Docusign Envelope ID: 6746C5A3-7219-87C0-8077-9F4DBD9A83DD

Engagement Facility

Title: Barbados Coastal Fisheries Resilience Project

Manager: Kareitha Gill (Project Coordinator); Elizabeth Charles-Soomer (Cluster Lead)

Name of the EF (in Quantum): Barbados Coastal Fisheries Resilience Project

Description: (no acronyms, more than 10 characters)

Executive Summary:

The Barbados Coastal Fisheries Resilience Project aims to provide tangible and catalytic early recovery impact by focusing on strategic reinstatement and resilience upgrades of select physical infrastructure and assets, complemented and enabled by targeted capacity building, and strategic partnerships. Project design is guided by the principle that early recovery interventions that enable 'building back better' by incorporating increased resilience and enhancing disaster preparedness will both alleviate present impacts from Hurricane Beryl as well as reduce the risk of the adverse effects of future natural disasters on the local fishing community in Barbados. This project is therefore also underpinned by a Human Security approach, by keeping the people most affected at the centre of interventions and enhancing their resilience to future shocks and preventing future negative impacts of natural disasters.

USD $2.93 Million will be deployed in a targeted manner over the course of one year to contribute to resilient reconstruction focused on materials, equipment and installations that can be readily procured and installed and will be complementary and/or catalytic alongside broader reconstruction and resilience building. Further project development beyond initial concept will set out specific details of physical interventions, informed by the results of the World Bank-led Damage, Loss and Needs Assessment DaLA and consultations with Government of Barbados, with the Fisheries Division as a key focal point. Options for consideration include infrastructure and/or equipment to support hauling out and storage for vessels in emergency scenarios, auxiliary infrastructure equipment such as fuel storage and pumping facilities, and small grants for eligible boat owners (eligibility criteria to be set) for repairs and rebuilds. Physical interventions will be complemented by targeted capacity building and strategic partnerships.

This strategy aligns with the UNDP's mandate to support sustainable development and disaster risk reduction, contributing to national and global development priorities under a Blue Economy for Green Islands approach.

Background:

The passage of Hurricane Beryl on 1 July 2024 resulted in significant losses and damages to Barbados' coastal assets and infrastructure. Some of the most significant impacts were felt by the Oistins Fisheries complex south of Bridgetown and the Barbados Fisheries Complex in Bridgetown where most damages were concentrated. The Barbados Fisheries Complex comprises the primary harbour facility for the fishing fleet, fish landing facilities, and a market. It is estimated that more than 200 vessels owned by local fishers suffered damage. These impacts reveal significant vulnerabilities, particularly related to a lack of a natural

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sheltered harbour and safe harbour facilities. To comprehensively address the full scope of the challenge outlined above is beyond the scope of this project and would require broader and more sustained support.
However, this project aims to provide tangible and catalytic early recovery by focusing on strategic reinstatement and resilience upgrades of select physical infrastructures and assets including equipment
to facilitate business continuity and resilient operations, complemented and enabled by targeted capacity building, and strategic partnerships. The project's design is guided by the principle that early recovery
interventions that enable 'building back better' by incorporating increased resilience and enhancing disaster preparedness will both alleviate present impacts from Hurricane Beryl as well as reduce the risk
of the adverse effects of future natural disasters on the local fishing community in Barbados.

USD $2.93 Million will be deployed in a targeted manner over the course of one year to contribute to resilient reconstruction focused on materials, equipment and installations that can be readily procured and installed and will be complementary and/or catalytic with broader reconstruction and resilience building efforts. It is expected that the project will directly impact 100 boat owners, 300 fishers, more than 150 fish vendor/processors and will improve the skills of 100 industry stakeholders including the Barbados National Union of Fisherfolk Organization (BARNUFO). The entire fishing industry, with a participation of 60001 persons, stands to benefit from the improvement in disaster preparedness protocols and safer and more resilient facilities. The project will also have a positive indirect benefit to restaurants, domestic consumers (close to 100,000 households) and the vital tourism sector. The tourism sector comprises close to 156 properties of which 64 are hotels; stay over arrivals of 636,606 and cruise arrivals 441,677 people recorded in 20242. The proposal will form part of a wider Government of Barbados Fisheries Recovery Plan for the repair and replacement of vessels, rehabilitation of the marine based components of the Bridgetown Fisheries Complex (breakwater, finger pier, and slip way); rehabilitation of landing facilities and coastal protection along with capacity building in disaster management and is complementary to initiatives funded by other international partners such as the World Bank.

