



Caribbean Regional Forum on Governance Innovation: The Future of Governance, New Mindsets, and Innovative Digital Transformation for Effective, Inclusive and People- Centered Public Services

27 – 30 January 2026

Bridgetown, Barbados

Venue: The Lloyd Erskine Sandiford Centre (LESC)

CONCEPT NOTE

Overview

The United Nations Department of Economic and Social Affairs (UN DESA), Division for Public Institutions and Digital Government (DPIDG), is organizing a **Caribbean Regional Forum on Governance Innovation: The Future of Governance, New Mindsets, and Innovative Digital Transformation for Effective, Inclusive and People-Centered Public Services**. The Regional Forum will be held from 27 – 30 January 2026 in Bridgetown, Barbados. The forum is directed to Ministers, Senior Public Officers at the level of Permanent Secretaries, Directors, Director Generals, Heads of Agencies and Authorities and Chairman of Boards/Board of Directors in charge of public policy implementation.

The forum is being organized within the framework of the (DA) project on “Developing Capacities for Innovation, Digital Government Transformation and Changing Mindsets in the Caribbean Small Island Developing States (SIDS) (DA2427J)” which is being implemented by UN DESA/DPIDG in collaboration with the Caribbean Centre for Development Administration (CARICAD), the Economic Commission for Latin America and the Caribbean (ECLAC) and the project on “Innovating Public Service Delivery to Achieve the Sustainable Development Goals (SDGs) through the Transfer and Adaptation of Omnichannel Approaches”, which is being implemented by UN DESA/DPIDG, thanks to the generous contribution of the Government of the Republic of Azerbaijan. With respect to the DA project, the forum contributes to OP1.7: “*Organization of a*



*regional ministerial workshop to promote innovation hubs/labs and highlight the link between changing mindsets and public sector innovation and transformation”. With reference to the “Innovating Public Service Delivery to Achieve the Sustainable Development Goals (SDGs) through the Transfer and Adaptation of Omnichannel Approaches” project, the forum contributes to Outputs 1.3.: *Organize 3 Regional Forums on Innovative Public Service Delivery to enhance knowledge of how to design and implement omnichannel service delivery systems and prepare Action Plans.**

Both projects aim to strengthen public sector national capacities for innovation, digital government transformation and changing mindsets by strengthening public servants’ skills, knowledge, and understanding of the importance of public sector transformation. Initiatives for innovation include the design of action plans for omnichannel service delivery systems (online, brick-and-mortar, mobile and other channels), through one-stop-shop (OSS) mechanisms, as well as the creation of innovation labs among others. The projects also aim to strengthen the capacity of selected countries in the Caribbean SIDS to mobilize their institutions and public servants to enhance effectiveness and institutional coordination, public accountability, and engagement of key stakeholders in the implementation and review of the Sustainable Development Goals (SDGs). Lessons learned and experiences will be shared among countries in the region during the life of the projects.

This Forum builds on the Caribbean “Capacity Development Workshop on The Future of Governance: Changing Mindsets for Innovation and Public Sector Transformation” which was organized in May 2025 in Barbados within the framework of the DA project. During the workshop the main drivers of change in the Caribbean region were analyzed and will be presented during the Regional Forum. Following the PESTLE (Political, Economic, Social, Technological, Legislative, Environmental) framework, the following main drivers were identified:

- **Political:** Declining trust in institutions, shifting global power dynamics, limited public participation in governance, and the rise of digitalization and cyber-politics.
- **Economic:** Technological innovation driving rapid economic change, increasing global and local inequality, climate-related economic pressures, and growing debt and financial shocks.
- **Social:** Uncertainty about the future of work due to automation and AI, demographic changes, and heightened awareness of health crises and pandemics.
- **Technological:** AI and machine learning, growing importance of data governance, and increasing cybersecurity threats.
- **Legislative:** Growing disconnect in pace, digital diplomacy, and lack of labor market laws.
- **Environmental:** Climate change as an existential regional threat, concerns over energy transition, and depletion of natural resources.

