MID -TERM

PROGRESS REPORT

United Nations Development Programme, Lao PDR

Strengthening Disaster Response Capacity through the Establishment of Evacuation Shelters

November 2024 – May 2026



Reporting Period	November 2024 – May 2026
Donor	The Government of Japan
Country	Lao PDR
Project Title	*Strengthening Disaster Response through the Establishment of Evacuation Shelters (hereinafter referred to as ES project)*
Project ID and linkages withStrategic Plan UNSDCF's outcomes and UNDP Country Programme Document's outcomes	1003142 **UNSDCF** 2022-2026 – Strategic Priority 4 (Environment, Climate Change, And Resilience) **UNDP CPD** 2022-2026 –Outcome 2 - (Accelerate structural transformations for sustainable development)
Implementing Partner(s)	UNDP
Project Start Date	19 November 2024
Project End Date	18 November 2027
2026 Annual Work Plan Budget	USD 2,962,187.28
Total resources required	3,898,325.10 USD
Revenue received	• Regular 3,898,325.10 USD • Total 3,898,325.10 USD
Unfunded budget	0 USD
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I. Executive Summary

This mid-term progress report covers the project implementation period from November 2024 to May 2026. During the reporting period, the project made notable progress.

Key start up formalities were completed, including the formal approval of the project by the Government of Lao PDR, signing of the project document, official project launch on 28th August 2025, and recruitment of the project team. In addition, a Grievance Redress Mechanism (GRM) was established to enable stakeholder feedback and promote transparency and accountability throughout project implementation.

A comprehensive community needs assessment and technical and geospatial feasibility studies for construction were completed. Following close consultations with communities and local authorities, the 12 sites for the evacuation shelters were confirmed, including 8 for new construction and 4 for retrofitting of existing shelters. Technical assessments were finalised and the site-specific Environmental and Social Management Plan (ESMP) was developed, outlining essential measures to ensure environmental and social safety, sustainability and community engagement during project implementation.

In collaboration with Kobe University and Kyushu University of Japan, an "Evacuation Shelter Architecture Competition" was organized. Bringing together students from Lao PDR and Japan, the competition fostered innovation, creativity and cultural relevance in shelter design, while also strengthening collaboration between Lao PDR and Japan through the participation of students from both countries.

The new designs were endorsed and formally approved by the Minister of Labour and Social Welfare, allowing the project to move forward to detailed design finalization and procurement. The procurement process for the construction of the new shelters is ongoing, followed by the pre-bidding site visits with the government and potential bidders. On the other hand, the designs for the retrofitting of existing shelters has also been completed. Community mapping assessments and focus group discussions were organized in all 12 sites to ensure local ownership. These critical activities have laid the required groundwork for starting the construction phase in July 2026.

II. Background

Due to its geographical characteristics, the Lao People's Democratic Republic (Lao PDR) is highly vulnerable to floods. , Approximately 39.7% of the population are exposed to flood risks, rendering Lao PDR the sixth most flood-prone country in terms of population exposure.[1] Ongoing financial constraints have impeded the government's capacity to respond to disasters, resulting in the isolation of remote communities during flood events, with women, children, the elderly, and persons with disabilities being disproportionately affected.

Against this background, the Evacuation Shelter (ES) project aims to enhance human security in flood-prone communities in the provinces of Khammouane, Salavan, and Champasak by designing inclusive evacuation shelters that prioritize safety and privacy. In addition to improving disaster preparedness and emergency response at community level, insights generated through the project will inform the development of the National Guidelines for the Selection and Assessment of Evacuation Centers, thereby enhancing their relevance and practical applicability.

To achieve the outcome, the project is structured around two main outputs. First, it will strengthen the evidence base for implementation through risk analysis, community needs assessments, and technical

[1] Nature (2023). Flood exposure and poverty in 188 countries.

studies, culminating in a detailed implementation plan for evacuation shelters. Second, it will enhance human security in target communities through the establishment and sustainable operation of 12 inclusive evacuation shelters. These outputs will generate key products, including risk and needs assessment reports, technical designs, implementation and operational plans, constructed or retrofitted shelters, and lessons learned to support the finalization of the national guidelines.

III. Progress Review

During the reporting period, the project achieved notable milestones that contributed to its overall progress as summarised below:

<u>Output 1:</u> Risk knowledge and community needs are analyzed, and detailed plans are developed for effective implementation of the project.

1.1 Conduct needs assessment and feasibility study

As part of the initiation phase, in October 2025, UNDP completed the needs assessment and feasibility study for the selection of suitable sites for the construction of the new evacuation shelters and the retrofitting of existing ones, and conducted consultations with local authorities and communities. As a result, 8 sites for new construction and 4 sites for retrofitting were identified (see table 1 below). Throughout the process, extensive consultations were conducted with the community members, including men, women, the elderly and youth, to ensure that the proposed interventions were inclusive and responsive to local needs. In addition, discussions were also held with district and provincial authorities to confirm that the selected locations would align with the local development plans and priorities. In addition to the environmental and social assessment, technical and geographical assessments were carried out, including topographic and spatial surveys, geotechnical investigations, and structural condition assessments of existing facilities. These measures were taken to ensure that the shelters will be safe, practical, multifunctional and well supported by communities for use during both emergency and non-emergency periods.

Table 1: List of selected locations for construction and retrofitting of evacuation shelters

Province	District	Village	New Construction/Retrofitting
Salavan	Kongsedone	Napoulao	New construction
		Tanpiew	New construction
		Namthaeng	Retrofitting
		Napong	Retrofitting
Khammouane	Yommalat	Nasok	New construction
	Hinboun	Khamkeo	New construction
	Khounkham	Khounmany	New construction
	Bualapha	Kayu-Ja-Ang	Retrofitting
Champasak	Xanasomboun	Khili	Retrofitting
		Solonoy	New construction
	Pakse	Hae	New construction
		Phatak	New construction

1.2 Assess and plan for managing risks and ensure quality

In line with the UNDP's social and environmental safeguard standards, environmental and social assessments were undertaken to identify both the positive and potential adverse impacts of the project on the surrounding environment and local communities. The assessments identified key risks and informed the development of mitigation measures aimed at addressing issues that might arise before, during, and after the construction. The assessments also helped establish a Grievance Redress Mechanism (GRM) through which shelter users and community members can safely and confidentially submit complaints or feedback if they believe the project has adversely affected them, their community, or the environment.

An international expert was contracted to undertake the environmental and social assessments and develop the Environmental and Social Management Framework (ESMF), Environmental and Social Impact Assessment (ESIA), and Environmental and Social Management Plan (ESMP). The ESMF sets out the principles and procedures for identifying, assessing and managing environmental and social impacts associated with current and future project interventions in line with UNDP's Social and Environmental Standards.

The ESIA confirms that the project is technically feasible, environmentally appropriate, and socially responsive within the context of Lao PDR's land, environmental, and climatic conditions. With effective implementation of the ESMP, the project is expected to enhance disaster resilience, reduce climate-related risks and improve community safety, while remaining fully compliant with UNDP's Social and Environmental Standards and relevant national regulatory frameworks.

Output 2: Human security in target communities is enhanced through the establishment and sustainable operation of 12 evacuation shelters with inclusive planning and design.

During the reporting period, the project made substantial progress towards this output by completing the design preparation phase for all 12 planned evacuation shelters, advancing participatory planning processes with communities and government counterparts, and laying the institutional and operational foundations for construction, community engagement, and future policy strengthening. These achievements have strengthened the basis for delivering safe, inclusive, and context-appropriate evacuation infrastructure in target communities.

2.1 Retrofit existing building and newly construct evacuation shelters

During the reporting period, the project organized the "Multi-Purpose Evacuation Shelter Architecture Competition: Designing for Resilience and Livelihood". The initiative consisted of a range of activities,

including coaching and mentoring sessions from both local and international architects and engineers, and study visits to the targeted villages, allowing students to observe the geographical features of the area and gain firsthand insight into the community's livelihoods. The final competition was organized on 13 June 2025 and featured the participation of 6 groups, including students from both Lao PDR (National University of Laos) and Japan (Kobe University and Kyushu University). The initiative not only provided a valuable learning opportunity for the students but also contributed to fostering friendship and collaboration between Japan and Lao PDR. The winning concept design was submitted by a mixed team of Kobe University and National University of Laos' students. It showcases both innovative features and Lao cultural identity, is context sensitive and integrates climate-smart engineering and essential core-facilities to serve communities while withstanding severe weather events. The design meets the needs of multi-purpose facilities, which will allow shelters to remain functional year-round – not just in case of an emergency. After the competition, the design firm contracted by UNDP, further refined the winning concept in collaboration with Kobe University. This 'Pilot' design will be used for the construction of the evacuation shelter of Hae village in Champasak. In addition to the Pilot design, the design firm has also developed the basic design for the 7 other construction sites and the 4 retrofitting sites. The basic design features simplicity, functionality and cost effectiveness. Both the pilot and basic designs translate the project's inclusive planning approach into practical infrastructure solutions. They incorporate key considerations such as safety, accessibility, privacy, functionality, and suitability to local environmental and climatic conditions. This ensures that the shelters are not only technically sound, but also responsive to the needs of women, children, older persons, persons with disabilities, and other vulnerable groups during emergencies.