ALIGNMENT WITH POLICY USES DEFINITION. THIS ENGAGEMENT IS:

x	To Support upstream policy results
	For evaluation and assessments
	A crisis response
	For testing of innovations with scale-up potential

SP alignment. This EF supports:

	Strategic Objective 1: Prosperity for All
	A.1.1 Economic opportunities expanded for people and enterprises to access decent jobs, trade and productive assets, including human capital, human mobility and sustainable energy
	A.1.2 Social services, social protection, and health services systems strengthened to better support people's capabilities and uphold human rights
	Strategic Objective 2: Effective Governance
	A.2.1 Public institutions enhanced to deliver integrated people-centered solutions for basic services, economic development, resilience and peace for all.
	A.2.2 Democratic governance, rule of law and accountability strengthened for people-centered access to justice, security, open public sphere and full enjoyment of human rights.
	Strategic Objective 3: Crisis Resilience

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	A.3.1 Development gains preserved and reliance on humanitarian assistance decreased for crisis affected populations, including displaced populations and displacement-affected communities, enabling a return to normalcy and development progress.
x	A.3.2 Stabilization, recovery, and reconstruction efforts resulted in improved access to essential services and infrastructure, revitalized local economies, successful reintegration of excombatants, and reduced social tensions among crisis-affected populations.
	Strategic Objective 4: Healthy Planet
	A.4.1 National commitments of global environmental agreements embedded within policies, institutions, and budgetary frameworks.
	A.4.2 Financing for climate and nature-based solutions expanded to promote prosperity while protecting the planet.
	Accelerator 1: Digital and AI Transformation
	B.1.1 Institutions and individuals' capacities strengthened to access and use digital technologies for efficient and accessible public services and the advancement of social, environmental and economic objectives.
	B.1.2 Digital public infrastructure and other technology systems enhanced for public institutions and stakeholders to drive sustainable digital transformation
	Accelerator 2: Gender Equality
	B.2.1 Institutions, policies and laws improved to offer better opportunities for women's economic prosperity.
	B.2.2 Public and private institutions and civil society equipped to advance women's leadership and gender equality.
	Accelerator 3: Sustainable Finance
	B.3.1 Regulatory, institutional, and policy frameworks improved to expand public and private investments aligned with the SDGs at the country level.
	B.3.2 Domestic and international public and private finance transactions expanded to accelerate SDG implementation.
	Integrated Outputs
	C.1 Local governance systems and communities strengthened to manage natural resources, deliver basic services, enhance socioeconomic opportunities and foster peaceful conditions.
	C.2 Institutions and conflict and violence-affected communities enabled to foster social cohesion, build safer communities, and strengthen peace.
	C.3 Planning and fiscal systems, and public and private investment frameworks strengthened to improve accountability, transparency, effectiveness of public policies, and women's economic empowerment.
	C.4 Digital policies, strategies, regulations, and national development planning strengthened for public institutions and stakeholders to support safe and secure deployment of technologies that mitigate social and environmental risks.
	C.5 Institutions and planning systems enabled to integrate multidimensional risks management approaches in national, sub-national, and sectoral development policies and strategies to reduce vulnerability to shocks, including conflict and violence, natural hazards, economic downturns, and epidemics.
	C.6 Financial systems (public and private, national and international) strengthened with financing instruments that expand access to finance for sustainable development

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Results Framework

Related CPD Outcome and Output:
UNMSDCF 5: Caribbean people, communities and institutions have enhanced their adaptive capacity for inclusive, gender-responsive disaster risk management and climate change adaptation and mitigation.
Output 2.2: National agencies and community groups have access to enhanced integrated, gender-responsive disaster preparedness systems.

Related Output from the UNDP Strategic Plan 2026-2029
Signature Objective: Crisis Resilience
A.3.2: Stabilization, recovery, and reconstruction efforts resulted in improved access to essential services and infrastructure, revitalized local economies, successful reintegration of excombatants, and reduced social tensions among crisis-affected populations.

