization	Laura Paterson
World Tourism Organization	Dilyor Khakimov

**United Nations System Chief Executives Board for Coordination secretariat**

Maaike Jansen  
 Remo Lalli  
 Federica Pietracchi  
 Cheryl Stafford  
 Laura Ribeiro Rodrigues Pereira  
 Laurent Mottier  
 Florian Wintermeyer  
 Fabienne Fon Sing  
 Ulysses Bergel



## Annex III

### Terms of reference for the task team on demographic change of the High-level Committee on Programmes

#### I. Context and background

##### A. The demographic landscape of many countries is changing rapidly

1. Global demographic trends underpin significant transformations that profoundly affect sustainable development. Three such demographic megatrends that are affecting people and societies across the globe are of special relevance to the United Nations system:

- **Population growth and decline.** Although the world's population continues to grow, with an expected addition of 2 billion people over the next 50–60 years, rates of population growth vary significantly across regions and countries. Some nations are experiencing rapid growth, while others are facing population decline. By 2054, the population is projected to double in 9 countries, while in 63 countries, the population peaked before 2024 and is expected to continue to decline. Currently, one in every four people lives in a country where the population has already peaked. These shifts have implications for inclusive and sustainable economic growth, gender equality and women's empowerment, and may also affect access to resources and social services.
- **Population ageing.** The global number of persons aged 65 or older is projected to double over the next 30 years. While many countries, including most countries in sub-Saharan Africa, still have relatively large youth populations, ageing is a reality in all countries, and is often most pronounced in rural areas. Population ageing poses challenges to social security systems, healthcare, care systems and labour markets, with crucial gender dimensions. For instance, an older woman is twice as likely as an older man to live alone, and significantly more likely to lack access to adequate pension income or social protection. At the same time, population ageing presents opportunities for leveraging the experience and contributions that older people make to their families, their local communities and society more broadly.
- **International migration.** The number of international migrants has doubled in the past 30 years, reaching 304 million in 2024. Although migrants constitute a small share of the global population (less than 4 per cent), their contribution to inclusive growth and sustainable development in origin, transit and destination countries is substantial. It is critical to facilitate safe, orderly and regular migration; reduce the incidence and negative impacts of irregular migration; and ensure respect for, and protection and fulfilment of, migrants' human rights.

##### B. Limited insights into global demographic trends risk shaping narratives and policies that fall short of addressing actual needs

2. Because the implications of global demographic trends are not yet fully understood, anxiety about demographic change is apparent in a growing number of countries – this includes both long-standing concerns about rapid population growth and more recent concerns about population ageing and decline. Narrow or negative framing of demographic trends risks reinforcing ageism and reversing decades of progress in women's empowerment, particularly with regard to sexual and reproductive health and rights, and economic participation. At the same time,

misinformation and a lack of understanding of the benefits and challenges of international migration – and of the demographic, economic, social and environmental changes that have implications for, and result from, migration – have contributed to a proliferation of false and misleading narratives. The promotion of an evidence- and rights-based discourse on how to anticipate and adapt to these ongoing demographic changes would enable policymakers to increasingly integrate such considerations into planning processes and policies, with a view to more effectively fostering positive social and economic development.

3. While effective collaboration on some aspects of demographic change is already well established within the United Nations system, conversations about issues such as ageing, youth, migration, sexual and reproductive health and gender equality, as well as relevant intersections, are often disconnected from, rather than integrated into, the context of changing demographics. This leads to a lack of visibility and understanding, within the United Nations, of the importance of demographic change for development policies, thus limiting the system's ability to provide effective, coordinated policy development and planning support to Member States.

4. The High-level Committee on Programmes (HLCP) plays a pivotal role in ensuring system-wide coordination and policy coherence. The task team will contribute directly to the fulfilment of the mandate of HLCP by fostering inter-agency dialogue and providing practical guidance on demographic change and responses to it. The task team will leverage the expertise of the different HLCP members, who bring unique perspectives to the table. A collaborative approach will facilitate knowledge-sharing and enable the development of innovative policy responses and solutions.

## II. Objectives

5. The overarching objectives of the time-bound task team are: (a) to promote balanced and informed narratives about the implications of demographic change, (b) to promote system-wide coherence with respect to policy responses to demographic change in order to improve the coordination of the programmatic support provided to Member States and (c) to promote the effective integration of demographic trends into processes intended to advance sustainable development in the period up to 2030 and beyond.

6. A system-wide approach will promote several outcomes:

- **Common messages to inform balanced narratives and effective policy responses.** Common messaging will allow the United Nations system to speak with one voice, grounded in evidence and system-wide experience, about both the opportunities and challenges generated by demographic trends.
- **Enhanced policy coherence.** Demographic change is connected to various development issues, including issues of health, education, decent work, social protection, gender equality, digital inclusion and economic growth; it is also linked to environmental factors and climate change. A coherent approach across the United Nations system will ensure that these linkages are well understood and are taken into account in the formulation of policies aimed at both responding to demographic change and at promoting sustainable development, including by fostering recognition of the role of international migration as a solution, not just a challenge.
- **Coordinated assistance.** Member States require comprehensive and consistent support to navigate the causes and consequences of demographic change. A coordinated approach across and within United Nations entities, at the global,

regional and national levels, will prevent duplication of efforts and ensure that countries receive tailored assistance that responds to their specific needs.