The designs of the evacuation shelters were endorsed during a consultation meeting organized by UNDP with relevant government agencies on 10 December 2025. They have also been formally approved by the Minister of Labour and Social Welfare, enabling the design firm to proceed with the detailed design, which were completed in February 2026 for the 8 new constructions, including the pilot design, and in May 2026, for the 4 existing evacuation shelters to be retrofitted. The procurement process was launched in March 2026 for the new constructions and will start in July 2026 for the retrofitting work. These milestones mark an important transition from concept development to implementation readiness. With design endorsement and approval completed, and the procurement process expected to be finalized by July 2026, the project is now positioned to move into the construction phase, physical works expected to start in the 3rd Quarter of 2026.

It is important to highlight that the design process for the evacuation shelters has been highly participatory. From the initial concept design stage through the developed design stage, government authorities and UNDP, including the international engineering consultant, were actively involved. This allowed to ensure full alignment between local cultural and metrological conditions and technical and international standards. The participatory process ensured that the community needs were fully considered. It helped build stakeholder ownership, improve design relevance and strengthen confidence that the shelters will be socially acceptable, operationally functional, and aligned with both national standards and local realities.

In response to the findings of the environmental and social impact assessments, and to mitigate any potential safety risks during the construction phase, UNDP, through its UXO Chief Technical Specialist, coordinated the clearance of the sites from unexploded ordnance. This process, from application to actual clearance and land release, required approximately for three months due to regulatory procedures and coordination requirements.

While the currently available equipment in Lao PDR allows detection primarily at shallow subsurface levels, additional precautionary measures were integrated into the project design. Specifically, contractual provisions were included in the call for proposals requiring construction companies to immediately halt work and report to UNDP upon the discovery of any suspected UXO, without attempting to handle it themselves.

Through this combination of formal clearance procedures and contractual risk management measures, the project has sought to minimize the likelihood of accidents and ensure a safe working environment throughout implementation.

2.2 Enhance community ownership and knowledge sharing

Beyond ensuring a robust participatory approach that meaningfully involves communities from the initial design phase through all stages of implementation to date, the project has sought to enhance community ownership and knowledge, and to operationalize a Cash for Work initiative. This initiative aims to (1) engage community members in light manual work related to the construction of the evacuation shelters, providing reasonable remuneration in return, and (2) provide financial literacy and basic accounting training to strengthen target villages' financial skills, improve access to financing, and enable informed financial decisions for long-term economic resilience. The initiative will be implemented and monitored by the consulting firm contracted by UNDP. The contract with the consulting firm was finalized in January 2026. Cash for work activities are expected to contribute to the sustainability of the project by strengthening community ownership and participation from the outset. By linking temporary livelihood support with financial capability development, the project also seeks to ensure that local communities are not only beneficiaries, but also active partners in the establishment and longer-term stewardship of the shelters.

With the aim of raising and amplifying public awareness of disaster preparedness and resilience across the country, the project supported the Ministry of Labour and Social Welfare in organizing a symposium on 2025 National and ASEAN Disaster Risk Management Day, International Day for Disasters Risk Reduction (DRR) under the theme 'Fund Resilience, Not Disaster'. The event was chaired by the Minister of Labour and Social Welfare and attended by over 100 participants from diverse sectors, including public and private institutions, international organizations, and civil society organizations. The symposium served as a critical platform for knowledge sharing and collaboration, resulting in strengthened multi-sectoral engagement and commitments to integrate DRR measures into development planning. Feedback from participants indicated increased understanding of DRR strategies, issues and challenges, marking a significant step toward building a more resilient society. It also complemented project level community engagement efforts by expanding national awareness of

disaster preparedness and reinforcing the importance of inclusive and risk-informed approaches to resilience building.

2.3 Strengthening policies, regulation, and institutional Lao PDR on the Disaster Risk Reduction
The sub-output focuses on reviewing and updating the National Guidelines for the Selection and Assessment of Evacuation Centers. The revision, which will continue until mid 2027, will be informed by lessons learned and best practices derived from the selection, construction, and assessment of 12 evacuation shelters targeted by this project. The update of the national guideline is planned to start in 2027, ensuring that it will be enriched by practical experience and evidence. The sequencing is important because it allows the policy review process to draw on tested design, construction, and operational lessons from the 12 shelter sites, thereby increasing the relevance, usability and institutional value of the revised national guidelines.

Project Management
The project is implemented in close partnership with the Government of Lao PDR, with the Ministry of Labour and Social Welfare (MoLSW) providing national leadership and oversight. UNDP worked alongside MoLSW to identify appropriate construction sites, facilitate consultations with target communities, and ensure that the shelter designs respond to community priorities and are fully aligned with local development plans. Key project staff including the Project Manager (Japanese Staff at the P2 level), National Project Coordinator and Project Associate, have been recruited and are working full time on the project. The management milestones have been critical in establishing the institutional, technical and coordination arrangements required for effective project delivery.

The Government of Lao PDR has demonstrated a strong commitment to the initiative by endorsing the project on 2nd May 2025, enabling the official initiation of implementation activities. In accordance with UNDP's policies, the Local Project Appraisal Committee (LPAC) met on 26th May 2025 and unanimously endorsed the project.

The Project Launch Ceremony was successfully organized on 28th August 2025, marking a major milestone with the signing of the Project Document by the Ministry of Labour and Social Welfare and UNDP. The event was attended by high-level representatives and witnessed by the Minister of Labour and Social Welfare, the Ambassador Extraordinary and Plenipotentiary of Japan to Lao PDR, line ministries, international NGOs, and members of the diplomatic community, including various embassies. This strong participation demonstrated broad national and international support for the project and reinforced its alignment with Lao PDR's disaster risk reduction priorities. The launch not only marked the official commencement of the project but also served as a platform to strengthen partnerships, raise awareness on the importance of resilience-building, and secure stakeholder commitment for effective implementation.

Communication and Visibility
Since the launch of the project, UNDP has actively promoted key achievements and highlighted Japan's cooperation with Lao PDR through a continuous stream of communication products disseminated via

social media and other digital platforms. Using photographs, short videos, and storytelling-based content, these communications have showcased progress on the ground while reinforcing the visibility of Japan's strategic engagement in the project.

In particular, the coverage has emphasized collaborative activities such as the design contest, which fostered exchanges among students of both countries, as well as joint field visits that demonstrated the project's participatory and community-centered approach. These initiatives not only strengthened public understanding of the project's objectives but also underscored the long-standing partnership between the Government of Japan, Lao PDR and UNDP.

The project team is currently in discussion with Kobe University to explore further cooperation on how to operate and maintain the evacuation shelters. The Kobe University has obtained a research budget from the Union Foundation for Ergodesign Culture on 'Site suitability assessment and peacetime/disaster evacuation behavior simulation for evacuation shelters in Lao PDR using diorama workshops and digital twin technologies'. The Kobe University and UNDP, in collaboration with the National University of Laos, will conduct visits to the target communities to study evacuation behavior and community dynamics. Based on these engagements, the Kobe University will develop miniature models of the communities and evacuation shelters and work together with villagers to reflect on the concept of community and collective preparedness. The process will also explore the use of evacuation shelters beyond emergency situations. These miniature models will be retained by UNDP and utilized to enhance project visibility and communication.

Communication activities will continue throughout the project cycle and will be further enhanced around major milestones to ensure sustained visibility and engagement. Key communication moments to date include:

MoU Signing Ceremony
Facebook

Design Contest and Site Visits
https://www.facebook.com/share/p/17tF977Dd7/
https://www.facebook.com/share/p/185JTXfoct/
https://www.facebook.com/share/p/1CASMHvAM3/

Design contest – Recap videos
https://www.facebook.com/share/v/18Ec51PrW2/
https://www.linkedin.com/feed/update/urn:li:activity:7383856632923025408

Project Launch Ceremony
https://www.facebook.com/share/p/174i6chf9u/

The visibility efforts have enhanced public awareness of the project's objectives, demonstrated progress to stakeholders and reinforced recognition of Japan's contribution to strengthening disaster resilience and human security in Lao PDR.

Project Board Meeting
https://www.facebook.com/share/p/1AV5hxwE5S/
https://www.linkedin.com/feed/update/urn:li:activity:7424651538498834433

Additional communication products will be developed as implementation progresses to ensure that achievements, lessons learned, and Japan's contribution remain highly visible to national stakeholders and the wider public.