Based on a foresight exercise, participants were encouraged to validate or expand on the top drivers of change identified. Cross-cutting interlinkages among drivers were also identified and discussed. Based on the interlinkages, participants were asked to explore possible futures of governance at all levels in 2040 to understand how different drivers might interact with



each other to produce different futures and assess their potential consequences. Following scenario development, participants were asked to identify a "preferred" future governance model among the presented scenarios. In total nine vision statements of the foresight exercise were considered for the future of governance in the Caribbean, and one final was selected, namely "The People-Powered & Inclusive Caribbean" which was described as follows:

The People-Powered & Inclusive Caribbean

Our vision is for a confident and strong Caribbean, defined by a democracy that evolves in lockstep with its people. We will build a deeply collaborative and participatory system of governance where empowered citizens and dedicated public servants work as intentional partners. The government's primary role will be to foster this partnership, creating a flexible and inclusive environment that safeguards the safety, well-being, and prosperity of all, ensuring our governance structures are fit for the future.

This people-powered democracy will be built on a foundation of unshakeable core values: transparency, accountability, equity, and social solidarity. We commit to a system that is not only responsive but also proactive, fostering progressive engagements that empower minorities and cultivate shared understanding. Through active collaboration and diplomacy, we will build a society where trust is paramount and every voice matters, creating a thriving future where empathy and collective intelligence guide our path. The ultimate outcome of this citizen-driven approach is a resilient and unified Caribbean. By placing citizens at the heart of governance—powered by innovation and rooted in ethical leadership—we ensure that development is both sustainable and just. This vision fosters a shared responsibility for our collective future, building resilience not just in our institutions, but in every community and for every generation, creating a legacy of strength and unity.

Objectives

The **Caribbean Regional Forum on Governance Innovation** aims to strengthen the capacity of governments across the Caribbean to advance innovative, future-ready, and people-centered governance systems. Building on global trends, regional priorities, and the UN Quintet of Change, the Forum will equip public sector leaders with the knowledge, tools, and collaborative networks needed to shape a People-Powered and Inclusive Caribbean. These objectives will be delivered through a four-day programme structured around futures thinking, innovation, implementation tools, and commitment-building.



Specifically, the Forum seeks to:

1. Build a Shared Vision for Effective, Future-Ready, and People-Centered Governance

Support Caribbean Member States in co-creating a forward-looking governance vision that reflects regional aspirations, anticipates emerging challenges, and places people at the center of public decision-making and service delivery.

2. Strengthen Public Sector Capabilities Through the Quintet of Change

Enhance participants' understanding of how Innovation, Digital Government, Data Governance, Strategic Foresight, and Changing Mindsets can jointly drive governance transformation. Ministerial insights will ground the Quintet in Caribbean realities and political priorities.

3. Identify Gaps and Opportunities in Public Service Delivery Systems

Enable participants to assess their national service delivery ecosystems using UN DESA's One-Stop Shop Handbook and identify institutional, digital, capacity, and coordination gaps that impede agile, inclusive, and omnichannel public services and opportunities for effective and inclusive public services. Learn about Results-orientation as a trigger to innovation and a key factor for the effectiveness of the building-blocks

4. Develop Strategies and Action Plans for Effective, Inclusive and People-Centered Services

Support Member States in designing practical strategies and building blocks—including priority areas, outcomes, timelines, and roles—to transition toward effective, accessible, and citizen-driven public services.

5. Advance Innovation Capabilities Through Innovation Labs and Practical Tools

Discuss the 'pros and cons' and country or sector experiences with omnichannels and innovation labs. Provide hands-on methodologies and frameworks for establishing and operating public sector innovation labs, enabling governments to prototype, test, and scale innovative solutions to regional challenges.

6. Foster Ethical, Future-Focused Public Sector Leadership

Strengthen leadership capacities needed to drive and sustain governance transformation, emphasizing ethics, transparency, accountability, innovation culture, and citizen trust.

7. Promote Peer Learning and Regional Collaboration

Showcase successful Caribbean and global practices, facilitate peer-to-peer exchange, and promote collaborative ecosystems that enable continuous learning and shared innovation across the region.

8. Generate Concrete Multi-Level Commitments for a People-Powered & Inclusive Caribbean

Mobilize participants to co-develop actionable commitments at the institutional, organizational, and individual levels, creating a regional roadmap to implement the shared Vision and accelerate governance transformation.



Thematic Focus

The focus of the Caribbean Regional Forum will be on governance innovation and the delivery of agile, inclusive and people-centred services to all. Without effective, accountable, and inclusive public service delivery, there will be little progress in realizing the SDGs. Indeed, out of the 17 SDGs, all Goals have content related to public service delivery. Among 169 SDG targets there are 59 (35%) related to public service delivery. Among 230 indicators, 66 of them (29%) require some specific public service to be delivered by the public sector.

