

**ACUERDOS BILATERALES/ BILATERAL AGREEMENT/
ACORDOS BILATERAIS/ACCORDS BILATERAUX**

Clasificación:
Classification: 55-2019.
Classifacation:
Classificação:

Fecha de Ingreso:
Entry Date: 06/12/2019.
Date d'entrée:
Data de Admissão:

Nombre del Acuerdo:
Name of the agreement: Memorandum of understanding between The General Secretariat of the Organization of American States, through the Executive Secretariat for Integral Development and The University of the West Indies, Cave Hill Campus concerning the execution of activities under the third phase of the project "Expanding the socio-economic potential of cultural Heritage in the Caribbean" entitled "Enhancing the Framework for the Development of a Heritage Economy in the Caribbean".

Nom de l'accord:
Nome do Acordo:

Materia:
Subject: The purpose of this agreement is to establish a legally binding regulatory framework with respect to the execution of activities related to the strengthening of the institutional capacity of the Caribbean Heritage Network, of the project entitled "Enhancing the Framework for the Development of a Heritage Economy in the Caribbean".

Sujet:
Materia:

Partes:
Parties involved: GS/ The University of the West Indies, Cave Hill Campus.
Parties:
Partes:

Referencia:

Reference:

The University of the West Indies, Cave Hill Campus.

Référence:

Referência:

Fecha de Firma:

Signature Date:

August 13th, 2018.

Date de la signature:

Data de Assinatura:

Fecha de Inicio:

Start Date:

Date du commencement:

Data de Início:

Fecha de Terminación:

End Date:

Date de résiliation :

Data de Rescisão :

Lugar de Firma:

Place of Signature:

Lieu de la signature:

Lugar de assinatura:

Unidad Encargada:

Unit in Charge:

Executive Secretariat for Integral Development.

Unité responsable:

Unidade Encarregada:

Persona Encargada:

Person in Charge:

Personne responsable:

Pessoa Encarregada:

Cierre del proceso/Closure of proceedings/Clôture des procédures/Fechamento do processo:

Notas adicionales/Additional notes/Notes supplémentaires/Notas adicionais:

Memorandum of Understanding

between

The General Secretariat of the Organization of American States

through the Executive Secretariat for Integral Development

and

The University of the West Indies, Cave Hill Campus

concerning

The execution of activities under the Third Phase of the Project

“Expanding the Socio-economic Potential of Cultural Heritage
in the Caribbean”

entitled

**“Enhancing the Framework for the Development of a
Heritage Economy in the Caribbean”**

THE PARTIES TO THIS MEMORANDUM OF UNDERSTANDING (hereinafter "MOU"), the General Secretariat of the Organization of American States (hereinafter "GS/OAS"), a public international organization with headquarters at 1889 F Street, N.W., Washington, D.C., through its Executive Secretariat for Integral Development (hereinafter "SEDI"); and The University of West Indies, Cave Hill Campus (hereinafter "The UWI"), a public university with headquarters at Cave Hill, St. Michael, Barbados,

CONSIDERING:

That "*Cultural Development is a key element for social and economic development of peoples that fosters creativity and innovation as well as inclusion and social cohesion. Accordingly, member states [of the Organization of American States ("OAS")] undertake to promote inclusive and participatory cultural development policies that include programs to preserve and protect cultural heritage and to respect and promote cultural diversity*" (Social Charter of the Americas, Chapter IV, Art. 24);

That the Parties recognize, "*[t]he value of Cultural Tourism and the importance of continued and balanced cooperation between the Culture and Tourism sectors to promote integral and sustainable development of our communities*" (Communiqué of the Fifth Inter-American Meeting of Ministers of Culture and Highest Appropriate Authorities, November 2011, Art. 8);

That the Parties moreover believe in "*[t]he importance of acknowledging, preserving and promoting the heritage, traditions and ancestral knowledge arising from the history and identity of the peoples of the Americas to establish and safeguard their collective memory, as well as facilitating intercultural dialogue that recognizes their similarities and differences, with the aim of ensuring better transmission to present and future generations*" (Declaration of the Sixth Inter-American Meeting of Ministers of Culture and Highest Appropriate Authorities, August 2014, Paragraph 4);

