ARK has extensive experience delivering youth empowerment projects globally, and additionally, has wide experience delivering youth and governance projects, most recently in Lebanon under the pilot Take Action project. As such, ARK has adapted its M&E approach to be responsive to the realities of working with youth and governance structures in complex contexts, which in practice translates to extensive real time monitoring of project progress and quality, intricate digital listening approaches and mixed-methods triangulation of project results to ensure corroboration and the inclusion of a wide range of stakeholders in evaluative activity. More broadly, ARK as a company, and particularly the M&E department, benefits from cooperation with various academic advisory boards as well as its dedicated Beirut-based social stability research team and expert partners. This in-house expertise will not only help share ARK's M&E approach to the project, particularly in terms of evaluative frameworks and tool design, but also provides significant value for money for the Authority.

Monitoring: ARK's monitoring of quality and progress is done on a regular basis (usually weekly or monthly, depending on project requirements), and involves tracking KPI targets via monitoring offline events, ethnographic observation and pre-post testing. ARK also upskills its local partners to be able to do their own monitoring activities, which adds another layer of quality monitoring to project delivery. Furthermore, ARK project and M&E staff will be in regular contact with youth beneficiaries of this project, and as such ARK will be able to track their engagement with, and satisfaction of, project activity in real time, and address any needs for major adaptation accordingly. Additionally, ARK uses its digital intelligence and social listening capabilities to monitor the quality of online communications delivery, as well as progress towards outcomes. To do so, ARK uses Crowd Analyzer (CA), the first digital sentiment analysis tool that functions in Arabic. ARK also uses Dataminr, a keyword mining platform, that tracks keywords in geo-targeted locations and identifies conversations of interest or virality, thus enabling ARK to understand the reach and resonance of campaign messaging and flexibly adapt messaging to local contexts. Where monitoring activity identifies issues in quality, the M&E team are able to flag this to be addressed by relevant staff immediately where necessary. ARK's weekly project meetings and monthly programme boards provide additional opportunities to address quality control issues and to use the most recent data to review any changes in context and related needs to adapt the project to fit contextual evolution, or to expand project activity (where possible and appropriate) in current or future iterations of the project.

Evaluation: ARK will periodically evaluate progress against outcomes at all stages of the project pyramid. This approach will be two-pronged; firstly, ARK will monitor youth beneficiary and community perceptions of their sense of value as Lebanese citizens and their views on engagement with the Lebanese state and its actors. Secondly, ARK will use a case study and ethnography approach to evaluate contributions to improved governance, and closeness between youth and municipal and Parlimentary structures because of project activity. Notably, where possible, ARK will integrate international standards of measurement of governance quality into project evaluations (most notably, World Bank and USAID approaches), to support benchmarking project activity within a broad framework of governance work.

Iterative Learning: ARK's approach to learning over the project cycle uses data from monitoring and evaluation activity, but also generates learning-specific data through discrete learning activities such as completing monthly project journals with project teams and holding quarterly reflection sessions and thematic reviews to ensure project information is disseminated amongst, and used by, relevant stakeholders. Quarterly reflection sessions are scheduled at key project decision gates (the start of each new quarter) to ensure that any necessary adaptations can be incorporated in a timely manner.

Horizon scanning: Because ARK's approach to both monitoring and evaluation is systematic and comprehensive, ARK benefits from regular access to various types of up to date data from the field. To this end, ARK is able to regularly horizon scan for new opportunities to expand or evolve

programming. This process is formalized through monthly programme boards, which include a dedicated section for horizon scanning.

Evaluation: ARK's M&E team will deliver a mixed-methodology end-line assessment at project closeout, that evaluates project success over the course of delivery, and also reviews any intended or unintended consequences as a result of project activity.

Accountability & transparency: ARK's M&E team supports an accountability and transparency function by running feedback systems (appropriately tailored to the project) that allow beneficiaries and other project stakeholders to anonymously and safely contact ARK to ask for information, or to report issues with the project. ARK operates this mechanism using multiple modalities (e.g. offline meetings, WhatsApp hotlines, emails) to ensure broad coverage to the target communities. ARK has a severity scale for types of information received and escalates and responds to issues according to severity. Most recently, ARK used the feedback mechanism on a youth governance project in Lebanon. Youth beneficiaries were able to contact ARK M&E staff via a specific WhatsApp hotline, as well as text. An M&E staff would then respond to the beneficiary, log complaints and escalate responses depending on the nature of the complaint and its immediacy. ARK's M&E officer also attended all project offline events, and informed beneficiaries that should they have issues they wish to raise in person, he was available to speak confidentially. Finally, ARK staff and partners have access to ARK's third-party whistleblowing hotline – SafeCall – which functions in 140 languages and allows individuals to anonymously raise issues to a neutral third-party.

Inclusive M&E: ARK's approach to M&E on this project will be rights-based, and inclusive. In practice, this firstly means ARK will use M&E data to ensure project activity adheres to principles of 'Do No Harm', and also upholds standards of transparency and accountability to project beneficiaries and other stakeholders. At a minimum, all project data is sex and age disaggregated, but ARK typically includes additional, intersectional markers where relevant to analysis. ARK integrates gendered outcomes and outputs into results frameworks and monitors for backlash against any group involved in the project. Additionally, ARK monitors delivery to ensure all social and gender groups in target locations have the same access to project benefits, a commitment particularly relevant to this project given the focus on inclusivity of all genders and PWD.