IV. Results Framework

The Results Framework outlines the project's intended outcomes and outputs, together with the indicators, baselines, targets, and monitoring arrangements used to track progress and performance over the project lifecycle. It provides a structured basis for results-based management, linking planned activities to measurable changes in risk knowledge, human security, and institutional capacity, in line with the Project Document.

The framework is designed to support systematic monitoring, learning, and adaptive management, ensuring that progress is assessed using both quantitative and qualitative evidence, with due consideration to gender equality and social inclusion (GESI), environmental and social safeguards, and contextual risks. The indicators and targets presented below reflect the project's phased implementation approach, with early emphasis on feasibility, planning, and community engagement, followed by infrastructure delivery and capacity development in subsequent cycles.

Table 1. Project Indicators Monitoring

Expected Outputs	Output / Outcome statement	Indicator	Baseline (Value, Year)	2025 Target	2025 Actual	2026 Target	2026 by May	Cumulative to date	Data source / Means of verification	Data collection method	Key risks (and brief mitigation)
Project Outcome	People benefiting from finalization of National Guidelines	# of people benefitting from the project through finalization of the National Guidelines	0 (2024)	0	0	0	0	0	Policy & reports review; KIIs; population estimates	Desk review; KIIs (national/provincial DRR focal agencies); population estimate analysis	Approval may be delayed; Mitigation: high-level follow up, agreed approval pathway and timeline, technical drafting support
Project Outcome	People benefiting from provincial hydro-meteorological /geomorphlogical considerations in Guidelines	# of people benefiting from consideration of hydro-meteo and geomorph characteristics of their provinces in National Guidelines	0 (2024)	0	0	0	0	0	Population data (target provinces: 2015/2025 census)	Desk review of census/provincial planning reports	Dependent on guideline completion/approval; Mitigation: align consultations and endorsement steps with responsible ministry/committee schedule
Output 1	Risk knowledge and needs mapped and analysed	1.1 # needs assessments & feasibility studies conducted using GESI methodologies	0 (2024)	8	8	5	0	8	Published survey results; project reports	Review of project report; surveys; FGDs; KIIs	Survey may miss most vulnerable; Mitigation: purposive sampling, disability/women groups, triangulation with village records
Output 1	Risk knowledge and needs mapped and analysed	1.2 % women included in community consultations for needs survey, risk management, and O&M planning	0% (2024)	40	33.12	50	0	33.12	Gender-disaggregated participant lists	Attendance review; field observation; survey checks	Attendance does not equal participation; Mitigation: inclusive facilitation, safe spaces for women, qualitative feedback capture
Output 1	Risk knowledge and needs mapped and analysed	1.3 # workshops/consultations on risk assessments and management plans	0 (2024)	2	0	0	0	2	Published SES assessment reports/plans; attendance records	Review SES reports; attendance; progress report	Social/environmental concerns not addressed; Mitigation: strengthen safeguards review, document response actions and feedback loop
Output 2	Human security enhanced through 12 evacuation shelters	2.1 # people directly benefiting from evacuation shelters established & fully operationalized	0 (2024)	4,000	0	4,000	0	0	Progress report; monitoring reports	Progress report analysis; observation checklist; beneficiary interviews; verification by local authorities	Construction delays (rainy season); Mitigation: sequencing works in dry months, buffer time, strengthened contractor supervision

Output 2	Human security enhanced through 12 evacuation shelters	2.2 # people participating in Cash-for-Work programme	0 (2024)	0	0	0	0	0	Participant lists; progress report	Attendance logs; progress report review	Women-headed households/PWD excluded; Mitigation: adapted task packages, quotas, non-manual roles and flexible modalities
Output 2	Human security enhanced through 12 evacuation shelters	2.3 % passing post-training tests on safe evacuation & shelter O&M (>=80% correct)	0% (2024)	80%	0	80	0	0	Training reports	Pre/post tests; progress report review	Low training coverage; Mitigation: repeat sessions, ToT approach, integrate modules into village preparedness routines

Women's participation in consultations under output 1.2 reached 33 per cent against a 40 per cent target, owing to harvest-period scheduling and limited mobilization through the Lao Women's Union; 2026 remedial measures include joint planning with the Union, revised timings, women-only focus group discussions, and tracking of substantive participation. Neither of the two SES workshops planned under Indicator 1.3 was delivered, due to late consultant engagement and feasibility-output sequencing, and both have been rescheduled to Q3 2026 under monthly Project Board oversight and after construction companies are contracted. Indicator 2.1 recorded no beneficiaries against the 4,000 target, consistent with a first year devoted to feasibility and site selection after the project's late-August 2025 start in the rainy season; eight needs assessments were completed under output 1.1, construction is sequenced for the 2026 dry season, and a revision of phased targets is being submitted to the Project Board with the end-of-project total of 9,600 beneficiaries maintained. Combined with strengthened contractor supervision and inclusion adjustments to consultations and the Cash-for-Work modality, these measures are expected to correct the 2025 shortfalls within the 2026 cycle and keep all end-of-project targets on track.

V. Financial Performance

As of May 2026, the project has disbursed USD 1,003,126.35, equivalent to 26 % of the total budget. The remaining available balance stands USD 2,856,656.72, including ongoing commitments on construction and retrofitting of 12 evacuation shelters (Table 1).

Implementation and budget have been affected by several contextual factors, including the time required for site identification and the completion of UXO clearance processes, as well as the finalization of mandatory preparatory studies, particularly those related to social and environmental safeguards. These factors are discussed in greater detail in the narrative sections below.

With these foundational steps progressing, the project is now better positioned to accelerate delivery and improve budget utilization, while ensuring sustainable impact beyond the project period.

Table1: Summary Cumulative Expenditure and Available Balance

Output	Total Budget (revised budget)	2024	2025	2026 as of April	Total Expenditure (2024 + 2025)	Available Balance
Output 1.1	$222,578.99	-	200,739.29	-	200,739.29	21,839.70
Output 1.2	$226,592.96	-	79,431.64	35,507.14	114,938.78	111,654.18
Total Output 1	**$449,171.95**	**-**	**280,170.93**	**35,507.14**	**315,678.07**	**133,493.88**
Output 2.1	$2,306,880.00	-	-	144,652.02	144,652.02	2,162,227.98
Output 2.2	$480,434.13	-	44,998.77	259,015.16	304,013.93	176,420.20
Output 2.3	$77,904.60	-	4,464.60	867.81	5,332.41	72,572.19
Total Output 2	**$2,865,218.73**	**-**	**49,463.37**	**404,534.99**	**453,998.36**	**$2,411,220.37**
Project Management	**$545,392.39**	**-**	**184,358.01**	**49,091.91**	**233,449.92**	**$311,942.47**
Grand Total	**$3,859,783.07**	-	513,992.31	489,134.04	1,003,126.35	2,856,656.72

*Total budget excludes $38,542.02 levy (1%)

VI. Project Risks and Issues

a. Project risks and actions

Please refer to the attached **Annex IV** below.

b. Project issues and actions

Project Issue 1: Finalization of the Delegation of Authority (DoA)

Projects involving large-scale civil works are subject to strict UNDP construction guidelines, which require specialized risk assessments and a formal delegation of authority based on financial and technical thresholds. Navigating these mandatory compliance safeguards and securing the necessary institutional approvals took slightly more time than initially anticipated., As a result, the implementation of some activities was delayed and had to be adjusted during the initial phase of the project.

Actions Taken:

The project team worked closely with the Regional Office to ensure that all required documentation met UNDP quality standards and procedural requirements, allowingthe successful completion of the process. This rigorous vetting ensures that the project will be executed safely, transparently, and in full alignment with international quality standards.

Status: Resolved

Project Issue 2: Recruitment of Key Personnel

The recruitment of key long-term personnel required additional time, which affected the pace of implementation of certain activities during the initial phase of the project.

Actions Taken:

To ensure continuity and maintain implementation momentum, UNDP introduced an interim staffing arrangement by contracting a National Coordination Consultant through an accelerated recruitment modality. This flexible approach enabled the project to sustain core coordination functions while the formal recruitment process for long-term positions was completed. As a results, operational disruptions were minimized and progress was maintained during the transition period.

Status: Resolved

Project Issue 3: Finalization of Construction Site Selection

The completion of the detailed feasibility study required for the identification of construction sites took longer than initially anticipated. This reflected the need to ensure through multiple layers of review validation and compliance through consultations and approvals across district, provincial, and central authorities, including requirements related to UXO clearance, and other regulatory processes. These important steps contributed to delays and a phased progression of subsequent activities during the initial phase.

Actions Taken:

In response, the project team strengthened coordination with the Ministry of Labour and Social Welfare and the consulting firm to facilitate a more streamlined review and approval process for land selection. This included proactive engagement with relevant authorities at all administrative levels to support timely validation. In parallel, the feasibility study was conducted under an intensified schedule, with regular field missions and close technical coordination to accelerate the consolidation of findings and

submission for recommendations for approval. These measures helped to address bottlenecks and support the steady advancement progression of subsequent project activities.
Status: Resolved

Project Issue 4: Fuel price increase
The recent military escalation in the Middle East has contributed to a sharp increase in global fuel prices, which in turn affects transportation and operational costs in Lao PDR. This has created a potential risk of increased project costs, particularly for transportation and field-based operations in Lao PDR.

