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# BEYOND THE HORIZON

INTERNATIONAL NEWSLETTER FROM THE SWISS FEDERAL STATISTICAL OFFICE



From economic growth to sustainable well-being: the UN's Beyond GDP agenda – page 2.

## EDITORIAL

## METADATA FOR AI, TRUSTWORTHY DATA FOR THE WORLD

Most people are less and less likely to seek out statistical information or datasets themselves. Instead, it is AI systems that select and present information and data – because that is what users ask them to do. Large language models (LLMs) in particular are becoming the main interface between people and information.

This is a profound transformation for national statistical systems. When AI systems determine which information is seen, we again have to ask the question: How does a machine recognise trustworthy data? International solutions are needed. One such solution is the Trusted Data Observatory (TDO), an international initiative led by Switzerland and the Federal Statistical Office. The TDO

is explicitly intended to be a metadata platform, not a database. The objective is to show where reliable datasets are located and what is in them, to make this data discoverable worldwide for both humans and machines. The TDO was discussed at length at the Geneva Data Community Meeting on 16 April 2026. A Swiss idea has become a structured, globally supported project, one that underscores Geneva's role as a place where international organisations, research and politics work together on future issues. The report featured in this newsletter takes a closer look.

The impact of AI is also evident in how it is changing established ways of thinking. Until now, the focus has been primarily on the data

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itself; metadata was often maintained as an afterthought, if at all. As a result, much of the data wasn't used to its full potential. Today, it is clear that not only data but also metadata are vital – that is, information on the origin, quality, up-to-dateness or methodology of datasets. The quality of this metadata is essential for AI systems to recognise data as trustworthy, interpret it correctly and reproduce it accurately. Many people working with data are witnessing a paradigm shift towards a 'metadata-first' approach. The Kigali City Group, an international working group led by the National Institute of Statistics of Rwanda, is also addressing such issues. In this newsletter, its director Ivan Murenzi reports on progress towards AI readiness.

The Federal Statistical Office (FSO) is part of these developments and is itself undergoing a transformation. Through a programme running from 2025 to 2027, the FSO is adapting its organisation, processes and culture to current and future requirements. The aim is to create a modern federal office that consistently releases user-oriented data – increasingly also for machines. The FSO is therefore establishing the conditions for systematically AI-ready data.

Consider these elements together and the vision is clear. If we provide AI with robust metadata, we unlock a future of trustworthy data. Seen in this light, the Trusted Data Observatory, the Kigali City Group and the

FSO's transformation programme pursue a common goal: to ensure that decisions are made on the basis of trustworthy data, both today and in the future.

I hope you enjoy this edition, and as always, thanks for reading.

**Georges-Simon Ulrich,**  
Director General,  
Federal Statistical Office

## WHAT COMES BEYOND GDP? INSIDE THE UN'S PUSH FOR BETTER MEASURES OF PROGRESS AND DEVELOPMENT

On 2 March 2026 at the [High-level Forum on Official Statistics](#), the UN Secretary-General's independent [High-Level Expert Group on Beyond GDP](#) presented key elements of their upcoming recommendations for a limited number of country-owned and universally applicable indicators of sustainable development that complement and go beyond gross domestic product (GDP). The Expert Group presented their conceptual framework for

**Shantanu Mukherjee**, Acting Director, Statistics Division, UN DESA; **Guy Ryder**, Under-Secretary-General for Policy; **Georges-Simon Ulrich**, Chair of the United Nations Statistical Commission (55th session, February 2024 – 56th session, March 2026) and Director General of the Federal Statistical Office (moderator); **Nathalie Delorme**, Political Affairs Officer, Beyond Lab; **Amr Nour**, Chief Data Innovation and Capacity Branch, UN Statistics Division (DESA) (from left to right) – Photo credit: Eskinder Debebe/UN Photo



equitable, inclusive, and sustainable well-being, previewed the proposed dashboard of indicators, and outlined concrete recommendations for national governments, UN and international organisations, and the international statistical community. Their recommendations are based on the foundational principles of human rights, peace, and a livable planet, and center around today's well-being as well as tomorrow's sustainability and resilience across key domains with proposed indicators. The framework also emphasised equity between different levels of individuals, communities, countries, and global. The **final report** was officially launched on 7 May 2026. What distinguishes this initiative is not only the substance of these proposals, but also the way in which it was shaped: through a deliberately inclusive, participatory, and evidence-based approach.