That key Culture stakeholders, including government, private sector, NGOs, and local communities, have an important role in and responsibility for promoting and expanding the potential of Cultural Heritage;

That The UWI, a regional institution established in 1948 with programs and facilities located throughout the Caribbean, promotes the human, social, cultural, and economic development of the people of the Caribbean through its various academic, professional and vocational programs, was selected to

coordinate the implementation of Component 1 of the Project mentioned above, based on its capacity for supporting it;

That the GS/OAS is the central and permanent organ of the OAS and has the authority to establish and promote relations of cooperation in accordance with Article 112(h) of the OAS Charter and OAS General Assembly Resolution AG/RES.57 (I-O/71); and

That the Parties desire to work together to strengthen the institutional capacity of the Caribbean Heritage Network, one of the five simultaneous project components that address priority issues in enhancing the framework for the development of a Heritage economy in the Caribbean,

THE PARTIES HEREBY AGREE TO THE FOLLOWING:

ARTICLE I: PURPOSE

- 1.1 The purpose of this MOU is to establish a legally binding regulatory framework with respect to the execution of activities related to the strengthening of the institutional capacity of the Caribbean Heritage Network, (hereinafter Project Component 1) of the Project entitled "Enhancing the Framework for the Development of a Heritage Economy in the Caribbean".

ARTICLE II: FINANCIAL PROVISIONS

- 2.1 The GS/OAS will transfer the amount of **US\$28,800** (the "GS/OAS Contribution") to The UWI, according to the schedule outlined below:
 - 30% upon signing of this MOU;
 - 17.5% after the first six months and upon approval by the GS/OAS of Project Component 1 report as set out in Article 4.1 of this MOU;
 - 17.5% after the first 12 months and upon approval by GS/OAS of the second Project Component 1 report as set out in Article 4.1 of this MOU;
 - 17.5% after the first eighteen months and upon approval by the GS/OAS of the Project Component 1 report as set out in Article 4.1 of this MOU; and
 - 17.5% after the first twenty-four months and upon approval by the GS/OAS of the final Project Component I report as set out in Article 4.1 of this MOU.

The GS/OAS Contribution is detailed in ANNEX I to this MOU.

- 2.2 The UWI will make in-kind contributions in the amount of approximately \$62,880, as detailed in Annex I to this MOU.
- 2.3 Line items within the budget may be modified whenever deemed appropriate by the GS/OAS Project Manager, identified in Article 8.1, and with the approval of the Donor, as long as they do not change the nature of Project Component 1 – Phase 3, or the total amount to be paid to The UWI.
- 2.4 Any savings to the GS/OAS Contribution incurred by the Parties in the execution of the Project Component 1 may be re-allocated towards the purposes of Project Component 1 with prior written approval of the GS/OAS Project Manager and the Project's donor. Any unused portions of the GS/OAS Contribution not allocated to the Project shall be returned by The UWI to the GS/OAS.

ARTICLE III: RESPONSIBILITIES OF THE UWI

- 3.1 The UWI shall serve as the executing institution for Project Component 1. The purpose of Project Component 1 is to strengthen the institutional capacity of the Caribbean Heritage Network, a permanent organizational framework established within the Department of History and Philosophy of the Cave Hill Campus of The UWI, to encourage and facilitate research, participation, and public engagement in Cultural Heritage across all sectors in the Caribbean region and to generate new socio-economic opportunities.
- 3.2 The UWI shall provide the GS/OAS with written narrative and financial reports on Project Component 1 every six months (hereinafter "Reports"), explaining in detail the activities implemented and how the GS/OAS Contribution has been executed, as set out in Article 2.1 above. Payment of the GS/OAS Contribution installments may be suspended if the Reports are not approved by the GS/OAS, pursuant to Article 4.1 of this MOU.
- 3.3 The timeline for execution of Project Component 1 activities is 24 months starting August 6, 2018 and ending July 31, 2020. Revisions to the timeline based on realities at Project Component I site locations may be considered, documented and agreed to by The UWI and the GS/OAS.

- 3.4 The proposed activities of Project Component I are detailed in Annex II to this MOU.