Action taken:
To mitigate this impact, the project will further optimize field missions by improving planning and consolidating site visits where possible to reduce the frequency and duration of travel. This enhanced cost efficiency while maintaining implementation effectiveness. With regard to construction costs, based on the current procurement process, there is no significant deviation observed between the consultant's initial cost estimates which was prepared prior to the escalation, and the bids which the project team has received, suggesting limited immediate impact on construction budgets at this stage. Consequently, the available project budget remains sufficient to construct all planned facilities and project components as originally designed, without the need to reduce any facilities such as toilet or kitchen.
Status: Ongoing

V. Lessons Learned

The setup phase of the Evacuation Shelter Project provided valuable insights that will help strengthen implementation and effectiveness in subsequent phases. The following lessons highlight opportunities to further enhance project delivery:

1. Integrating preparatory technical discussions into the project design phase
Establishing structured coordination from the outset would help clarify key technical and procedural requirements—such as feasibility studies—particularly for infrastructure projects that involve complex construction components and rigorous review processes. Looking ahead, integrating preparatory technical discussions into the project design stage—prior to formal signing with government counterparts—could significantly streamline early implementation and minimize delays during the early stages of project execution.

2. Timely mobilization of Dedicated Project Capacity
The initial phase highlighted the need to better balance preparatory work with the timely completion of required approvals so that recruitment can begin as early as possible. While advance planning, role definition, and coordination are essential to ensure the right staffing structure, these efforts must be sequenced alongside approval processes to avoid delays in bringing key project personnel on board. Going forward, ensuring that staffing preparations and necessary clearances are completed in parallel with project start-up timelines will be critical to strengthening

implementation readiness, enabling effective workflow management, and reducing operational bottlenecks during the early stages of delivery.

3. Advancing Early Preparation of Critical Project Components

The experience highlights the benefits of initiating key preparatory activities—such as preliminary site identification and concept design development—during the project preparation phase. Given that subsequent steps, including UXO clearance, detailed design, procurement, and construction supervision, are highly interdependent and sequential, early progress in these areas can significantly enhance overall efficiency.

Going forward, advancing these foundational components earlier in the project cycle would help reduce downstream delays, facilitate faster approvals, and contribute to a more streamlined and predictable implementation schedule.

4. Adaptive Cost Management

The recent increase in fuel prices highlighted the need for proactive cost management and adaptive planning in project implementation. In response, greater emphasis has been taken on optimizing field mission schedules, including consolidating site visits and reducing travel duration, to enhance operational efficiency and contain costs. This experience highlighted the importance of building flexibility into implementation planning to better absorb external shocks while maintaining progress and budget discipline.

VI. Conclusions and Way Forward

Since the agreement was signed in November 2024, the project has made steady progress in establishing key operational foundations, including securing government endorsement, recruiting core personnel, and signing the project document.

Following the formal endorsement of the project document by the Ministry of Labour and Social Welfare in August 2025, support from the Ministry has enabled significant progress in project implementation. All required feasibility studies have been conducted, and the design of the evacuation shelters has been completed and approved.

In 2026, the project is well positioned to move into its core implementation phase, with construction and retrofitting of evacuation shelters expected to commence in the third quarter. Building on progress made to date, the project will aim to advance these works as far as possible by the end of the year, while applying an adaptative approach that takes into account procurement timelines, seasonal weather conditions and any potential disaster-related disruptions. These contextual factors will be actively considered in planning, sequency, and construction management and oversight, in close coordination with the firm responsible for construction supervision and quality assurance. Alongside infrastructure works, the project will continue to foster community ownership and strengthen financial literacy, while capturing lessons learned and good practices. These will provide valuable inputs for the review and refinement of the National Guidelines, and help ensure continuity and sustained progress into 2027.UNDP will continue to coordinate closely with the Embassy of Japan and the Ministry of Labour and Social Welfare to ensure that the project contributes meaningfully and sustainably to strengthening disaster preparedness in the targeted provinces.

VII. Annexes

Annex I: Project Progress

Expected Output	Output Indicators	Baseline (2024)	Annual Targets (2025)	Current Annual Indicator Value (Cumulative)	Activities	Status: On-track/off-track/complete	Note	Data Collection Methods
Project-level Outcome	Number of people benefitting from the project through the finalize of the National Guidelines	0	0	0	2.1 Retrofit existing building or newly construct evacuation centers	On-Track		Data collection: Policy and Reports Review, Key Informant interview (national and provincial disaster focal agencies), and Analysis of population estimate Household surveys and Provincial Planning reports
	Number of people benefiting from the consideration of hydrometeorological and geomorphological characteristics of their provinces in	0	0	0	2.3. Strengthening policies, regulation and institutional Lao PDR on DRR	On-Track		

	the National Guidelines							
Output 1 *Risk knowledge in the 3 target provinces and needs of 12 target communities, especially those most vulnerable to the floods, are mapped and analysed*	***1.1*** *Number of needs assessments and feasibility studies conducted using GESI (Gender Equality and Social Inclusion) methodologies*	0	8	8	1.1. Conduct needs assessments and feasibility study	On-Track	1 Initial Feasibility studies 3 Community Mapping, Site Assessment, 1 ESIA, 1 ESMF, 1 ESMP	Data collection method: Review of Project report, Survey, focus group discussions, and key informant interview
	1.2 *% of women included in community consultations for needs survey, risk management, and O&M planning activities*	0	40%	33.12 %	1.2 Assess and plan for managing risks and ensure quality	On-Track		Data collection method: Review of attendance records, survey and field observations
	1.3 *Number of workshops and consultations on*	0	2	0	1.2 Assess and plan for managing risks and ensure quality	Off-Track	To start in Q1-Q2 2026	Data collection method: Review of SES reports, attendance records, and Project Progress Report

	the risk assessments and management plans						(SES and GRM training)	
Output 2 *Human Security in target communities is enhanced through the establishment and sustainable operation of 12 evacuation shelters with inclusive planning and design*	***2.1** Number of people directly benefiting from the evacuation shelters established and fully operationalized*	0	4,000	0	2.1 Retrofit existing buildings or newly construct evacuation centers	Off-Track	Construction will be completed in the end of 2026	Data collection method: Analysis of project progress report, observation checklist assessment, and beneficiaries interview. Information is verified by project staff and local authorities during monitoring visits.
	***2.2** Number of people who participated from the Cash-for-Work programme*	0	0	0	2.2 Enhance community ownership and knowledge sharing	On-Track		Data collection method: Records of Participants with attendance logs and review of project progress report
	***2.3** % of people who passed the post-training tests on safe evacuation and sustainable operation of evacuation shelters (passing threshold:*	0	80%	0	2.2 Enhance community ownership and knowledge sharing	Off-Track	To start once construction is completed	Data collection method: Pre & Post training assessment tests & review of project progress report

	80% correct answers)							

Annex II: Project Timeline

Completed

In progress

Planned

No.	Task Description	Output/Deliverable	Expected Date of Completion/Contract Signing	Status
1	LPAC meeting	To present and re-confirm the scope of the project	May 2025	
2	Architecture Competition	Initial innovative concept design developed through competition	June 2025	
4	Obtain Delegation of Authority (DOA)	Approval or Delegation for Project Document that includes Construction Works	September 2025	
5	Inception Workshop (Project Launch)	Project Document signed	August 2025	
7	Community mapping	Need assessment and site recommendation report	October 2025	
8	Feasibility study	Site assessment report with recommendations	October 2025	
9	Project Board meeting	Annual Work Plan (AWP) presented to and approved by the board	January 2026	
Procurement				
1	Consultancy firm to conduct feasibility study and for detailed design of evacuation shelters	Signed contract	July – August 2025	
2	Construction firm to construct and retrofit evacuation shelters	Contracts signed	July- August 2026	
3	Consulting firm to monitor and supervise the construction and retrofitting of evacuation shelters	Contract signed	April 2026	

4	Consulting firm to administering grants for Cash for Work	Contract signed	January 2026	
Detailed Design of Evacuation Shelters				
1	Detailed design	Detailed design of 12 evacuation shelters including BoQ	May 2026	
2	Provision of solution to technical issues that arise from design	Close-out report summarizing communications throughout the construction period	December 2026	
Construction and Retrofitting of Evacuation Shelters				
1	Construction and retrofitting of evacuation shelters	Completion 12 evacuation shelters	December 2026	
Cash for Work Initiative				
1	Implementation of Cash for Work initiative	1800 villagers in 12 targeted villages receiving benefits through short-term employment and literacy training	March 2027	
National Guidelines for the Selection and Assessment of Evacuation Centres				
1	Review and update National Guidelines for the Selection and Assessment of Evacuation Centres	Endorsed guidelines	August 2027	