Following the launch of the interim report at the World Social Summit, the Expert Group initiated an open **consultation process**, including an online survey to gather inputs from a wide range of stakeholders. A particularly important dimension of this process has been the engagement of intergenerational perspectives. The **Youth Moving Beyond GDP initiative**, a partnership between the Beyond Lab at UN Geneva, UN Trade and Development, and Rethinking Economics International, played a key role in ensuring that intergenerational perspectives were systematically integrated into the work of the Expert Group. The initiative's Youth Network, officially **launched at the Fourth Financing for Development Conference**, contributed insights throughout the process and presented its **policy recommendations** alongside the Expert Group at the **World Social Summit** to offer new ways to measure progress and well-being and better reflect what truly matters for people and planet, current and future generations.

**Ricardo Fuentes**, Lead of the Secretariat of the High-Level Expert Group on Beyond GDP (co-moderator); **Nora Lustig** and **Kaushik Basu**, Expert Group Co-Chairs; **H.E. Amina J. Mohammed**, UN Deputy Secretary-General; **Palakh Khanna**, the Youth Network on Beyond GDP representative; **Özge Aydoğan**, Director at the Beyond Lab (co-moderator) (from left to right) – Photo credit: Kristin Faessen, Beyond Lab

This experience demonstrates that participatory, evidence-based, and intergenerational engagement is not only possible, but that it adds tangible value by bringing in new perspectives and overcoming blind spots. This was strongly recognized by the Expert Group, in particular at the **High-Level Forum on Official Statistics**, opened by Georges-Simon Ulrich, Chair of the Statistical Commission. By bringing in diverse and forward-looking perspectives, it strengthens both the quality and legitimacy of the outcomes. More broadly, it offers a practical model for participatory policymaking that can be replicated in other international processes.

In his **priorities for 2026**, the Secretary-General underscored the critical importance of Beyond GDP and the recommendations of the Expert Group as one of the most immediate next steps to implement the 2030 Agenda for Sustainable Development (specifically SDG 17.19) and the Pact for the Future (Action 53). Ultimately, the Beyond GDP process illustrates that inclusive, transparent, and participatory approaches are not simply desirable, but essential for building credible, forward-looking frameworks to guide sustainable development.

The importance of this process also provides a pathway toward upcoming negotiations on the future of sustainable development, including preparations for the 2027 SDG Summit. In



**Anu Peltola**, Director of UNCTAD Statistics, Data and Digital Service; **Erin Tansey**, Director, Sustainable Inclusive Economies Program, International Development Research Centre (IDRC); **Georgia Gadotti dos Anjos**, Economistas Sin Fronteras, and **Antoine Kallab**, Associate Director, Nature Conservation Center at the American University of Beirut, both as Youth Network representatives; **Nathalie Delorme**, Political Affairs Officer, Beyond Lab (moderator) (from left to right) – Photo credit: Beyond Lab

this sense, the Beyond GDP process serves as both a substantive and procedural precedent, showing how inclusive engagement can shape global agendas more effectively.

Nathalie Delorme,  
Political Affairs Officer,  
Beyond Lab at UN Geneva



# OFFICIAL SIDE EVENT AT THE 79TH WORLD HEALTH ASSEMBLY 2026

## TRUSTED DATA IN THE AGE OF AI FOR EFFECTIVE HEALTH POLICY MAKING



Every year in May, ministers, international experts, representatives of NGOs and other stakeholders gather in Geneva for the World Health Assembly (WHA). The World Health Organization's (WHO) highest decision-making body sets global health priorities, adopts policies and guides international action. The side-events are an integral part of the WHA, providing a platform to discuss specific health topics, share experiences and advance dialogue alongside the formal proceedings.

Using such a format, the Federal Statistics Office and the Federal Office of Public Health jointly organised an event on 'Trusted Data in the Age of AI for Effective Health Policy Making'. They were supported by the ministries of health of Canada and Peru as well as the Organization for Economic Co-operation and Development (OECD) and the WHO.