ARTICLE IV: RESPONSIBILITIES OF THE GS/OAS

- 4.1 The GS/OAS shall promote Project Component 1 and its results through the SEDI web page and other communication avenues.
- 4.2 The GS/OAS shall make available to The UWI the GS/OAS Contribution pursuant to Article 2.1 of this MOU, and as specified in Article V of this MOU, to facilitate the hiring of a Research Assistant to work with the Director of the Caribbean Heritage Network, once the following conditions have been met:
- a) The UWI has justified, to the satisfaction of the GS/OAS, its respective projected expenditures over the time horizon of Project Component 1; and
 - b) The UWI has complied with the financial requirements established in each of the approved work plans by the GS/OAS.
- 4.3 The GS/OAS shall evaluate the Reports received from The UWI. If the GS/OAS determines that execution of Project Component 1 is unsatisfactory on the basis of the Reports and documents submitted, or if those Reports and documents present problems that make it impossible to approve them, then the GS/OAS shall notify The UWI of its observations in writing. The UWI must respond to these observations within a period of time not to exceed fifteen (15) calendar days counting from the date of receipt of notification. The GS/OAS shall suspend disbursements of the GS/OAS Contribution after such written notification if The UWI has not resolved the problems identified to the satisfaction of the GS/OAS within a reasonable timeframe.

ARTICLE V: CASH MANAGEMENT

- 5.1 Upon signature of this MOU, the GS/OAS will make the first disbursement of the GS/OAS Contribution to The UWI, in accordance with the schedule specified in Article 2.1 of this MOU. Subsequent disbursements will also be made in accordance with the schedule specified in Article 2.1.

- 5.2 The UWI shall authorize one person to serve as its representative to request payments from the GS/OAS Contribution to be received by The UWI. Each Party may revoke this authorization and designate another representative upon provision of written notification to the GS/OAS, accompanied by an original sample of the new representative's signature. Such notification must be received by the GS/OAS at least five (5) calendar days prior to a request for payment by the Party under its respective new representative's signature.
- 5.3 The GS/OAS shall make the disbursements referred to in Article 2.1 of this MOU by way of cheques or electronic means, upon receipt of a written request by representatives of The UWI and subject to the following conditions:
- a. There are sufficient funds in the GS/OAS Contribution to cover the requested disbursement;
 - b. The GS/OAS official in charge of issuing the disbursements has no knowledge of any specific written instruction from the GS/OAS prohibiting him/her from making such payment; and
 - c. The request from the representative of The UWI is signed by that person and the GS/OAS official issuing the disbursement, at his/her discretion, considers that there is no reason to believe that the signatures are invalid.
- 5.4 If, at the written request of the representatives of The UWI, a portion or all of the GS/OAS Contribution is converted to or paid in a currency other than United States dollars, Project Component 1 shall not bear any losses resulting from devaluation.
- 5.5 If the UWI places the money received from the GS/OAS in an interest-bearing account, interest accrued on the GS/OAS Contribution may not be used for purposes of Project Component 1 without prior written approval by the GS/OAS Project Manager and the Donor. Otherwise, the interest must be returned to the GS/OAS at the end of the implementation of Project Component 1.
- 5.6 The UWI shall disburse the GS/OAS Contribution as needed, and shall account for disbursements made against the GS/OAS Contribution in the

Reports, which shall explain in detail the technical and financial progress of Project Component 1.