Annex III: Annual Workplan 2025 and 2026

Annual Work Plan 2025

EXPECTED PROJECT OUTPUTS	PLANNED ACTIVITIES	ACTIVITY NARRATIVE	TIMEFRAME				RESPONSIBLE PARTY CODE (Implementing Agent Code)	PLANNED BUDGET				
indicators including baseline and annual targets	*List all activities including M&E to be undertaken during the year towards stated project outputs*											
			Q1	Q2	Q3	Q4		**Fund Codes**	**Donor Codes**	**Budget Lines**	**Budget Description**	**Amount**
Output 1: Risk knowledge and community needs are analysed and detailed plans are developed to effective implementation of the project.												
Output 1 Risk knowledge and community needs are analyzed and detailed plans are developed to effective implementation of the project.	1.1. Conduct needs assessments and feasibility study	*Need assessment and feasibilities will be conducted in the 8 areas*			x	x	UNDP (001981)	32045	000141	72100	National consulting firm for feasibility study and design	$97,668.88
				x	x	x	UNDP (001981)	32045	000141	71300	National consultant to conduct needs assessment, community mapping and gender/stakeholder engagement; Coordination consultant	$27,446.50
			x	x	x	x	UNDP (001981)	32045	000141	71600	Domestic travel for project sites	$29,908.17

		x	x	x	x	UNDP (001981)	32045	000141	75700	Workshop cost	$25,427.11
					x	UNDP (001981)	32045	000141	71200	International engineering Consultant for oversight	$25,641.00
		x	x	x	x	UNDP (001981)	32045	000141	75100	General Management Support (GMS) (8%)	$16,487.33
						Total activity 1.1					**$222,578.99**
1.2 Assess and plan for managing risks and ensure quality	*Conduct risk assessments and implement quality assurance plans to identify, mitigate, and manage potential risks including the Environmental and Social Management Framework (ESMF), Environmental and Social*			x	x	UNDP (001981)	32045	000141	67400	Project Manager P2	$23,228.42
		x	x	x	x	UNDP (001981)	32045	000141	64300	DES (IP Salary)	$13,602.89
				x	x	UNDP (001981)	32045	000141	71200	International SES consultant and risk mapping	$39,702.07
		x	x	x	x	UNDP (001981)	32045	000141	71600	Domestic travel for project sites	$4,274.92

		Management Plan (ESMP)					UNDP (001981)	32045	000141	75700	Workshop cost	$0.00
			x	x	x	x	UNDP (001981)	32045	000141	75100	General Management Support (GMS) (8%)	$6,464.66
							Total activity 1.2					**$87,272.96**
Total Output 1							**Total Output 1**					**$309,851.96**
Output 2: Human Security in target communities is enhanced through the establishment and sustainbale operation of 15 evacuation centers with inclusive planning and design.												
	2.1 Retrofit existing building or newly construct evacuation centers	*Construct 8 new evacuation centers and conduct 4 retrofitting for the existing evacuation center to ensure a secure and inclusive design for all during the emergency times*					UNDP (001981)	32045	000141	71600	Domestic travel for project sites	$0.00
							UNDP (001981)	32045	000141	72100	Construction, Retrofitting and Monitoring costs	$0.00
							UNDP (001981)	32045	000141	75700	Workshop cost	$0.00
							UNDP (001981)	32045	000141	75100	General Management Support (GMS) (8%)	$0.00

						Total activity 2.1					**$0.00**
				x	x	UNDP (001981)	32045	000141	67400	Project Manager P2	$23,228.42
		x	x	x	x	UNDP (001981)	32045	000141	64300	DES (IP Salary)	$13,602.89
2.2 Enhance community ownership and knowledge sharing through training and communicatio n and advocacy	*Ensure and enhance community ownership and knowledge sharing through training on safe evacuation and how to manage and operate evacuation center*			x	x	UNDP (001981)	32045	000141	71300	National consultant for graphic design and publications	$2,883.54
			x	x	x	UNDP (001981)	32045	000141	74200	Printing and publication of guidelines, goods, and documents	$2,131.57
						UNDP (001981)	32045	000141	71600	Domestic travel for project sites	$0.00
						UNDP (001981)	32045	000141	72100	Community engagement and CfW	$0.00
		x	x	x	x	UNDP (001981)	32045	000141	75100	General Management Support (GMS) (8%)	$3,347.71
						Total activity 2.2					**$45,194.13**

				x	x	UNDP (001981)	32045	000141	75700	Workshop cost	$2,532.89
2.3. Strengthening policies, regulation and institutional Lao PDR on DRR	*Review and update the National Guidelines for the Selection and Assessment of Evacuation Centers and other relevant policies; improve institutional capacity through learning*			x	x	UNDP (001981)	32045	000141	71600	Travel	$1,601.00
						UNDP (001981)	32045	000141	71200	International Consultant for Mid-Term Evaluation	$0.00
						UNDP (001981)	32045	000141	71300	National Consultant for supporting the Project Mid-Term Evaluation	$0.00
				x	x	UNDP (001981)	32045	000141	75100	General Management Support (GMS) (8%)	$330.71
						Total activity 2.3					**$4,464.60**
Total Output 2						**Total Output 2**					**$49,658.73**

Project Management Cost (PMC)												
	DES	*IP salary*	x	x	x	x	UNDP (001981)	32045	000141	64300	DES (IP Salary)	$97,602.90
	Staff	*IP salary*			x	x	UNDP (001981)	32045	000141	67400	Project Manager P2	$23,795.94
	Project Staff	*Project Coordinator NPSA9 & Project Assistant NPSA7 Monitoring, Evaluation & Learning Specialist*	x	x	x	x	UNDP (001981)	32045	000141	71400	Project Coordinator NPSA9 Project Assistant NPSA7 Monitoring, Evaluation & Learning Specialist	$31,661.55
				x	x		UNDP (001981)	32045	000141	72200	Office equipment and funiture	$1,191.19
	Supplies	*Office Equipment*		x	x		UNDP (001981)	32045	000141	72500	Office supplies	$2,286.53
			x	x			UNDP (001981)	32045	000141	72800	ICT equipment	$14,214.08

DES	*Transactional Cost*					UNDP (001981)	32045	000141	74500	DES (transactional cost)	$0.00
GMS	*Facilities and Administration*	x	x	x	x	UNDP (001981)	32045	000141	75100	General Management Support (GMS) (8%)	$13,660.18
Total Output 3											**$184,412.37**
Project Total											**$543,923.06**

Annual Work Plan 2026

EXPECTED PROJECT OUTPUTS	PLANNED ACTIVITIES	ACTIVITY NARRATIVE	TIMEFRAME	RESPONSIBLE PARTY CODE (Implementing Agent Code)	PLANNED BUDGET

indicators including baseline and annual targets	*List all activities including M&E to be undertaken during the year towards stated project outputs*											
			Q1	Q2	Q3	Q4		**Fund Codes**	**Donor Codes**	**Budget Lines**	**Budget Description**	**Amount**
Output 1: Risk knowledge and community needs are analysed and detailed plans are developed to effective implementation of the project.												
Output 1 Risk knowledge and community needs are analyzed and detailed plans are developed to effective implementation of the project.	1.1. Conduct needs assessments and feasibility study	*Need assessment and feasibilities will be conducted in the 8 areas*	x	x	x	x	UNDP (001981)	32045	000141	72100	National consulting firm for feasibility study and design	$0.00
							UNDP (001981)	32045	000141	71300	National consultant to conduct needs assessment, community mapping and gender/stakeholder engagement; Coordination consultant	$0.00
							UNDP (001981)	32045	000141	71600	Domestic travel for project sites	$0.00
							UNDP (001981)	32045	000141	75700	Workshop cost	$0.00