EXPECTED OUTPUTS	OUTPUT INDICATORS[1]	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS
			Value	Year					Year 1 (2026)	FINAL (2027)	
Output 1: **Enhanced and resilient**	*1.1 Extend to which the marine lift is installed*[2] *(one marine lift)*	*Fisheries Division records*	**0**	**2025**					***1***	***3***[3]	*Field visits and Fisheries Division reports*

[1] It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators disaggregated by sex or by other data, where relevant.

[2]The marine lift must be able to facilitate 54-ton vessels. The correct name of the equipment (marine lift) is correctly stated in this EF. Under EF project, a new location to assemble and test the lift to be confirmed by Fisheries Division. Given the rescoping of the external WB project, the immediate location for installation and testing to meet end of the BCFR Project (March 31, 2027) will no longer the Bridgetown Fisheries Complex, as stated in the previous project document (PIP). However, it is expected that the lift will be moved to its permanent location upon the completion of the WB project, which will be after the close of the BCFR project in 2027.

[3]The indicator will be measuring the targets as follows: extent 1: procured (with specification met); extent 2: installed; extent 3: tested).

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EXPECTED OUTPUTS	OUTPUT INDICATORS[1]	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS
			Value	Year					Year 1 (2026)	FINAL (2027)	
equipment delivered to support the fisheries sector	*1.2 No of vessels (boats) retrofitted with enhanced operational equipment*[4]	*Fisheries Division installation records*	**0**	**2025**					**-**	***60***	*Survey and beneficiary records*
	1.3 No of commercial ice machines for fish vendors and processors installed	*Fisheries Division installation records*	**0**	**2025**					**-**	***1***[5]	*Site/field visits and assessment of user/procurement records*
	1.4 No of vessels (boats) installed with Starlink Communications equipment and system	*Fisheries Division installation records*	**0**	**2025**					**-**	***100***	*Survey /review of procurement and beneficiary reports*

[4] Retrofitted equipment here refers to vessel cameras and GIS Chart Plotters, which were identified following consultations and confirmation with the Fisheries Division.

[5] The target in the previous project document (PIP) for the BCFR Project identified 2 ice machines for procurement. Subsequently, the Fisheries Division, after several consultations and considerations, confirmed that 1 ice machine should be procured. Hence, the target was revised to 1 which is now reflected in the new EF document. However, it is still possible that a second ice machine can be purchased. This will be determined when logistics and budget conditions have been fully assessed, following the receipt of the first ice machine.

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EXPECTED OUTPUTS	OUTPUT INDICATORS[1]	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS
			Value	Year					Year 1 (2026)	FINAL (2027)	
Output 2: Enhanced and resilient fishing vessels and equipment delivered to support the fisheries sector	*2.1 No of technical workshops (resilient boat building) delivered to stakeholders*[6]	*UNDP Activity brief/ report*	**0**	**2025**					***1***	***1***	*Assessment of attendees and activity brief/BTOR/ report*
	2.2 No of studies to improve/upgrade the Icehouse Facilities at Bridgetown and the Berinda Cox Fisheries Complex at Oistins completed[7]	*UNDP/ Submitted studies by consultants*	**0**	**2025**					***1***	***1***	*Review of consultant's report and completed studies/field visits*

[6] The technical workshops will focus on disaster-resistant boat building, incorporating cutting-edge Japanese techniques and materials. The Symposium on Disaster-Resilient Boatbuilding held on March 17, was one target achieved under the implementation of the PIP (previous project modality). The second technical workshop/training will take place in the final year of implementation (Q1 2027) under this EF.

[7] The full names of locations for the studies are more clearly articulated in this document than what was stated in the PIP.

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EXPECTED OUTPUTS	OUTPUT INDICATORS[1]	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS
			Value	Year					Year 1 (2026)	FINAL (2027)	
	2.3 No of gender-responsive educational materials on constructing disaster-resistant boats developed	*Fisheries Dept. records/ Disaster Office and Fisheries Division*	**0**	**2025**					***1***[8]	**-**	*Assessment of consultant's reports and UNDP's website*
	2.4 The degree to which technical disaster plans are updated[9]	*Disaster Office and Fisheries Division records*	**0**	**2025**					***3 (fully updated)***[10]	**-**	*Assessment of facilitator's report and end of project and simulation activity brief and attendee registration form*

[8] The target for the knowledge products was one in the previous project document (PIP) and remains the same in EF. Albeit two products have since been identified for development, following workshop consultations with stakeholders during the PIP implementation period.
[9] The technical plans will include preparedness and communication plans, inclusive of preparedness drills and simulations to train stakeholders and improve response capabilities for various disaster scenarios and ensure full participation of men and women.
[10] The indicator will measure the targets as follows: 1- **not updated:** updates to documents are not done/incomplete; 2-**partially updated**: preparedness and communications plans are both updated; 3-**fully updated**: prepared and communications plans updated and includes updated drill plan and simulation exercises.