ARTICLE VI: WARRANTIES AND LIABILITIES

- 6.1 Nothing contained in this MOU will be construed as creating any agency, partnership, joint enterprise or other similar relationship between the Parties. The relationship between the Parties will at all times be that of independent contractors. Neither Party will have authority to contract for or bind the other in any manner whatsoever. This MOU confers no rights upon either Party except those expressly granted herein, and it does not confer any right upon either Party to make any representation or commitment on behalf of the other.
- 6.2 The UWI shall neither seek nor accept instructions regarding the implementation of Project Component 1 from any government or from any authority external to the GS/OAS. During the period of this MOU, The UWI may not engage in any activity that is incompatible with the discharge of The UWI's obligations under this MOU. The UWI must exercise the utmost discretion in all matters of official business for the GS/OAS. The UWI may not communicate at any time to any other person, government, or authority external to the GS/OAS any information known to him by reason of his association with the GS/OAS which has not been made public, except in the course of the performance of The UWI's obligations under this MOU or by written authorization of the Secretary General or his designate; nor shall The UWI at any time use such information to private advantage. These obligations do not lapse upon the termination of this MOU. Failure to comply with these obligations is cause for termination of this MOU.
- 6.3 The UWI shall not openly participate in campaign activities for or otherwise openly support and or promote any candidate for elected positions in the OAS; nor shall The UWI use the facilities of the GS/OAS and/or its staff provided under this MOU to support and promote the candidacy of any candidate for an elected position in the OAS.
- 6.4 Each Party shall be exclusively responsible for its own actions and omissions in relation to this MOU and the Project. The Parties assume full responsibility for the claims and damages directly and proximately caused by actions or omissions of their corresponding representatives, officials, employees, and contractors.

- 6.5 If, for any reason, a third party should file a claim against one of the Parties in relation to this MOU or to the execution of this Project, the responsible Party shall be considered as the principal *vis-à-vis* the claimant and the sole Party obligated to respond. The responsible Party shall further be required to indemnify the other Party for any damages it may suffer as a result of these claims, including court costs and attorney's fees.
- 6.6 The Contractor certifies that: a) Its personnel and contractors involved in the execution of this Project have read and agreed to comply fully with: Administrative Memorandum No. 120 "Information Security Policy" and Executive Order No. 15-02 "Policy and Conflict Resolution System for Prevention and Elimination of All Forms of Workplace Harassment"; b) None of its senior officers and employees, on the date of the signing of this MOU, is a relative of any GS/OAS staff member above the P-3 level or of a representative or delegate to the OAS from an OAS Member State, the term "relative" includes: spouse, son or daughter, stepson or stepdaughter, father or mother, stepfather or stepmother, brother or sister, half-brother or half-sister, stepbrother or stepsister, father or mother-in-law, son or daughter-in-law, brother or sister-in-law; and c) Completion of the Project's outputs shall not interfere with the completion of work for which The UWI is responsible under any other contract or MOU with the GS/OAS.

ARTICLE VII: PUBLICATIONS AND INTELLECTUAL PROPERTY

- 7.1 Every document published in regard to Project Component I must include the OAS logo, which shall be provided by the GS/OAS, and explicit mention and recognition of the fact that Project Component I has been executed and/or is in the process of being executed by the GS/OAS. At the same time, it must be clearly stated therein that the opinions expressed in those documents are not necessarily the opinions of the OAS, the GS/OAS, and/or any of their organs, officers, employees, and agents, or of the OAS Member States.
- 7.2 The UWI shall not have any title, copyright, patent, or other proprietary rights in any associated outputs of the Project furnished under this MOU, including all written, graphic, audio/visual and any other materials, applicable work product and product deliverables set out in this MOU and its Annex II, including reports, research, press releases, action plans, PowerPoint presentations, meeting agendas, and project reports. All such rights shall lie with the GS/OAS. At the request of the GS/OAS, The UWI

shall assist in securing the Intellectual Property Rights associated with the outputs produced under this MOU, and in transferring them to the GS/OAS.

- 7.3 All information (including files, documents, and electronic data, regardless of the media it is in) belonging to the GS/OAS and used by The UWI in the performance of this MOU shall remain the property of the GS/OAS. Unless otherwise provided in the Scope of Work, as stated in Annex II, the UWI shall not retain such information, and copies thereof beyond the termination date of this MOU, and The UWI shall not use such information for any purpose other than for completion of Project Component I.