The Caribbean's commitment to the ABAS and the SDGs and the vision and priorities of the Caribbean Community (CARICOM) member states, require more innovative, responsive, and transformed public services. The Caribbean region must be prepared to take advantage of developments in technology, including Artificial Intelligence (AI), to create an environment which will lead to adaptability in mindset, resilience, and innovation.

Day 1: Shaping the Future of Governance in the Caribbean Region

Vision and leadership → Why change is needed, defining the future of governance.

Day I will focus on the future of governance in the Caribbean region. [The Antigua and Barbuda Agenda for SIDS \(ABAS\) – a Renewed Declaration for Resilient Prosperity](#) highlights that “the next ten years are critical for SIDS. A new context is emerging wherein the economic, social and environmental as well as geopolitical threats to SIDS development are so great that they can only be ameliorated by a reinvigorated enabling environment that gives meaningful effect to their sustainable development.” (para.12) Therefore, at the Fourth SIDS Conference held in 2024, Member States have agreed that it is necessary to build strong institutions by, among other things, investing in continuous education and training and professional development programs for public servants, and building public sector skillsets for the future, including in improving the agility of public service delivery and public procurement.” (ABAS, para. 25, (ii) d). The 2024 Pact for the Future¹, adopted by the UN General Assembly, also underlines the need for increased capacity-building efforts to bridge digital divides and foster innovation, futures thinking, and foresight among Member States. It underscores that strategic foresight is necessary to ensure long-term thinking and planning.

In light of the above, Day 1 will lay the strategic foundation for the Forum by introducing a shared vision for resilient, innovative, and people-centered governance across the Caribbean. The sessions will explore global and regional drivers of change, examine emerging governance challenges, and highlight the transformative potential of the UN DESA Quintet of Change—Innovation, Digital Government, Data Governance, Strategic Foresight, and Behavioral Science.

¹ <https://www.un.org/sites/un2.un.org/files/soff-the-pact-for-the-future.pdf>, Pact for the Future, 2024



Participants will consider how these five capabilities can work together to create future-ready public institutions, drawing on ministerial perspectives and regional insights to contextualize the Quintet within Caribbean realities. Through discussions on governance scenarios, visioning exercises, and priority-setting, Day 1 will guide participants toward a common regional vision and help identify the foundational shifts required at the policy, organizational, and cultural levels.

By the end of Day 1, participants will have:

- Developed a shared understanding of the forces that are shaping the future of governance in the Caribbean.
- Discussed the collective vision for a People-Powered and Inclusive Caribbean.
- Recognized the key transformational levers—and mindsets—that will be needed to advance that vision.
- Started identifying strategic actions to strengthen innovation, foresight, and citizen-centered service delivery as core pillars of governance transformation.

Day 1 will set the tone for the days ahead by turning future-oriented insights into a unifying compass for subsequent discussions on innovation pathways, building blocks, and implementation strategies. It will explore a holistic strategy for transforming public service delivery, which requires fostering new mindsets and behaviors in public servants. As the UN DESA publication “Changing Mindsets to Realize the 2030 Agenda for Sustainable Development” clearly notes “promoting effective institutions involves more than formal changes to rules and structures. It requires, above all, new mindsets, capacities and competencies to ensure that the 2030 Agenda's principles¹ and values guide public servants’ behaviors and actions in delivering services and spearheading programmes to improve the quality of life of all people. A holistic strategy that triggers public servants' new mindsets and behaviors is thus essential to ensure government transformation and innovation in service delivery, leaving no one behind and promoting inter-generational equity”².

Therefore, the workshop will examine the relevance of adopting new mindsets to accelerate the implementation of a culture of governance innovation based on the Quintet of Change to improve the delivery of public services to citizens. By changing our mindset, we can leverage the potential of emerging technologies and foster a culture of innovation and resilience and respond to the needs and expectations of citizens. The hands-on activities will build on the knowledge acquired during the May 2025 Workshop held in Barbados and the proposed strategies and action plans drafted at the time with particular attention to the mindsets and skills needed for the implementation of the desired governance future.

Day 2: Innovation Pathways and Tools for Future-Ready Public Service Transformation → Trends, building blocks, and good practices for transformation.

Day 2 will deepen participants’ understanding of the innovation pathways, tools, as well as regional and global practices that can strengthen resilient, inclusive, and future-ready governance

² [Changing mindsets report - 1 October.pdf](#)



across the Caribbean. The sessions will highlight emerging global and regional trends in public sector innovation, explore practical methodologies, and showcase country experiences that demonstrate how innovation can concretely accelerate SDG and ABAS implementation.