							UNDP (001981)	32045	000141	71200	International engineering Consultant for oversight	$0.00
							UNDP (001981)	32045	000141	75100	General Management Support (GMS) (8%)	$0.00
							Total activity 1.1					**$0.00**
	1.2 Assess and plan for managing risks and ensure quality	*Conduct risk assessments and implement quality assurance plans to identify, mitigate, and manage potential risks including the Environmental and Social Management Framework (ESMF), Environmental and Social Management Plan (ESMP)*	x	x	x	x	UNDP (001981)	32045	000141	67400	Project Manager P2	$59,000.00
							UNDP (001981)	32045	000141	64300	DES (IP Salary)	$0.00
			x				UNDP (001981)	32045	000141	71200	International SES consultant and risk mapping	$0.00
			x	x	x	x	UNDP (001981)	32045	000141	71600	Domestic travel for project sites	$10,000.00

			x	x			UNDP (001981)	32045	000141	75700	Workshop cost	$3,000.00
			x	x	x	x	UNDP (001981)	32045	000141	75100	General Management Support (GMS) (8%)	$5,760.00
							Total activity 1.2					**$77,760.00**
Total Output 1							**Total Output 1**					**$77,760.00**
Output 2: Human Security in target communities is enhanced through the establishment and sustainbale operation of 15 evacuation centers with inclusive planning and design.												
	2.1 Retrofit existing building or newly construct evacuation centers	*Construct 8 new evacuation centers and conduct 4 retrofitting for the existing evacuation center to ensure a secure and inclusive design for all during the emergency times*	x	x	x	x	UNDP (001981)	32045	000141	71600	Domestic travel for project sites	$29,000.00
			x	x	x	x	UNDP (001981)	32045	000141	72100	Construction, Retrofitting and Monitoring costs	$2,068,000.00
			x	x	x	x	UNDP (001981)	32045	000141	75700	Workshop cost	$10,000.00
			x	x	x	x	UNDP (001981)	32045	000141	75100	General Management Support (GMS) (8%)	$168,560.00

							Total activity 2.1					**$2,275,560.00**
	2.2 Enhance community ownership and knowledge sharing through training and communication and advocacy	*Ensure and enhance community ownership and knowledge sharing through training on safe evacuation and how to manage and operate evacuation center*	x	x	x	x	UNDP (001981)	32045	000141	67400	Project Manager P2	$59,000.00
							UNDP (001981)	32045	000141	64300	DES (IP Salary)	$0.00
			x	x	x	x	UNDP (001981)	32045	000141	71300	National consultant for graphic design and publications	$3,000.00
			x	x	x	x	UNDP (001981)	32045	000141	74200	Printing and publication of guidelines, goods, and documents	$5,500.00
			x	x	x	x	UNDP (001981)	32045	000141	71600	Domestic travel for project sites	$20,000.00
			x	x	x	x	UNDP (001981)	32045	000141	72100	Community engagement and CfW	$230,000.00
			x	x	x	x	UNDP (001981)	32045	000141	75100	General Management Support (GMS) (8%)	$25,400.00
							Total activity 2.2					**$342,900.00**

	2.3. Strengthening policies, regulation and institutional Lao PDR on DRR	*Review and update the National Guidelines for the Selection and Assessment of Evacuation Centers and other relevant policies; improve institutional capacity through learning*		x	x	x	UNDP (001981)	32045	000141	75700	Workshop cost	$12,000.00
				x	x		UNDP (001981)	32045	000141	71600	Travel	$5,000.00
							UNDP (001981)	32045	000141	71200	International Consultant for Mid-Term Evaluation	$0.00
							UNDP (001981)	32045	000141	71300	National Consultant for supporting the Project Mid-Term Evaluation	$0.00
			x	x	x	x	UNDP (001981)	32045	000141	75100	General Management Support (GMS) (8%)	$1,360.00
							Total activity 2.3					**$18,360.00**
Total Output 2							**Total Output 2**					**$2,636,820.00**

Project Management Cost (PMC)												
	DES	*IP salary*	x	x	x	x	UNDP (001981)	32045	000141	64300	DES (IP Salary)	$13,000.00
	Staff	*IP salary*	x	x	x	x	UNDP (001981)	32045	000141	67400	Project Manager P2	$59,000.00
	Project Staff	*Project Coordinator NPSA9 & Project Assistant NPSA7 Monitoring, Evaluation & Learning Specialist*	x	x	x	x	UNDP (001981)	32045	000141	71400	Project Coordinator NPSA9 Project Assistant NPSA7 Monitoring, Evaluation & Learning Specialist	$70,000.00
	Supplies	*Office Equipment*			x		UNDP (001981)	32045	000141	72200	Office equipment and funiture	$1,000.00
			x	x	x	x	UNDP (001981)	32045	000141	72500	Office supplies	$3,240.76
					x		UNDP (001981)	32045	000141	72800	ICT equipment	$1,000.00
	DES	*Transactional Cost*	x	x	x	x	UNDP (001981)	32045	000141	74500	DES (transactional cost)	$10,000.00

	GMS	*Facilities and Administration*	x	x	x	x	UNDP (001981)	32045	000141	75100	General Management Support (GMS) (8%)	$12,579.26
Total Output 3												**$169,820.02**
Project Total												**$2,884,400.02**

Annex IV: Project Risks

Status of Risk Treatment

#	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	Status
1	There is a risk that there will be no qualified construction company bidder	As a result of the limited domestic market and limited reach of procurement advertisement	Which will delay the construction work	**4. ORGANIZATIONAL (4.9. Procurement) - UNDP Risk Appetite: EXPLORATORY TO OPEN**	Likelihood: **2 - Low likelihood** Impact: **2 - Minor** Risk level: **LOW (equates to a risk appetite of MINIMAL)**	From: 01-Jun-25 To: 31-Mar-27	UNDP, Programme Analyst	**Risk Treatment 1.1:** Reaching out to the National Construction Association to inform them about this tender opportunity. **Risk Treatment Owner:** Project Manager **Risk Treatment 1.2:** Procurement unit to conduct market survey by issuing of an Expression of interest (EOI) to prequalify construction companies and mapping location capacities. **Risk Owner:** Project Manager	**Completed** **Completed**

#	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	Status
2	There is a risk that the contractor/service providers have limited capacity to deliver the assigned tasks (including construction)	As a result of the ambiguity in the advertised scope of work and poor management of contractors	Which will impact possible cost overrun	**4. ORGANIZATIONAL (4.9. Procurement) - 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-Jun-25 To: 31-Mar-27	UNDP, Programme Analyst	**Risk Treatment 2.1:** High-quality Bill of Quality (BoQ), design drawings and structure designs are required. Should there be any questions or confusion, UNDP will ensure that the selected contractor/bidder raises the matters to UNDP in a timely manner. **Risk Treatment Owner:** Project Manager	**Completed**
								Risk Treatment 2.2: Bidders will propose a detailed sequence of activities. UNDP will conduct a risk assessment of potential contractors before contracting (e.g., due diligence and post-qualification procedures). **Risk Treatment Owner:** Project Manager	**On-going**

#	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	Status
								Risk Treatment 2.3: Performance assurance. The selected contractor will be required to submit a performance bond or a. In addition, retention money mechanism (percentage in accordance with UNDP rules and regulations) will be withheld from each payment. **Risk Treatment Owner:** Project Manager **Risk Treatment 2.4:** Safeguard Payment. The selected Contractor will receive payments based on the verification and certification of the engineer of work conducted. Poor quality deliverables will be rejected, and payment will be withheld until quality deliverables are submitted. **Risk Treatment Owner:** Project Manager	**On-going** **On-going**

#	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	Status
								Risk Treatment 2.5: Monitoring by an independent engineer. An independent engineer will be recruited by UNDP to provide continuous monitoring of the construction to ensure the quality and timely progress of the project. The engineer will sign a Declaration of Impartiality and Confidentiality. They will evaluate work in progress and will provide monthly progress reports of the construction project to UNDP. **Risk Treatment Owner:** Project Manager **Risk Treatment 2.6:** Conduct site visit checks to monitor progress and verify the quality of performance and results. **Risk Treatment Owner:** Project Manager	**On-going** **On-going**

#	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	Status

#	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	Status
3	There is a risk of a delay in construction and retrofitting of the building.	As a result of unforeseen issues, including but not limited to natural disasters, the change of conditions of terrains and weather for construction, the delay in procuring contractors, and the delay in materials delivery, that impact the timeline of the implementation	Which will impact the timeline of project implementation and project closure	**3. OPERATIONAL (3.6. Transition and exit strategy) - 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-25 30-Jun-27	UNDP, Programme Analyst	**Risk Treatment 3.1:** If unavoidable, an additional timeline shall be added. Additional months to the estimated construction periods shall be added in advance in case of unforeseen circumstances. It shall be emphasized in the contract between UNDP and Contractor. Contractor shall be asked to provide the timeline and the duration of the construction. **Risk Treatment Owner:** UNDP Procurement Team	**On-going**

#	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	Status
4	There is a risk that there will be a cost overrun	As a result of several factors, including but not limited to the delay of the construction, inaccurate estimation, fuel and materials price fluctuation, shortage of skills and labours, and unforeseen site conditions, .etc.	This will impact the successful implementation of the project's set target and require additional funds to meet desirable outcomes.	**3. OPERATIONAL (3.6. Transition and exit strategy) - UNDP Risk Appetite: EXPLORATORY TO OPEN**	Likelihood: **2 - Low likelihood** Impact: **4 - Extensive** Risk level: **MODERATE (equates to a risk appetite of EXPLORATORY)**	From: 01-Jun-25 To: 30-Jun-27	UNDP, Programme Analyst	**Risk Treatment 4.1:** An independent consultant who is an expert in the field will develop a high-quality BOQ. The BOQ will be used to evaluate the bidder/contractor's offer. All estimated prices of the materials will be in USD, which will not be impacted by the fluctuating market prices. **Risk Treatment Owner:** Project Manager	**On-going**