ARTICLE VIII: INSTITUTIONAL COORDINATION AND NOTICE

- 8.1 Within the GS/OAS, the dependency responsible for coordinating the GS/OAS activities under this MOU is SEDI and the Project Manager is Mr. Richard Campbell. Notifications and communications should be directed to Mr. Campbell at the following street address and electronic mail:

Mr. Richard Campbell

Chief, Culture and Tourism Section
Department of Economic Development
Executive Secretariat for Integral Development
1889 F Street NW
Washington DC 20006
Tel. 202-370-9022 / 9953
E-mail: rcampbell@oas.org

All notifications and communications should also be copied to the Technical Project Manager at the following street address and electronic mail:

Ms. Celia Toppin

Technical Project Manager (Cultural Heritage)
Department of Economic Development
Executive Secretariat for Integral Development
1889 F Street, N.W.
Washington, D.C. 20006
United States of America
Tel.: (1-202) 370-4619
Email: ctoppin@oas.org

- 8.2 Within The University of West Indies, the person responsible for coordinating the activities under this MOU is Dr. Tara Inniss. Notifications and communications should be directed to at the following street address and electronic mail:

Department of History
Faculty of Humanities and Education
The University of the West Indies
Cave Hill Campus
Barbados

Email: tara.inniss@cavehill.uwi.edu

- 8.3 All communications and notifications under this MOU will be validly made only when they are sent by mail, facsimile, or electronic mail and are addressed to names set out in Articles 8.1 or 8.2 of this MOU. When the communications and notifications are transmitted by electronic mail, they shall be valid if and when they are sent directly from the electronic address of the Manager of one of the Parties to the electronic address of the Manager of the other.
- 8.4 Either Party may change the responsible dependency, the designated Manager, the address, telephone, or electronic mail indicated by notifying the other Party in writing, and submitting an original sample of the new representative's signature. The GS/OAS must receive such notification from The UWI at least five (5) calendar days prior to a request for payment under The UWI's new representative's signature.

ARTICLE IX: DISPUTE RESOLUTION

- 9.1 Any dispute or complaint that may arise in conjunction with the fulfillment or interpretation of this MOU, including those that may arise in connection with the execution of Project Component 1, shall, unless settled amicably through direct negotiations, be settled by arbitration pursuant to the Arbitration Rules of the United Nations Commission on International Trade Law (UNCITRAL), currently in effect. The place of arbitration shall be Washington, D.C. USA, and the language of arbitration shall be English. The court of arbitration that is set up in accordance with those rules shall decide by friendly mediation or *ex aequo et bono* and its decision shall be final, binding, and not subject to appeal. The law applicable to this MOU and the arbitration proceedings shall be the law of the District of Columbia, USA.

ARTICLE X: TERM, MODIFICATION AND TERMINATION

- 10.1 This MOU may not be released, discharged, supplemented, interpreted, amended, varied or modified in any manner except by an instrument in writing signed by a duly authorized officer or representative of each of the Parties.
- 10.2 This MOU shall enter into force upon the latest date of signature by the duly authorized representatives of the Parties and shall remain in force for 24 months, starting August 6, 2018 until July 31, 2020, which period may be extended by written agreement of the Parties and with the agreement of the Donor.
- 10.3 The GS/OAS may terminate this MOU for justified reasons, by giving notice in writing to The UWI ten (10) calendar days in advance of the termination date. The following shall be considered as justified reasons for termination: failure to complete Project Component I, as stated in Annex II to this MOU, in accordance with professional standards; noncompliance with any of the obligations assumed by The UWI under this MOU; the existence of irregularities in the management of the GS/OAS Contribution; bankruptcy by The UWI, and breach of any of the provisions of this MOU. In the event that such notice is given, the GS/OAS shall not be obligated to pay for any work performed or expenses incurred after the Termination Date. The UWI shall stop work and take all reasonable steps to preserve and protect all work product produced to date and comply with instructions from the GS/OAS as to the disposition thereof. Upon termination, The UWI shall promptly submit to the GS/OAS a final invoice and completed or partially completed deliverables that were not covered based on the schedule outlined in Article 2.1.
- 10.4 Either Party may terminate this MOU because of unforeseen circumstances, or for any reason, by giving written notice to the other thirty (30) calendar days in advance of the termination date. Unforeseen circumstances include, but are not limited to, acts of God; cases of *force majeure*; modifications to the Program-Budget of the GS/OAS; lack of approved funds in the GS/OAS Program-Budget for the Project; failure of the donor to provide fully the specific funds which were to finance this MOU; and the Secretary General's or a participating Member State's desire to discontinue the Project.

- 10.5 In the event of any full or partial termination under this Article X, The UWI shall reimburse the GS/OAS any outstanding portion of the GS/OAS Contribution that may remain after all costs incurred prior to the effective date of termination have been paid pursuant to the payment schedule specified in Article 2.1.