Participants will be introduced to the key building blocks required for agile, inclusive, and people-centered public service delivery, including the enabling institutional environment, leadership behaviors, digital and data foundations, and co-creation approaches. Country presentations and ministerial insights will offer opportunities for peer-to-peer learning, enabling participants to reflect on how innovations can be contextualized and adapted to Caribbean realities.

To provide effective, accountable, and inclusive public services, many countries around the world are delivering services through citizen centric omnichannel service delivery systems. These systems are a mechanism, which may be a stationary or a mobile service point, where citizens and/or businesses can access all relevant information relating to all public services through a “single front door”. They can conduct all transactions without the necessity of visiting multiple public offices multiple times. This can also be a vehicle for providing inclusive public service delivery to vulnerable groups. People living in sparsely populated and/or far-flung areas usually belong to disadvantaged groups, who cannot avail services offered by the brick-and-mortar or web-based OSSs.

Innovation labs are also important for public sector transformation because they provide a safe, structured space for experimenting with new ideas, testing solutions, and fostering collaboration across sectors. These labs help governments adopt user-centered approaches, integrate emerging technologies, and build agile mindsets that respond to complex societal challenges. By encouraging experimentation and iterative learning, innovation labs accelerate the development and scaling of effective, citizen-focused public services, ultimately enhancing institutional capacity, responsiveness, and trust³. Countries can learn valuable lessons from the diverse models and approaches of innovation labs around the world. These labs—whether embedded within government, operating independently, or structured as public-private partnerships—offer insights into institutional innovation, agile governance, and citizen-centric service design.

By the end of Day 2, participants will have:

- Gained exposure to new approaches, tools, and trends shaping public sector innovation.
- Examined global and regional case studies that illustrate practical solutions and lessons learned.
- Gained an understanding of the foundational building blocks needed for agile and people-centered omni-channel services.
- Appreciated the importance of target-setting, evolving standards and performance evaluation as contributory factors to continuous performance improvement and ‘a culture of governance innovation’.

³ https://www.eipa.eu/wp-content/uploads/2025/01/EPISA-Briefing_Innovation-Labs.pdf; <https://oecd-opsi.org/blog/innovation-labs-through-the-looking-glass>



- Identified opportunities for collaboration, replication, and regional capacity strengthening.

Day 2 will equip participants with the practical knowledge and inspiration needed to design, implement, and scale innovative solutions within their own governance systems, preparing them for the more hands-on planning and action-oriented sessions on Day 3.

Day 3 – From Vision to Implementation: Gaps, Strategies, and Action Plans

Day 3 will shift the focus from visioning and learning to practical implementation, guiding participants through structured exercises to assess gaps, define priorities, and develop concrete strategies for agile, inclusive, and people-centered governance transformation.

Using the UN DESA One Stop Shop for Innovation in Public Service Delivery Handbook, participants will undertake a comprehensive gap assessment of their current public service delivery systems. They will identify key institutional, digital, operational, and capacity barriers that impede progress toward an omni-channel model and will share their findings to foster collective learning.

Building on this analysis, participants will then develop tailored strategies and action plans for each of the ten building blocks of omni-channel service delivery—identifying priority areas, actions, timelines, responsible agencies, and required partnerships. The day will also explore how innovation labs can be established or strengthened to support continuous experimentation, co-creation, and problem-solving across government.

By the end of Day 3, participants will have:

- Completed a diagnostic assessment of their public service delivery gaps.
- Developed actionable strategies and implementation plans aligned with the building blocks.
- Gained an understanding of how innovation labs can drive ongoing public sector transformation.
- Acquired the tools to translate these strategies into commitments and next steps on Day 4.

Day 3 will ensure that countries move from concepts to tangible plans, creating a solid foundation for finalizing commitments and regional cooperation priorities.

Day 4 - Commitment to a People-Powered & Inclusive Caribbean Vision

Day 4 will bring the Forum to its conclusion by focusing on commitment, ownership, and next steps to realize the shared Vision of a People-Powered and Inclusive Caribbean. Building on the insights, tools, and strategies developed over Days 1–3, participants will identify the concrete actions, reforms, and leadership behaviors needed to advance governance transformation at multiple levels.