5	**SES** Risk 5: There is a risk that Marginalized and vulnerable groups, including but not limited to women, ethnic minorities, and persons with disabilities, may be excluded from decision-making processes.	As a result of: limited capacity, accessibility barriers, and a lack of support or grievance mechanisms	Which will impact their needs begin neglected, leading to projects that do not effectively address the impact of disaster on these groups. It could also cause stakeholder dissatisfaction objections.	**1. SOCIAL AND ENVIRONMENTAL (1.3. Grievances (Accountability to stakeholders)) - UNDP Risk Appetite: CAUTIOUS**	Likelihood: **3 - Moderately likely** Impact: **3 - Intermediate** Risk level: **MODERATE (equates to a risk appetite of EXPLORATORY)**	From: 30-Nov-24 To: 30-Nov-27	UNDP, Programme Analyst	**Risk Treatment 5.1:** The project shall develop and implement an inclusive communication strategy. This strategy will ensure that information is accessible in various formats, such as large printed signs with visuals, community-based channels for information dissemination, and audio resources. The project will identify and map out the accessible evacuation route. **Risk Treatment Owner:** Project Manager **Risk Treatment 5.2:** the project shall ensure inclusivity through its practices. The shelters will be equipped to accommodate people with disabilities, including accessible entrances, restrooms, and facilities. **Risk Treatment Owner:** Project Manager **Risk Treatment 5.3:** Evacuation drill training will be considered for people with disabilities as part of the project's activities.	**On-going** **On-going**

#	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	Status
								Risk Treatment Owner: Project Manager **Risk Treatment 5.4:** The environmental and Social Management plan including number of counter measure/targeted MP – Stakeholder Engagement Plan (SEP) including the Communication and Information Dissemination Plan, Gender Equality and Social Inclusion Plan, and Indigenous People Plan will be developed and be implemented to ensure inclusivity and genuine equality for all people. **Risk Treatment Owner:** Project Manager **Risk Treatment 5.5:** To prevent sexual harassment, abuse, and any	**On-going** **On-going**

#	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	Status
								related gender-based violence, the procurement team will communicate with the contractor to establish a code of conduct for sexual harassment and gender-based violence. The procurement clauses and contract will include the code of conduct and appropriate policies. The contractor must also set up transparent reporting and response mechanisms for incidents. **Risk Treatment Owner:** Project Manager **Risk Treatment 5.6:** An internal grievances redress mechanism will be established within the team and communicated to all staff. This	**On-going**

#	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	Status
								information will also be shared with the local communities. **Risk Treatment Owner:** Project Manager **Risk Treatment 5.7:** Field missions are optimized through improved planning and consolidation of site visits to reduce travel frequency and costs. **Risk Treatment Owner:** Project Manager	**On-going** On-going
6	**SES Risk:** There is a risk of violence, harassment, and	Due to the risk may be exacerbated by the influx of workers	which may increase the risk of sexual exploitation, abuse,	**1. SOCIAL AND ENVIRONMENTAL (1.2. Gender equality and**	Likelihood: **4 - Highly likely** Impact:	From: 30-Nov-24 To: 30-Nov-27	UNDP, Programme Analyst	**Risk Treatment 6.1:** The workers, including contractors and security personnel, will be	**On-going**

#	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	Status
	gender-based violence (GBV), particularly in the context of construction and facility protection activities.	(construction workers, security personnel and personnels) – especially in male-dominated sectors – into local communities.	and harassment, particularly affecting women and girls. It could result in leading to harm against women and girls and damage to the project's reputation and community trust.	**women's empowerment) - UNDP Risk Appetite: CAUTIOUS**	**2 - Minor** Risk level: **MODERATE (equates to a risk appetite of EXPLORATORY)**			required to sign a Code of Conduct that strictly prohibits any form of GBV or sexual exploitation, abuse, and harassment (SEAH). This will accompany by mandatories training session to raise awareness about the GBV risks promote respectful behaviour, and inform all personnel of appropriate reporting protocol/lines. **Risk Treatment Owner:** Project Manager **Risk Treatment 6.2:** Procurement team will provide support in integrating any relevant safeguard clauses address GBV and SEAH in all contractual agreements with partners and contractors. These clauses will require partners to take proactive measures, including gender-sensitive supervision on	**On-going**

#	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	Status
								worksites. The contractor or site supervisor under the guidance of the Project Manager and Safeguards Specialist, will ensure compliance on the ground. **Risk Treatment Owner:** Project Manager **Risk Treatment 6.3:** The project will establish the GRM mechanism allowing lines for reporting should there be any incidents or attempts. The project team responsible for communicating the communication means to the local community. **Risk Treatment Owner:** Project Manager	**On-going**

7	**SES Risk:** There is a risk of structural and infrastructure failures. **S. 2.1, S. 3.2, 3.3**	As a result of the area's vulnerability to floods and landslides.	Which will impact in causing harm and death to workers and the beneficiaries, and affect the outcomes of the project.	**1. SOCIAL AND ENVIRONMENTAL (1.6. Community health, safety and security) - UNDP Risk Appetite: CAUTIOUS**	Likelihood: **3 - Moderately likely** Impact: **4 - Extensive** Risk level: **SUBSTANTIAL (equates to a risk appetite of OPEN)**	From: 01-Sep-25 To: 30-Jun-27	UNDP, Programme Analyst	**Risk Treatment 7.1:** The project will conduct the site assessment and feasibility studies to determine suitable sites for the construction of the evacuation shelter. The project will conduct the Environmental and Social Management Framework (ESMF) to outline how the Social and Environmental Standard (SES) will be applied during screening and site assessment. The Environmental and Social Impact Assessment (ESIA) will be conducted following the site assessment to assess the risks and impacts of the identified/proposed sites. The ESIA is to evaluate potential risks and impacts such as: Slope instability (due to vegetation clearance), landslide risk from the disturbed topography, drainage system that could contribute to the landslide/flood risk, community access route and any other physical hazards, such as those associated with UXO. Based on the assessment, the project will also develop an Environmental and Social Management Plan (ESMP) for each site to manage risks and mitigate impacts during project implementation and construction activities. Those include and not limited to:	**On-going**

								- The disaster response or emergency response plan - Surface water management, including drainage planning to reduce flood and landslide risk - Soil management plan outlining measures to prevent movement, erosion sedimentation of excavated soil. - Monitoring plan for the regular site inspections to monitor soil movement or instability. The project will ensure comprehensive UXO clearance and secure official work to mitigate this hazard. To ensure that, the UXO Clearance Plan will also be prepared for the Management Plan (MP). **Risk Treatment Owner:** Project Manager	

#	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	Status
8	**SES Risk:** There is a risk of GHG emission, noise generation, and pollutants, including wastes and physical hazard, being released into the local communities and the surrounding environment. **S. 3.1, 8.1, 8.2**	As a result of the presence of the construction activities and facilities set up to support the construction activities and workers in the communities.	Which will impact in health, safety and the well-being of the people in the communities and the surrounding environment.	**1. SOCIAL AND ENVIRONMENTAL (1.6. Community health, safety and security) - UNDP Risk Appetite: CAUTIOUS**	Likelihood: **3 - Moderately likely** Impact: **3 - Intermediate** Risk level: **MODERATE (equates to a risk appetite of EXPLORATORY)**	From: 01-Sep-25 To: 30-Jun-27	UNDP, Programme Analyst	**Risk Treatment 8.1:** The contractor will be required to arrange the working and the curfew time in the morning and in the evening. The contractor will be required to have the policies the on health and safety, taking into consideration danger aspects of the construction activities to the workers and the people in community surrounding the site. Those include but not limited to heavy vehicles route and alarms, danger barrier and traffic management, dust and water sprinkling activities, and other essential issues. **Risk Treatment Owner:** Project Manager **Risk Treatment 8.2:** The project will identify any potential pollution from	**On-going**

#	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	Status
								project activities, especially from construction activities, that could impact the environment and the well-being of the people in the community. The ESMP and CESMP will further map out a management plan and strategy responding to the identified risks and impacts. **Risk Treatment Owner:** Project Manager **Risk Treatment 8.3** UNDP will also hire a National Consultant for field assistance who will monitor the progress of the work, the site preparation and installation of the equipment, ensuring minimal possible impact on the well-being and the environment surrounding the	**On-going** **On-going**