ARTICLE XI: PRIVILEGES AND IMMUNITIES

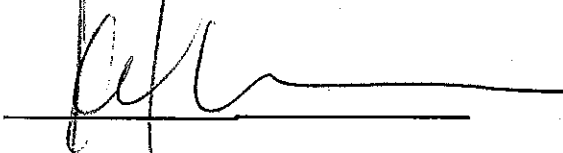
- 11.1 Nothing in this MOU constitutes an express or implied waiver of the privileges and immunities of the OAS or the GS/OAS, its personnel and its assets, in accordance with the OAS Charter; any relevant agreements, including the "Agreement between the Government of Barbados and the General Secretariat of the Organization of American States on the Functioning in Bridgetown of the Office of the Secretariat in Barbados," signed on June 21, 1969; other applicable national laws; and pursuant to general principles and practices of international law.

ARTICLE XII: MISCELLANEOUS

- 12.1 The UWI shall not assign this MOU or any element thereof, without the prior written consent of the GS/OAS.
- 12.2 The Parties agree to observe the highest ethical standards and administrative transparency in all actions and activities related to this MOU. In addition, the GS/OAS, to the extent applicable and without prejudice to its privileges and immunities referred to in Article XI, and The UWI agree to comply with the provisions of the Inter-American Convention Against Corruption and in the applicable norms of the country in which the Project is executed. Failure to comply with this provision shall constitute grounds for anticipatory termination of this MOU, pursuant to Article 10.3.

IN WITNESS WHERE OF, the Parties have executed this Memorandum of Understanding as of the day and year shown below.

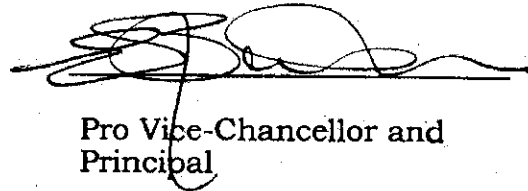
**For the General Secretariat of the
Organization of American States**



Executive Secretary
Executive Secretariat for Integral
Development

2018-08-13
Date

**For The University of The
West Indies, Cave Hill
Campus**



Pro Vice-Chancellor and
Principal

August 10 2018
Date

Outputs and Activities	Resources	Comments	Unit Cost	Quantity	Total Cost	USOAS	UWI In kind
1.13 - Development of Caribbean Economic Capacity Building Program Summer Short Course in World Heritage Research and Stewardship, with emphasis on sustainable economic development through Tourism and traditional artisanship - in collaboration with the University of Southern Florida	1.13.1 - Consultants (for external production)	CHN Director to develop and deliver course. (\$2000 per month for 30 months = \$60,000 to coordinate 6 activities of the CHN = \$10,000 per activity)	\$ 10,000.00	1	\$ 10,000.00	\$ -	\$ 10,000.00
1.14 - Assist the Director in making contact (email) with Caribbean Diaspora organizations and international educational institutions with Heritage programs (outside the region) to promote the benefits of the CHN and to show how they can be involved with the network to promote Heritage Tourism and the marketing of traditional goods and services to Diasporic communities.	1.14.1 - Consultants (for external production)	CHN Director and research Assistant to identify Diasporic groups for each participating Member State and for the region; contact identified Diasporic groups and distribute CHN informational material, and maintain contact with the groups and monitor for specific activities and services.	\$ 60.00	48	\$ 2,880.00	\$ -	\$ 2,880.00
1.15 - Assist the Director in coordinating the first CHN Annual Conference – an event which would promote the benefits of the CHN and which would also be a fund-raising activity. The event could be integrated as part of some other relevant regional conference (e.g. the Annual Conference of the Association of Caribbean Historians or the Caribbean Conference of National Trusts and Preservation Societies)	1.15.1 - Consultants (for external production)	Coordinating the first CHN Annual Conference – to be integrated as part of some other relevant regional conference (e.g. the Annual Conference of the Association of Caribbean Historians or the Caribbean Conference of National Trusts and Preservation Societies). (\$2000 per month for 30 months = \$60,000 to coordinate 6 activities of the CHN = \$10,000 per activity)	\$ 10,000.00	1	\$ 10,000.00	\$ -	\$ 10,000.00
Funds to be transferred by the GS/OAS to UWI Cave Hill						\$ 28,800.00	
Funds In-Kind UWI Cave Hill							\$ 62,880.00
Total Value of the MOU						\$ 91,680.00	