Through a structured commitment-setting exercise, participants will propose actions at the institutional, regulatory, and policy levels; identify organizational reforms needed to strengthen collaboration, innovation cultures, and citizen-centricity; and articulate individual leadership commitments that will drive sustained progress for a desired governance future. These commitments will reflect both national priorities and the broader regional agenda for resilient, future-ready governance.

By the end of Day 4, participants will have:

- Formulated actionable commitments aligned with the People-Powered & Inclusive Caribbean Vision.
- Prioritized strategic reforms at institutional, organizational, and individual levels.
- Identified opportunities for regional cooperation, peer learning, and follow-up support.
- Conclude the Forum with a clear sense of direction, shared momentum, and a roadmap for collective action.

Day 4 will ensure that the Forum culminates in meaningful commitments, positioning Caribbean governments to advance transformative governance in a coordinated and impactful manner.

Format and Methodology

The forum will feature presentations by experts, discussions on innovative practices for peer-to-peer learning and hands-on activities for action planning. Participants will continue working on governance futures based on the previous workshop held in May in Barbados. Innovative governance strategies, which can be applied to participants' specific contexts, will be discussed.

Format: It will be conducted in person in Bridgetown, Barbados.

Target Audience

- Senior government officials and general directors of the DA SIDS project beneficiary countries (Bahamas, Barbados, Saint Lucia)
- Caribbean Ministers of Public Service and/or Public Sector Transformation
- Permanent Secretaries, General Directors, Senior Public Officers at the level of Director Generals, CEOs and Heads of Agencies in charge of public policy implementation across the Caribbean.
- Representatives of public sector' schools and training institutes of public administration are being invited to the regional forum to enhance their understanding of the new competencies and skills needed for the public sector of the 21st century.
- Youth, women, representatives of civil society, and other major groups.



Expected Outcomes

By the end of the forum, participants will have:

- **Developed a shared understanding of the future of governance in the Caribbean**, including the key drivers of change, regional scenarios, a collective vision, and the strategic shifts required at the policy, institutional, organizational, and individual levels.
- **Strengthened their knowledge of the Quintet of Change—Innovation, Digital, Data, Foresight, and Behavioral Science—and how these capabilities can be applied in integrated ways** to accelerate governance transformation and people-centered public service delivery.
- **Gained insights into global and regional trends, opportunities, and challenges in public sector innovation**, informed by examples from Caribbean countries and selected international experiences.
- **Deepened their understanding of the building blocks for agile, inclusive, and people-centered omni-channel service delivery**, including institutional enablers, digital foundations, human capabilities, and innovation ecosystems.
- **Conducted a structured gap assessment** of their national public service delivery systems using the UN DESA One Stop Shop for Innovation in Public Service Delivery Handbook, identifying key deficiencies and priority areas for transformation.
- **Developed concrete strategies, action plans, and prioritized pathways** for implementing or strengthening omni-channel service delivery models, innovation labs, performance evaluation, and other innovation mechanisms within their national contexts.
- **Identified leadership behaviors and mindset shifts required for transformation**, including ethical leadership, experimentation, collaboration, openness, and people-centered approaches.
- **Engaged in regional peer-to-peer learning and exchange**, identifying opportunities for cooperation, shared capacity development, and joint initiatives across the Caribbean.
- **Formulated tangible national and individual commitments** to advance the People-Powered & Inclusive Caribbean Vision, outlining specific actions at the institutional, organizational, and personal leadership levels.



Means of verification

Verification of the expected outcomes will draw on both quantitative and qualitative measures, including:

- **Pre- and post-Forum knowledge assessments** to measure participants' understanding of changing mindsets, omnichannel service delivery, innovation labs, and public sector innovation tools.
- **Workshop and training evaluation reports** capturing participant feedback, perceived knowledge gains, and relevance of the content.
- **Number and quality of completed gap assessments** on effective, inclusive, and omnichannel public service delivery conducted by participants using UN DESA methodologies.
- **Number and quality of strategies and action plans developed** for strengthening or implementing omnichannel service delivery systems, innovation labs, and other innovative public sector practices.
- **Documented individual and institutional commitments** submitted by participants on Day 4 outlining actions at the policy, organizational, and personal levels to advance the People-Powered & Inclusive Caribbean Vision.
- **Participation levels and engagement** in plenary discussions, hands-on exercises, and group work, as recorded in rapporteur notes or session reports.

Forum Follow-Up Steps

- Collect all action plans and commitments.
- Compile the Final Forum Report.
- Disseminate materials, session summaries, and assessment tools.
- Invite all participants to join the Caribbean Innovation Community of Practice (CoP).