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MULTIYEAR WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year		Respn. Party	Fund Source	PLANNED BUDGET	
		Y1	Y2			Budget Description	Amount
Output 1:	**Activity 1.1**: Marine travel lift of 52-ton for the Bridgetown Fisheries Complex	490,000.00	112,443.28	UNDP	GOJ		$ 602,443.28
	Activity 1.2: GIS Chart Plotters for resilient operations and safety	64,160.00	12,840.00	UNDP	GOJ		$ 77,000.00
	Activity 1.3: Vessel Cameras for retrofitted boats for resilient operations and safety	298,000.00	10,000.00	UNDP	GOJ		$ 308,000.00
	Activity 1.4: Containerized Ice Machine for fish processors and vendors	150,000.00	170,000.00	UNDP	GOJ		$ 320,000.00
	Activity 1.5: Starlink Communications Installation to improve communications, support rescue and information flows	280,000.00	10,000.00	UNDP	GOJ		$ 290,000.00
	General Management Support (GMS)	102,572.80	25,222.66				$ 127,795.46
	Sub-Total for Output 1	**1,384,732.80**	**340,505.94**				$ 1,725,238.74
Output 2:	**Activity 2.1**: Technical workshops and training focused on disaster-resistant boat building, incorporating Japanese techniques and materials	20,146.04	10,000.00	UNDP	GOJ		$ 30,146.04
	Activity 2.2: Study for an Upgrade of the Icehouse Central and Landing Facilities at the Bridgetown Fisheries Complex	150,000.00		UNDP	GOJ		$ 150,000.00
	Activity 2.3: A Fisheries Complex Design Study for the Berinda Cox Fish Market in Oistins	132,000.00	18,000.00	UNDP	GOJ		$ 150,000.00

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	Activity 2.4: Develop educational materials and knowledge products on disaster-resilient boat building	50,000.00	10,000.00	UNDP	GOJ		$ 60,000.00
	Activity 2.5: Update of a Gender-Responsive Disaster Preparedness and Communications Plan for the Barbados Fisheries Division, inclusive of preparedness drills and simulations	17,225.00	10,000.00	UNDP	GOJ		$ 27,225.00
	Activity 2.6: Technical and Administrative Support	24,599.95	17,280.00	UNDP	GOJ		$ 41,879.95
	Activity 2.7: Technical and Operational (DPC)			UNDP	GOJ		$ -
	General Management Support (GMS)	31,517.68	5,222.40				$ 36,740.08
	Sub-Total for Output 2	**425,488.67**	**70,502.40**				$ 495,991.07
Output 3	Project Management Cost	44,594.85	44,594.85	UNDP	GOJ		
TOTAL		**1,854,816.32**	**455,603.19**				$ 2,221,229.81

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ANNEX 2: OFFLINE PORTFOLIO/PROJECT RISK REGISTER

Portfolio/Project Title: Barbados Coastal Fisheries Resilience Project	Portfolio/Project Number: 1006508	Date: September 1, 2026