The event featured a high-level panel with the health ministers of Switzerland, Canada, Peru and Rwanda, in addition to representatives from the WHO and OECD. It highlighted that high-quality, trusted, secure and interoperable data is the foundation of effective health policy-making and public trust, as also emphasised in the OECD keynote at the beginning of the event. The discussions underlined that AI-driven transformation in health systems depends on robust data governance and interoperable infrastructure. Rwanda illustrated how digital tools can strengthen health systems when supported by trusted and accessible data, while Canada underscored interoperability as a critical requirement in federal contexts.

The importance of internationally aligned standards, as promoted by the WHO, was highlighted alongside the need for a workforce equipped to implement AI-ready systems. At the same time, in line with Peru's perspective, it was stressed that governance frameworks must allow for national adaptation, respect sovereignty and keep people at the centre of digital transformation efforts.

The event also highlighted misinformation and disinformation as growing challenges in the context of emerging technologies and AI-enabled information flows. These can amplify bias and distort evidence, requiring coordinated responses across governments, international organisations, academia, civil society and the private sector.

Geneva was recognised as a central platform to advance agenda, with institutions such as

the WHO and initiatives such as the Trusted Data Observatory (TDO) playing a key role, for example in improving the discoverability and interoperability of official public data through shared metadata approaches and trusted data infrastructures.

The discussions also called for continued future engagement. The 2027 AI Summit in Geneva – hosted by Switzerland – will be an important milestone, bringing together ministers, international experts, representatives from NGOs and other relevant stakeholders. Building on initiatives such as the OECD's Madrid Action Plan and previous international summits, including the AI Impact Summit in India this past February, the AI Summit will further multilateral cooperation on AI and global AI governance.

Finally, the event demonstrated the many intersections between statistics, data, AI and public health, as well as the significant potential for further synergies across these areas. Harnessing this potential can make an important contribution to advancing better health outcomes for all, and we will continue working towards this objective.

Barbara Schedler Fischer,  
Ambassador for Global Health,  
Federal Office of Public Health



# AI READINESS FOR OFFICIAL STATISTICS: A STRATEGIC IMPERATIVE

Artificial intelligence (AI), particularly large language models, is rapidly becoming the primary interface through which users search for, access, and interpret information. This shift represents a fundamental transformation in how official statistics are consumed—and it carries profound implications for national statistical systems.

As highlighted at the United Nations Statistical Commission, ensuring that official data remain visible, accurately represented, and trustworthy in AI-mediated environments is no longer a technical consideration; it is a strategic priority. If national statistical offices do not actively shape how their data are prepared and presented for AI systems, there is a real risk that authoritative statistics may be misinterpreted, underutilised, or overshadowed by less reliable sources.

A critical challenge today is that many AI systems rely heavily on secondary or unverified sources, rather than directly engaging with structured, official datasets. As a result, AI-generated outputs may omit, misinterpret, or fail to properly attribute official statistics. Addressing this challenge requires a deliberate shift toward making official data more accessible to machines as well as to humans.

Central to this transformation is a **meta-data-first approach**. High-quality, standardised metadata enables AI systems to correctly

identify official sources, understand context, and retrieve the most current and comparable data. This includes clear definitions, data provenance, versioning, and methodological transparency. Publishing such metadata through modern platforms—including catalogues and application programming interfaces (APIs)—is essential to improving the discoverability, interoperability, and correct use of official statistics.

However, many countries face significant constraints. Fragmented data infrastructures, inconsistent metadata standards, and limited technical capacity continue to hinder progress. At the same time, gaps in licensing frameworks, data governance, and attribution mechanisms pose risks to the integrity and trustworthiness of official statistics in AI ecosystems. Without coordinated action, there is a growing risk that official statistics could lose visibility and authority in an increasingly automated information landscape.

At the same time, the opportunities are substantial. When properly integrated, AI can enhance the accessibility of official statistics, improve data integration across systems, and enable more responsive and user-centered dissemination. It can also open new pathways for policymakers, researchers, and citizens to interact with official data through intelligent platforms and automated analytical tools.