1. Short-Term Follow-Up (1–3 months)

- Submission of revised or expanded national action plans.
- Follow-up survey assessing whether knowledge from the Forum is being applied in the workplace.
- Participation in follow-up webinars or regional knowledge-sharing sessions.

Responsible: National Focal Points + UN DESA Technical Team + CARICAD and ECLAC

- Countries refine their action plans with additional guidance.
- Conduct a follow-up survey on early implementation progress.
- Launch a regional peer-learning webinar (e.g., on innovation labs or building blocks).
- Identify quick wins and pilot projects.

Indicators:

- **3 countries submit revised action plans**
- 70% of participants reporting application of Forum knowledge
- CoP membership established

2. Medium-Term Follow-Up (3–6 months)

Responsible: National Governments + UN DESA + CARICAD



- Begin pilot implementation of at least **one building block or innovation initiative** per country.
- Provide targeted technical assistance mission(s) upon request.
- Organize a virtual clinic for countries implementing omnichannel or innovation lab prototypes.
- Track progress on commitments at institutional and organizational levels.

Indicators:

- **of pilots launched**
- **of countries initiating innovation lab development**
- % of commitments being acted upon

3. Long-Term Follow-Up (6–12 months)

Responsible: UN DESA in collaboration with partners

- Number of countries that formally adopt components of their action plans.
- Updates to national governance, digital, or innovation strategies that reflect Forum recommendations.
- Adoption of omnichannel standards, guidelines, or service charters.
- Increased budget allocations for innovation, digital government, or citizen engagement initiatives.
- Establishment or strengthening of national innovation labs.
- Creation of cross-ministerial innovation task forces or working groups.
- Integration of mindsets and new competencies into public sector training institutions.

4. Continuous Monitoring Tools

- Quarterly progress surveys
- Country implementation dashboards
- CoP discussion threads and engagement metrics
- Technical assistance feedback forms

About the Organizers

The Department of Economic and Social Affairs of the United Nations Secretariat (UN DESA)

The Department of Economic and Social Affairs of the United Nations Secretariat is a vital interface between global policies in the economic, social and environmental spheres and national action. The Department works in three main interlinked areas: (i) it compiles, generates and analyses a wide range of economic, social and environmental data and information on which States Members of the United Nations draw to review common problems and to take stock of policy options; (ii) it facilitates the negotiations of Member States in many intergovernmental bodies on joint course of action to address ongoing or emerging global challenges; and (iii) it advises interested Governments on the ways and means of translating policy frameworks developed in United Nations conferences and summits into programmes at the country level and, through technical assistance, helps build national capacities.



The Caribbean Centre for Development Administration (CARICAD)

The Caribbean Centre for Development Administration was formed in 1979 as the Caribbean Sub-Centre of the Latin American Centre for Development Administration (CLAD). The Centre became fully operational in 1980 with Headquarters established in Barbados and is an Institution of the Caribbean Community under Article 21 of the Revised Treaty of Chaguaramas. The Agreement Establishing CARICAD charges the Centre with the general objective of “rendering... assistance to the countries of the Caribbean area for the purpose of improving their administrative capability to accelerate their social and economic development”. In keeping with this mandate, CARICAD is the Region’s focal point for transforming and modernising the public sectors of Member States to better formulate and implement public policy towards the achievement of good governance which is indispensable to sustainable development.

The Economic Commission for Latin America and the Caribbean (ECLAC)

ECLAC is one of the five regional commissions of the United Nations which was established to promote economic and social development through regional and subregional cooperation and integration. To that end, through its substantive divisions, subregional headquarters and national offices, it undertakes studies, research and other support activities within the terms of reference of the Commission; gathers, organizes, interprets and disseminates information and data relating to the economic and social development of the region; formulates and promotes development cooperation activities and projects of regional and subregional scope commensurate with the needs and priorities of the region and acts as an executing agency for such projects; provides advisory services to Governments at their request and plans, organizes and executes programmes of technical cooperation; assists in bringing a regional perspective to global problems and forums and introduces global concerns at the regional and subregional levels; organizes conferences and intergovernmental and expert group meetings and sponsors training workshops, symposia and seminars; and provides substantive secretariat services and documentation for the Commission and its subsidiary bodies. Further, it coordinates activities with those of the major departments and offices at United Nations Headquarters, specialized agencies and intergovernmental organizations with a view to avoiding duplication and ensuring complementarity in the exchange of information.