### III. Outputs and timeline

7. The task team will adopt a phased approach to deliver tangible outputs over a two-year period.

#### A. Phase 1: June 2025–April 2026

8. The task team will initially focus on promoting policy coherence, including by developing a common position on policy responses to demographic change and by strengthening and amplifying messages on demographic change. It will focus on messaging within the United Nations, as well as messages targeting Governments and the general public. Key outputs for the first year will include:

- **Mapping of policy frameworks, instruments and coordination mechanisms.** The task team will conduct a rapid review of relevant substantive work carried out under existing intergovernmental frameworks and inter-agency initiatives related to demographic change (notably, networks and working groups focused on demographic data and estimates, youth, ageing, gender equality or international migration). The task team will then summarize key policy recommendations and identify gaps. The review will serve to identify relevant reports, data (disaggregated by relevant dimensions) or platforms produced by Task Team member entities. The main findings of the mapping will be presented to HLCP at its fiftieth session.
- **Common messaging.** The task team will develop an initial set of high-level common messages aimed at addressing anxiety about demographic change and its impact on sustainable development and human rights in current public and political debates. The messages will be evidence- and rights-based and will provide a balanced approach that highlights challenges, opportunities and solutions. A document containing the messages developed will be submitted to HLCP at its fiftieth session for review and approval. The common messaging will be shared, as appropriate, at co-sponsored and other events convened by interested members of the task team, possibly including the Second World Summit for Social Development (to be held from 4 to 6 November 2025 in Qatar), the sixty-fourth session of the Commission for Social Development and the fifty-ninth session of the Commission on Population and Development, to be held in 2026.
- **Proposal for a system-wide approach.** The task team will further develop the initial common messages to produce a paper featuring a set of United Nations system guiding principles and policy recommendations designed to facilitate support to Member States and other stakeholders. The recommendations will be aligned with intergovernmental processes and United Nations norms and standards. They will promote a common understanding of strategic responses to demographic realities that are based on evidence and foresight and are grounded in the principles of respect for human rights, non-discrimination, gender equality, age-sensitivity, social inclusion and intergenerational solidarity. The paper will propose a common system-wide approach to demographic change and will be submitted for review and approval by HLCP at its fifty-first session.

## B. Phase 2: May 2026–April 2027

9. Building on the outputs of the first phase, and bearing in mind the available resources and capacities, as well as priorities, the task team will develop, for the consideration of HLCP, a plan of activities for the second year that will focus on more programmatic and operational deliverables. The following are indicative examples of phase 2 outputs:

- **System-wide approach to demographic change.** This output would be developed in accordance with the proposal considered by HLCP during the first phase of work.
- **Guidelines for integrating demographic change into United Nations strategic foresight, analysis and long-term planning.** Such an output could also inform the preparations for the review of the implementation of the Declaration on Future Generations to be held at the eighty-third session of the General Assembly.
- **Guidelines for country support.** In order to operationalize the system-wide approach, practical guidelines for United Nations country teams and regional mechanisms on integrating demographic change into national development strategies could be developed and disseminated, in collaboration with the United Nations Sustainable Development Group.
- **Report on impacts of demographic change on sustainable development beyond 2030.** Such a report could provide evidence to support the inclusion of demographic change in national development strategies, sectoral development plans, macroeconomic reviews, public budgets and the post-2030 development agenda.
- **Advocacy and communication strategy.** Such an output would be developed based on the common messages approved by HLCP during the first phase of work.

## IV. Membership and working methods

10. The task team is co-led by UNFPA and the Department of Economic and Social Affairs and is open to all HLCP member entities. Each entity is invited to appoint primary and secondary focal points, who will regularly and actively participate in exchanges and meetings and contribute to the delivery of outputs.

11. As a priority, the task team will seek to leverage existing coordination mechanisms and networks, including relevant inter-agency working groups, and to benefit from their work and insights. In addition to the 2030 Agenda for Sustainable Development, the work will be aligned with existing frameworks, such as the Programme of Action of the International Conference on Population and Development, adopted in 1994, and the Madrid International Plan of Action on Ageing, 2002, which provide solid normative foundations for addressing demographic change within a human rights framework. The task team will also leverage other relevant global platforms, initiatives and agreements (such as the Commission on Population and Development, the Commission for Social Development, the Global Compact for Safe, Orderly and Regular Migration, the United Nations Decade of Healthy Ageing (2021–2030) and the Pact for the Future) to guide its work.

12. Moreover, the task team may engage with stakeholders, including from academia, the private sector and civil society. UNFPA and the Department for Economic and Social Affairs, in consultation with other members of the task team, may convene meetings of experts to glean inputs that can inform and guide the team's work.

13. The work of the task team is time-bound and will conclude upon its submission of agreed outputs. The task team may propose the establishment of, inter alia, a standing coordination mechanism, communities of practice, peer-to-peer exchanges or advisory support for normative processes in its final recommendations to HLCP.

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