Addressing both the risks and opportunities requires collective action. The Kigali City Group on AI-Readiness of Official Data and Statistics, hosted by the National Institute of Statistics of Rwanda, provides a global platform for countries and partners to jointly develop practical guidance, standards, and capacity-building initiatives. The Group is designed to consolidate and harmonise ongoing efforts across the international statistical system, complementing existing initiatives while avoiding duplication.

The work ahead calls for collaboration, shared learning, and sustained commitment. Ensuring that official statistics remain authoritative, visible, and trusted in the AI era is a shared responsibility. We therefore encourage all countries and stakeholders to actively engage in this effort and contribute to shaping a future where official data continue to serve as a reliable foundation for decision-making in an increasingly AI-driven world.

Ivan Murenzi, Director General,  
National Institute of Statistics of Rwanda  
(NISR); Chair, Kigali City Group on AI



57th session of the UN Statistical Commission

The Friday Seminar on AI readiness for official data and statistics highlighted the urgent need to make statistical systems AI-ready, now that users are increasingly getting their data from AI rather than through institutional channels. This development carries risks, such as the spread of plausible yet erroneous responses linked to outdated or misinterpreted data. The speakers stressed the need to improve the quality of data and metadata, develop adequate digital infrastructures and promote international standards. The necessary transformation concerns institutions as much as the technology itself, requiring updated governance frameworks and an increase in AI literacy. Also discussed with interest were challenges facing developing countries, particularly in terms of connectivity, funding and data sovereignty. Finally, the participants emphasised the importance of international partnerships and open solutions to build reliable, interoperable data ecosystems fit for the AI era.

# STRENGTHENING TRUST IN DATA: INSIGHTS FROM THE GENEVA DATA COMMUNITY

On 16 April 2026, the Swiss Federal Statistical Office (FSO), in collaboration with **GIGA** —“Connect every school to the internet”, a joint effort by ITU and UNICEF launched in 2019 to connect every school in the world to the internet — convened the latest edition of the Geneva Data Community at Campus Biotech in Geneva. Bringing together representatives from international organisations, academia, civil society and the private sector, the event provided a timely platform to reflect on digital sovereignty, responsible innovation, and the growing importance of trusted data in an AI-driven world.

The discussions opened with an update on global data and statistical developments, notably the 57th session of the United Nations Statistical Commission, where AI readiness and the future of data governance featured prominently. Against this backdrop, participants explored how rapid technological change is reshaping not only how data is produced and accessed, but also how it is interpreted and trusted.

A central focus of the meeting was the Trusted Data Observatory (TDO), an initiative led by Switzerland and its FSO to improve the discoverability of reliable data. Rather than acting as a data repository, the TDO is designed as a global metadata platform, enabling users, both human and machine, to navigate towards authoritative data sources. By shifting the paradigm from “data to metadata” to “metadata to data,” the initiative



responds to a key challenge of today's information environment: the difficulty of identifying trustworthy data among an overwhelming volume of sources. The initial development phases have already been completed, and the **Phase 1 and Phase 2 report** is publicly available for consultation.

Speakers highlighted how this challenge is amplified by the rise of artificial intelligence. As AI systems increasingly mediate access to information, ensuring that official data and statistics remain visible, interpretable, and accurately represented has become critical. The TDO was presented as a concrete response to this shift, offering a structured approach to enhance transparency, interoperability, and trust in data ecosystems.

The event also showcased the GIGA initiative, a joint effort by ITU and UNICEF aimed at connecting every school in the world to the internet. Beyond its ambitious scale, GIGA illustrated how data, partnerships, and innovative financing models can be combined to address global challenges, reinforcing the importance of collaboration across sectors.

The public session featured a high-level panel discussion exploring the intersection of AI, digital governance, and trusted data. Panelists emphasised that trust is not only a technical issue, but also a governance and societal one. Building trusted data infrastructures requires common standards, clear accountability, and inclusive approaches that ensure fairness, representation, and accessibility.