#	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	Status
								community. S/He role is also to ensure the mitigation of this risk. **Risk Treatment Owner:** Project Manager	
9	**SES Risk:** There is a risk that the local resources will be strained, and social tension will be heightened. **S. 3.7, 3.8**	As a result of the influx of construction workers in the local communities.	This will cause potential conflicts and violence, further complicating the project's implementation.	**1. SOCIAL AND ENVIRONMENTAL (1.6. Community health, safety and security) - UNDP Risk Appetite: CAUTIOUS**	Likelihood: 3 - Moderately likely Impact: 3 - Intermediate Risk level: MODERATE (equates to a risk appetite of EXPLORATORY)	From: 01-Sep-25 To: 30-Jun-27	UNDP, Programme Analyst	**Risk Treatment 9.1:** The contractor shall inform the project management team if they plan to hire workers from outside the local community. **Risk Treatment Owner:** Project Manager **Risk Treatment 9.2:** The project shall engage with local communities early, ensuring clear communication and equitable resource distribution. Security measures, and conflict resolution mechanisms will be in	**On-going** **On-going**

#	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	Status
								place to address any disputes that arise. **Risk Treatment Owner:** Project Manager	
10	**SES Risk:** There is a risk of ownership disputes or access to the terrains for construction. **S. 5.4, S4.3, 6.3**	As a result of the use of land for construction activities.	Which will impact in the delay or/and the implementation of project.	**1. SOCIAL AND ENVIRONMENTAL (1.8. Displacement and resettlement) - UNDP Risk Appetite: CAUTIOUS**	Likelihood: 1 - Not likely Impact: 3 - Intermediate Risk level: LOW (equates to a risk appetite of CAUTIOUS)	From: 01-Jun-25 To: 30-Jun-27	UNDP, Programme Analyst	**Risk Treatment 10.1:** The project shall conduct thorough land due diligence to verify ownership and ensure a clear title before beginning. Ensure transparent engagement with local communities and landowners regarding any potential disputes. Legal agreements shall be secured to formalize access rights. Additionally, a conflict resolution mechanism should be established to handle disputes efficiently, and contingency plans should be developed to identify alternative routes or sites if access issues cannot be resolved promptly.	**On-going**

#	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	Status
								Risk Treatment Owner: Project Manager	
11	**SES Risk:** During the project's implementation, there is a risk of a potential violation of national labour laws and international standards. **S. 3.3, 7.1, 7.3, 7.5, 7.6**	As a result of - the use child labour in construction works. - Insufficient health and safety measures, including protection gears for the construction activities.	Which will lead to the use of child labour and any potential acts against the national labour law and international standards during the construction activities, and causing injuries and fatalities during the construction activities	**1. SOCIAL AND ENVIRONMENTAL (1.10. Labour and working conditions) - UNDP Risk Appetite: CAUTIOUS**	Likelihood: 3 - Moderately likely Impact: 3 - Intermediate Risk level: MODERATE (equates to a risk appetite of EXPLORATORY)	From: 01-Sep-25 To: 30-Jun-27	UNDP, Programme Analyst	**Risk Treatment 11.1:** The project will ensure that child labour is not used during its implementation through close oversight of the project site. It will also be included in the procurement clauses and in the contract to ensure that the contractors are aware of the appreciation policies on this issue. The procurement team will further communicate with contractors on the code of conduct against the use of child labour. The contractor shall also be briefed and expected to have the following	**On-going**

#	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	Status
								arrangements in place before the construction activities: • All staff have their age verified through Identity Cards or family book • Staff records are on site and ready for inspection. • Staff bank account details or wage details are recorded and maintained. **Risk Treatment Owner:** Project Manager **Risk Treatment 11.2:** The project requires the clauses mentioned in procurement and contracts that require the contractor to have the occupational health and safety procedure in place before the commencement of the work. Those should also include the availability of	**On-going**

#	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	Status
								protective gear and the installation of fall prevention infrastructure, including guard rails and devices, including lifelines and harnesses. **Risk Treatment Owner:** Project Manager **Risk Treatment 11.3:** Risk Management Practices and Plans are expected from the contractors prior to the commencement of the construction activities, including: • Emergency response and recovery plan • Contract Labour Management Plan • Design route and system, including alarm system for	**On-going**

#	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	Status
								heavy vehicles and machinery • Structure designs of the shelters **Risk Treatment Owner:** Project Manager **Risk Treatment 11.4:** After the completion of the construction, an individual consultant should inspect the integrity of the structure to ensure the safety of the building structure, which is to be subsequently reviewed and approved by UNDP. **Risk Treatment Owner:** Project Manager	**On-going**

#	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	Status
								Risk Treatment 11.5: A grievances redress mechanism will also be established internally in their team and communicated to all staff. This information will also be disseminated to the local communities. **Risk Treatment Owner:** Project Manager	**On-going**
12	**SES Risk:** There is a risk of the loss or fragmentation of natural habitats	As the result of the construction of the Evacuation Shelter might require the clearance of vegetation and land preparation for building.	This could result disruption of local biodiversity and wildlife movement, soil erosion, reduced soil fertility, and a decrease in ecosystem services such as water regulation.	**1. SOCIAL AND ENVIRONMENTAL (1.4. Biodiversity conservation and sustainable natural resource management) - UNDP Risk Appetite: CAUTIOUS**	Likelihood: 3 - Moderately likely Impact: 3 - Intermediate Risk level: MODERATE (equates to a risk appetite of EXPLORATORY)	From: 01-Jan-26 To: 31-Jul-27	UNDP, Programme Analyst	**Risk Treatment 12.1:** The project will conduct site-specific Environmental and Social Impacts Assessments (ESIAs) to identify ecologically sensitive areas, assess soil stability, and evaluate potential impacts on biodiversity and ecosystem services. Appropriate measures to mitigate any identified risks will be included in the site-specific ESMPs. The project will ensure the minimal and selective removal of vegetation on land,	**Completed**

#	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	Status
								prioritizing the preservation of critical natural habitats and mature tree cover wherever possible. The project will approach sloped terrains with caution; if removal is unavoidable, different measures such as terracing, retaining walls, slope stabilization, and erosion control systems will be adopted to prevent any risk (landslide prevention and structural failure risk mentioned above with mitigation measures). **Risk Treatment Owner:** Project Manager	
13	**SES Risk:** There is a risk of transmission of communicable diseases, including measles, influenza, Covid-19, and other respiratory	As the result of the lack of proper consideration to space, ventilation, and hygiene or sanitation facilities. In	It will result in the increase, affecting people within the shelter and beyond, particularly vulnerable groups	**1. SOCIAL AND ENVIRONMENTAL (1.6. Community health, safety and security) - UNDP Risk Appetite: CAUTIOUS**	Likelihood: 3 - Moderately likely Impact: 3 - Intermediate Risk level:	From: 01-Jul-25 To: 31-Jul-27	UNDP, Programme Analyst	**Risk Treatment 13.1:** The project will incorporate preventive public health measures in both the design and operation of the evacuation shelter. Each shelter requires a designated isolation area to temporarily separate and care for individuals with symptoms of	**On-going**

#	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	Status
	or contact-based illnesses.	the event of a disaster, evacuation shelters may become overcrowded and serve as temporary living spaces for extended periods.	such as children, the elderly, or individuals with compromised immune systems.		MODERATE (equates to a risk appetite of EXPLORATORY)			infectious illness, helping to prevent outbreaks in crowded conditions. The shelter will be designed with optimal natural ventilation – cross-ventilation layouts and high ceilings with appropriate air purification systems or fans installed to improve indoor air quality. The shelter will be equipped with adequate sanitation and hygiene infrastructure, including a clean water supply, gender-sensitive and accessible toilets, and a hand washing station. **Risk Treatment Owner:** Project Manager	

Annex V: Activity Photos

- **Field trip to Khammouane province, 10-11 June 2025, to study the geographical features of targeted villages, livelihoods and community needs**







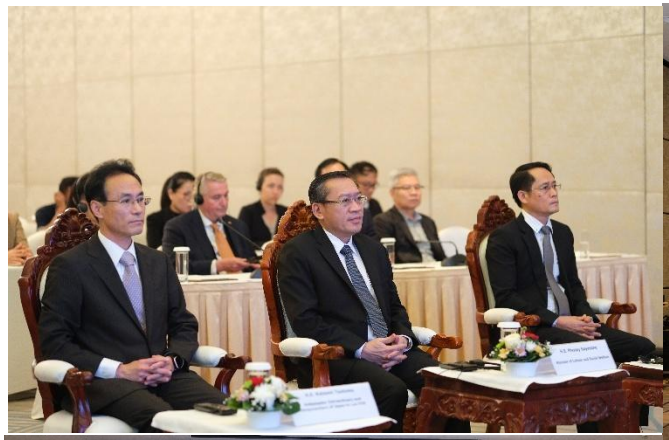



- **Final Architecture Competition Day, 13 June 2025**



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- **Project Launch, 28 August 2025**













- **Needs Assessment and Feasibility Study**



- **Project Consultation Meeting, 10 December 2025**







Basic design

Building A: Multi-function evacuation shelter













Building C: Kitchen and storage









Pilot Design

LONG HOUSE+





LONG HOUSE+ DEVELOPED