ANNEX II

COMPONENT I ACTIVITIES

Strengthening of the institutional capacity of the Caribbean Heritage Network

Main activities:

1. **Increase the effectiveness of the Network administration and promotion of the Network regionally and internationally.** The GS/OAS Contribution will cover the cost of the appointment of a Research Assistant. He/she and the Director of the Caribbean Heritage Network (CHN) will be trained in the management of the CHN Information Portal. This training will be delivered in five (5) remote sessions, and will cover such topics as editing and creating static pages, adding blog articles, editing the home page, the Discover the Caribbean Heritage Pages, the Advisory Board members' page, posting event announcements, uploading resources, adding press releases, adding and editing academic program listings, managing submissions for future CHN conferences and workshops, adding photo galleries, creating and sending e-newsletters.
2. **Production of content for the CHN Information Portal to develop it as an information exchange** which is attractive to regional Heritage professionals and also contributes to the promotion of regional Heritage assets. To achieve this, it is proposed that the following be done: (a) at least one piece of content (e.g. event, opportunity, resource, current news item) is posted to the Information Portal every week; (b) the "Discover Caribbean Heritage" pages are edited and further developed; (c) eight (8) e-newsletters are distributed to CHN members during the period of Project execution (4 per year).
3. **Appointment or re-appointment of the members of the Advisory Board of the CHN**, (the governing body of the CHN which was established in Phase 1), with representation from all participating Member States.
4. **Appointment of Moderators for the six (6) CHN Interest Groups on the Information Portal.** The moderators of the Interest Groups will be trained in how to moderate the Groups in the network platform in order to build capacity in essential components of the regional Heritage economy and to increase the membership of the CHN. A video screencast will be created on how to moderate the Interest Groups in order to encourage people to become members of the CHN and to join in the discussions of the subject areas of the Groups - a) Heritage Legislation and Fiscal Incentives; b) Inventories and Monitoring; c) Socio-economic Impact of Heritage; d) Heritage Education and Professional Development; and e) Sustainable Heritage Tourism.
5. **Creation of a Circle of Caribbean Heritage Network Ambassadors.** A total of 26 individuals should be identified (2 from each participating Member State) and invited to develop and participate in fundraising activities on behalf of the CHN and to support and promote awareness of Heritage offerings and related activities in each CARICOM Member State, using the information material developed in Phase 2. The CHN Director will also

report to the GS/OAS every six months on progress made by the Ambassadors.

6. **Development of promotional material for the CHN** (e.g., a trifold brochure and flyer) to be displayed in universities and cultural institutions to provide information on the CHN.
7. **Promotion of the CHN at regional Heritage-related events.** The CHN Director will receive assistance to attend one (1) Heritage-related regional conference per year to promote the benefits of the CHN.
8. **Organization of a workshop for public officials from all participating Member States on the potential of the CHN for building a sustainable crafts sector** by providing a platform for visibility for traditional craftspeople and artisans and for building business capacity in that sector.
9. **Development of a Caribbean Economic Capacity Building Program Summer Short Course in World Heritage Research and Stewardship in collaboration with the University of Southern Florida**, with an emphasis on sustainable economic development through Tourism and traditional artisanship. This is to be used as an opportunity to promote the CHN and as a step towards developing relationships with major regional and international academic institutions.
10. **Coordination of the first CHN Annual Conference**— This is an event which would promote the benefits of the CHN and which would also be a fund-raising activity. It could be integrated as part of some other relevant regional conference (e.g., the Annual Conference of the Association of Caribbean Historians or the Caribbean Conference of National Trusts and Preservation Societies).
11. **Development of a proposal for the sustaining of the Caribbean Heritage Network (CHN)** after the completion of Project implementation. This proposal would be developed in collaboration with the implementing Consultants and would be presented in the form of a report to the GS/OAS Project Manager.