A recurring theme throughout the discussions was Geneva's unique role as a global hub for data governance. With its concentration of international organisations and its tradition of multilateral cooperation, the city is well positioned to foster dialogue and develop shared solutions. As highlighted during the event, strengthening collaboration between statistical offices, technology actors, and



policymakers will be essential to ensure that trusted data continues to support evidence-based decision-making.

The Geneva Data Community once again demonstrated the value of bringing diverse stakeholders together. In an increasingly complex and interconnected world, initiatives such as the TDO, and the conversations that shape them, are key to building a more transparent, reliable, and cooperative global data ecosystem.

**Joana Kostaqi**

Household consumption and ICT statistics specialist at Institute of Statistics Albania  
Support to the Project “Trusted Data Observatory”, International and national affairs, FSO

## Keen to find out more about the Trusted Data Observatory?

Tune in to the latest episode of **NeCXt – When Strategy Meets Technology** and take a closer look at the Trusted Data Observatory (TDO). Georges-Simon Ulrich, Director General of the FSO, and Pádraig Dalton, TDO Project Lead, explore the challenges surrounding trusted data, governance and innovation, while sharing their vision for building reliable data ecosystems that serve society.

Listen now on Spotify:

**NeCXt – When Strategy Meets Technology**

# SALSTAT – STRENGTHENING LOCAL STATISTICS IN ALBANIA

In 2017, the Federal Statistical Office (FSO) and the Albanian Institute of Statistics (INSTAT) began working together on a project to promote robust local statistics in Albania. The partnership is developing modern data infrastructures and digital tools as foundations for evidence-based decision-making and sustainable local development in Albania.

## LINKS

[INSTAT Municipality Dashboard \(English Version\)](#)

[INSTAT GeoData Hub](#)

The Strong Local Albanian Statistics (SALSTAT) project is part of Albania's broader *Bashki të Forta* (Strong Municipalities) initiative, which is supporting Albania's 61 municipalities in their efforts to advance democratic decentralisation. It aims to strengthen governance, administrative structures and public service quality. The project is enabled by funding and support from the Swiss Agency for Development and Cooperation (SDC) in Albania.

### Territorial reform and data gaps

SALSTAT was set up in response to Albania's 2015 administrative-territorial reform, which consolidated 373 small administrative units into 61 larger municipalities. These new local authorities were granted additional powers but lacked adequate statistical data, as reliable and up-to-date information was largely unavailable at local level. SALSTAT addressed this gap by helping the Albanian statistical office to establish a modern system for local and regional statistics.

### Twinning approach

The Swiss-Albanian partnership is based on a twinning approach. Experts from the statistical offices in Switzerland and Albania work closely together, sharing practical knowledge as peers. This peer-to-peer support has made a sustainable contribution to institutional capacity and the modernisation of statistical systems.

### Municipality dashboard

A key outcome of the project has been the GeoDataHub, a platform featuring a digital dashboard that provides regions and local authorities with easy access to local indicators that can be visualised on maps. The hub also included new data sources from sectors such as waste management,

forestry and pre-school education. All 61 local authorities participated in the process, receiving training in data production and use. Using these online tools, local authorities can now identify at a glance where action is needed, while the public can compare municipalities, for example to check the local availability of pre-schools.

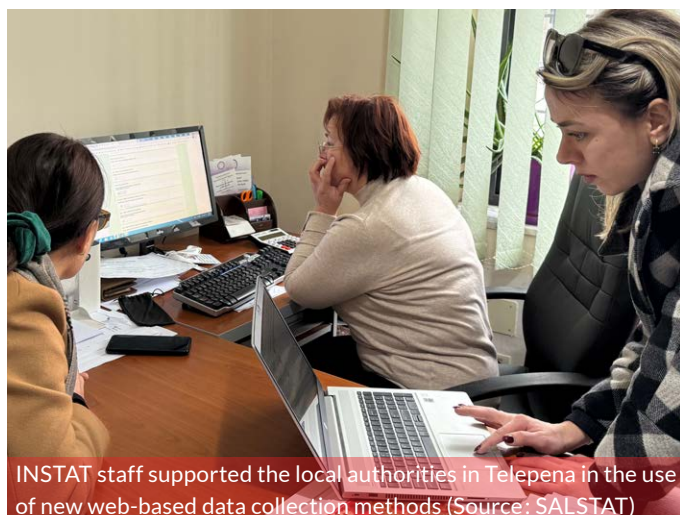
Another major outcome is the establishment of a nationwide register of buildings and housing, which serves as an important basis for infrastructure planning at all geographical levels. The external interim evaluation carried out in early 2026 confirmed that the project has successfully met its objectives, even exceeding them in several areas.