#	Event	Cause	Impact(s)	Risk Category and Sub-category *(including Risk Appetite)*	Impact, Likelihood & Risk Level *(see Annex 3 Risk Matrix)*	Risk Valid From/To	Risk Owner *(team accountable for managing the risk)*	Risk Treatment and Treatment Owner
1	There is a risk that partner capacity constraints might delay responses and submission of key information that can impact timely implementation of activities.	As a result of partner competing schedule, transition within the focal agency (Fisheries Division) with and time and capacity constraints.	Delayed responses and receipt of key information can impact timely implementation of activities or critical actions for completion of activities.	**3. OPERATIONAL (3.8. Capacities of the partners) - UNDP Risk Appetite: EXPLORATORY TO OPEN**	Likelihood: **4 - Highly likely** Impact: **4 - Extensive** Risk level: **SUBSTANTIAL (equates to a risk appetite of OPEN)**	From: 01-Sep-26 To: 31-Mar-27	Project Coordinator	Risk Treatment 1.1: Carry out consistent and frequent communication (weekly meetings) with key partners to identify bottlenecks and assist with capacity constraints/gaps. Risk Treatment Owner: Project Coordinator Risk Treatment 1.2: Provide technical and capacity support to focal agency (Fisheries Division), where possible and feasible in order to expedite activities, and coordinate and facilitate key stakeholder engagement. Risk Treatment Owner: Project Coordinator
2	There is a risk of low and significant delayed response rate from key stakeholders to	As a result of stakeholder fatigue and constraint capacity of focal agency	Which will impact on the critical consultative process required and information to	**3. OPERATIONAL (3.5. Partners'**	Likelihood: **4 - Highly likely**	From: 01-Sep-26	Project Coordinator	Risk Treatment 2.1: Follow up frequently with Fisheries Division to encourage and foster greater

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#	Event	Cause	Impact(s)	Risk Category and Sub-category *(including Risk Appetite)*	Impact, Likelihood & Risk Level *(see Annex 3 Risk Matrix)*	Risk Valid From/To	Risk Owner *(team accountable for managing the risk)*	Risk Treatment and Treatment Owner
	provide critical information and technical input.	(Fisheries Division) to drive stakeholder participation.	inform key studies and the development of technical documents/product development). Thereby affecting the overall quality and veracity of project deliverables.	**engagement) - UNDP Risk Appetite: EXPLORATORY TO OPEN**	Impact: **4 - Extensive** Risk level: **SUBSTANTIAL (equates to a risk appetite of OPEN)**	To: 31-Mar-27		stakeholder engagement with project consultants. Risk Treatment Owner: Project Coordinator Risk Treatment 2.2: Assist the Fisheries Division in facilitating and coordinating all activities, including drafting communication and documents to ensure timely and effective delivery of information among key stakeholders Risk Treatment Owner: Project Coordinator
3	There is a risk of delays with procured equipment, due to shipping and logistics that can affect delivery of the procured goods and services, and overall project's successful completion.	As a result of logistical issues or delays with manufacturer/suppliers.	Which will impact timely completion of project activities to meet overall project objectives by closure date.	**4. ORGANIZATIONAL (4.9. Procurement) - UNDP Risk Appetite: EXPLORATORY TO OPEN**	Likelihood: **3 - Moderately likely** Impact: **3 - Intermediate** Risk level: **MODERATE (equates to a risk appetite of EXPLORATORY)**	From: 01-Sep-26 : 31-Dec-26	Project Coordinator	Risk Treatment 3.1: Communicate frequently with UNDP Procurement team to ensure that contracts and POs are signed and procurement orders are completed in a timely fashion to meet the delivery timelines. Risk Treatment Owner: Project Coordinator … Risk Treatment 3.2: Monitor the order of equipment with the contracted vendors to ensure that orders are moving and processed according to manufacture and delivery schedules.

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#	Event	Cause	Impact(s)	Risk Category and Sub-category *(including Risk Appetite)*	Impact, Likelihood & Risk Level *(see Annex 3 Risk Matrix)*	Risk Valid From/To	Risk Owner *(team accountable for managing the risk)*	Risk Treatment and Treatment Owner
								Risk Treatment Owner: Project Coordinator
4	There is a risk that natural hazards and disasters, including man-made can impact project implementation.	As a result of the project being implemented during the hurricane season and Barbados is susceptible to external shocks.	Which will impact delivery and possibly the team's capacity to complete project implementation by project closure, depending on the severity of natural hazard or disaster.	**1. SOCIAL AND ENVIRONMENTAL (1.5. Climate change and disaster risks) - UNDP Risk Appetite: CAUTIOUS**	Likelihood: **2 - Low likelihood** Impact: **2 - Minor** Risk level: **LOW (equates to a risk appetite of CAUTIOUS)**	From: 01-Sep-26 To: 30-Nov-26	Project Coordinator	Risk Treatment 4.1: Monitor closely weather and other external threats and put in place contingency plans for project continuity, in coordination with Cluster Lead and based on UNDP's plans and procedures. Risk Treatment Owner: Project Coordinator

Stephanie Ziebell

01-Sep-2026

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