### Final phase focus

In its final phase (2026–2027), the project will focus on maximising the utility of the newly developed systems by encouraging active data use among public authorities, the research community and the general public. Therefore, the project is also stepping up communication efforts in the field of local statistics. Continuing the support for using administrative registers in conducting the next population and household census in Albania is also part of this phase.

The SALSTAT project illustrates the value of peer-to-peer institutional cooperation. The twinning model has proven to be an effective, sustainable mechanism for international statistical partnership.

Ivar Trippolini,  
International Affairs, FSO,  
Head of Project SALSTAT



INSTAT staff supported the local authorities in Telepena in the use of new web-based data collection methods (Source: SALSTAT)



INSTAT's Director General, Lantona Sado, presented the results to the SALSTAT project steering committee. (Source: SALSTAT)

# STATISTICAL TRANSFORMATION MEETS AI: PREPARING OFFICIAL STATISTICS FOR THE FUTURE – OECD AND UN PERSPECTIVES

In Paris on 22–23 June 2026, the directors of the national statistical offices of OECD member countries attended the 23rd annual meeting of the Committee on Statistics and Statistical Policy (CSSP). This year's meeting shed light on the profound transformation taking place in official statistics. With AI now serving as a primary intermediary between data producers and consumers, offices must overhaul their production, quality assurance and dissemination practices to ensure official statistics remain reliable and visible.

Discussions covered a wide range of topics, including survey quality, sustainable finance, productivity and AI, which has emerged as a cross-cutting issue. The discussions on household and social surveys reiterated a concern shared by most national statistical offices: the ongoing decline in survey response rates. Several countries presented innovative solutions countering this trend, ranging from adaptive data collection models to mobile applications and better use of administrative data. However, the discussions also served as a reminder that no alternative data source can fully replace surveys when it comes to measuring people's perceptions and living conditions.

Artificial intelligence was a central theme throughout. Participants highlighted

its potential to improve the production, dissemination and analysis of statistics, but also the new demands it imposes in terms of transparency, quality, governance and trust. There was a consensus that quality assurance frameworks must keep pace with this rapidly changing environment if official statistics are to remain a trusted reference in a world increasingly understood through the lens of AI.

After wrapping up in Paris, the Swiss delegation swapped one heatwave for another, heading to Geneva for the 74th plenary session of the Conference of European Statisticians (CES), held jointly with UN-GGIM Europe. The work of the CES and UN-GGIM Europe confirmed the growing convergence between the statistical and geospatial communities.

Beyond simply producing data, national statistical offices are now called upon to act as data stewards, fostering integrated, reliable and interoperable data ecosystems. The discussions highlighted the rise of administrative data, geospatial data and data from new sources, as well as the growing impact of AI. This transformation relies as much on technology as on institutions: governance, the development of hybrid skills and investment in data infrastructure are becoming essential. In this context, trust, quality and



statistical independence remain non-negotiables. Finally, the conference reaffirmed the critical role of international cooperation in preventing fragmentation and in developing shared frameworks to address emerging technological and societal challenges.

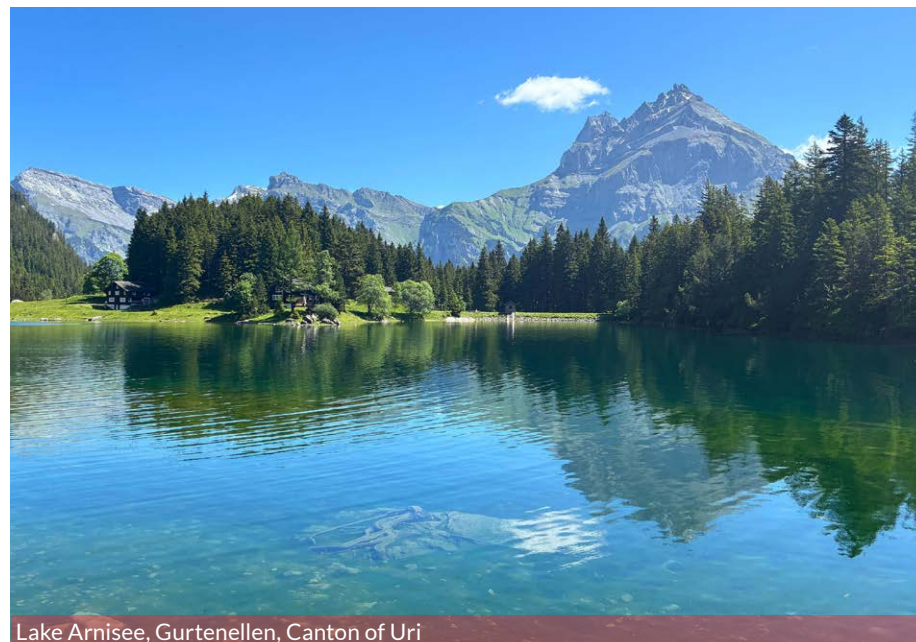
Ambre Crettenand,  
International affairs, FSO



▲▲ 23rd annual meeting of the Committee on Statistics and Statistical Policy (CSSP), Paris, France

◀◀ 74th plenary session of the Conference of European Statisticians (CES), held jointly with UN-GGIM Europe, Geneva, Switzerland

# OUTLOOK FOR THE SECOND HALF OF 2026



Lake Arnisee, Gurtenellen, Canton of Uri

The second half of 2026 is likely to see a further concentration of key challenges at the intersection of data, politics and society. Reading Vincent F. Hendricks on the dynamics of misinformation in *Sucker Nation* brings into focus the deep and ongoing shift in the foundations of public trust that has accompanied the fragmentation of spheres of information. One of the book's main insights is that visibility, attention and truth are becoming decoupled. For us as data producers, this implies a clear mandate: Our job is not only to produce data and statistics, but to ensure they continue to fulfil their role in an environment where importance no longer correlates with visibility, nor truth with attention.

The Beyond GDP debate will continue to be a major focus as it becomes more anchored in

multilateral processes. To be effective, this debate must stay firmly connected to the 2030 Agenda and the way we measure sustainable development, i.e. how to design a post-2030 framework underpinned by adequate measurement and indicator systems. The current debate, which addresses both conceptual developments and the practical statistical implementation, is set to shape international cooperation in the coming months. For us, this means keeping a close eye on developments across the board and actively bringing them to the table in the appropriate forums.

This October's DGINS 2026 Conference in Bern will be a key event for discussing the AI-readiness of official data and statistics, and how to make them more visible and trustworthy in an increasingly platform-driven environment. In this context, initiatives such as the work of the Kigali City Group are also important, as they contribute to the

development of robust and sustainable data and statistical systems.

International Geneva is and will remain a key forum for these discussions. As a centre for multilateralism, science and innovation, it is the ideal platform to address issues related to data policy, governance and technological development, and to translate them into practical initiatives.

I would like to thank everyone for their hard work so far and wish you all a relaxing summer break. In the coming months, we will have the opportunity to move forward on these issues with a clear focus and to strengthen our position in a changing international environment.

Benjamin Rothen, Ambassador,  
International and National Affairs, FSO



On 28–29 October 2026, the Directors General of statistical offices from EU Member States, EFTA countries, candidate countries, and international organisations will gather in Bern for DGINS 2026.

The conference will explore the topic of "AI-Readiness and Responsible Redistribution of European Data and Official Statistics", a strategic priority for the European Statistical System (ESS) and also a topic high on the agenda of the UN Statistical Commission, in relation to the recently established Kigali City Group.

DGINS will examine how official statistics and broader official data can remain visible, accessible, and correctly interpreted by assessing the current situation within the ESS, identifying key gaps, and defining actions to strengthen dissemination and governance.

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