

Type of Risk	Nature of Risk	Likelihood	Impact	Risk	Risk	Risk Mitigation and Monitoring Plan	Residual Risk
Financial	Fiduciary risk, fraud, diversion and waste	Low	High	Med	ARK	ARK has stringent internal financial controls and supplier and sub-contractor oversight mechanisms in place. Payments are made in arrears, once quality of deliverables or services has been approved by the project manager. ARK's detailed understanding of the local context mitigates potential for fraud, diversion or waste. <i>Monitoring: continuous, shared between the compliance and project team.</i>	Low
Financial	Lack of compliance with Lebanese financial regulations	Low	Med	Med	ARK	ARK has been implementing direct programming in Lebanon for the last ten years and has built an adaptive approach to allow for efficient delivery while complying with Lebanese regulations and donor requirements. <i>Monitoring: monthly.</i>	Low
Financial	High variance between budgeted / actual costs	Low	Med	Med	ARK	ARK has managed programming in Lebanon since 2009 and has in-depth knowledge of the market and experience in local procurement; this institutional knowledge will be critical to value for money by controlling costs. <i>Monitoring: monthly financial reporting.</i>	Low
Ops	Project activities are not gender sensitive	Low	High	Med	ARK	The project team will consider gender and inclusivity in all aspects of design and implementation. ARK will conduct an initial gender analysis to understand the local context, identify gendered aspects of the project's design and impact, and ensure that the project equally addresses the perceptions and needs of men, women, boys, and girls to promote gender equality, ensure inequality is not perpetuated, and recognise and address women's and men's differing views and needs. <i>Monitoring: Monthly and through quarterly reporting.</i>	Low
Ops	Difficulty assessing the impact of project interventions	Low	High	Med	ARK	ARK's project design and work with leading experts on defining and measuring social cohesion and community resilience will ease impact assessment. We also have four years of comparable data to match against to demonstrate longitudinal impact of interventions. ARK will utilise mixed methods to monitor online and offline activities. <i>Monitoring: Monthly and through quarterly reporting.</i>	Low
Ops	MPs, municipalities and government officials refuse to engage	Med	Med	Med	ARK	ARK's project team has existing connections with a number of municipal members and will work through universities and relevant stakeholders to encourage government officials' participation highlighting the importance and the benefits of the engagement of youth. <i>Monitoring: Ongoing.</i>	Low
Ops	Campaign raises hopes for reform, which are not realised, exacerbating youth disenfranchisement	Med	Med	Med	ARK	The difficulties of shifting decades of entrenched behaviours and challenging a status quo which benefits those in power means that it is key this project focuses on the importance of sensitising citizens and political parties to the project and collaboratively developing awareness of and mechanisms for youth participation in politics, emphasising awareness raising and the importance of the role individuals can play in this, rather than focusing on immediate institutional changes. <i>Monitoring: Ongoing.</i>	Low
Ops	Communications activities and outputs are not resonant	Low	Med	Med	ARK	ARK's communications team is fully Lebanese and has previously implemented a number of effective campaigns in Lebanon. ARK will also work closely with Lebanese creative company 4-Production to ensure the communications campaign has a clearly defined identity and is deeply rooted in Lebanese tradition, from the cultural references, to the language (focus on Lebanese colloquial language as opposed to classical Arabic), to the humour, etc. Product metrics and feedback will be closely tracked to understand audience reach and engagement. <i>Monitoring: Weekly meetings and monthly reporting.</i>	Med

Ops	Local partners and trainers show political bias during activities or on social media	Low	Med	Med	ARK	ARK will sign a code of conduct agreement with all consultants and partners to remain politically neutral during the project. ARK vets potential partners' credentials, including through its own experience working with particular CSOs, governance partners, and suppliers. Robust performance management includes supplier due diligence, background checks, robust contract management, tight monitoring of deliverables and payment only once these have been verified. <i>Monitoring: Ongoing.</i>	Med
Political	Instability paralyses political parties' ability to engage with the project	Med	Med	Med	ARK	The project is designed to work flexibly with the various stakeholders. In the event that some political parties are unable to engage effectively with the project, the team will focus on those that can (likely to be emerging parties) and on groups already established to prepare the way for more mainstream engagement and reform. <i>Monitoring: Ongoing.</i>	Med
Political	2022 elections are delayed, exacerbating youth frustration and causing political actors to disengage	Med	Med	Med	ARK	The project will be designed to foster sustained engagement between youth and MPs that is linked to improving governance and youth engagement, not political support and voting. ARK's project team will closely monitor local media to assess the likelihood that elections will be delayed and will tailor project activities and messaging to account for changes in the political context, such as by reinforcing the importance of accountability and ongoing engagement at the local level despite national political challenges. <i>Monitoring: Weekly monitoring and updates from project team members beginning in 2021.</i>	Med
Reputational	Reputational challenges associated with UK funding	Med	High	Med	ARK	The project will only be connected to the UK government if visibility is requested by the Embassy. If documents are leaked or forged, project staff will take action as appropriate to refute these allegations. The project will be designed and presented to the public as a Lebanese-led youth political engagement project, which will provide a strong defence against political attacks related to the UK and western governments. ARK previously implemented low-visibility UK-funded political engagement projects in Lebanon where it successfully highlighted UK engagement without compromising project activities. <i>Monitoring: Ongoing.</i>	Med
Security	Security incidents in operating environment affect personnel or delivery	Low	High	Med	ARK	Such incidents are normally temporary and are unlikely to significantly disrupt delivery. The programme team will utilise local knowledge and networks, remain in close contact with embassies, and ensure up-to-date information on latest developments. Contingency plans will be in place to ensure ongoing project delivery in case of security deterioration, with the project flexing to operate in other areas in the event that one or more selected project locations is out of bounds. <i>Monitoring: Project team provide weekly security analyses</i>	Low
Security	Deliberate attacks by Hezbollah in retaliation for UK terrorist designation	Low	High	Med	ARK	Hezbollah supporters have responded to HMG's designation of Hezbollah as a terrorist group by threatening attacks on HMG interests and affiliated groups in Lebanon. ARK's local networks regularly monitor Hezbollah-affiliated "dark social" media (e.g. WhatsApp groups) for such threats and will escalate these to the project team as relevant. ARK will inform HMG of any direct threats to the project and contingency plans will be in place to assess threats and adapt programming as necessary. <i>Monitoring: Project team provide weekly security analyses and ongoing monitoring.</i>	Low
Security	Hacking, human error or systems failure leading to interference and/or reputational damage.	Low	High	Med	ARK	To date, ARK has demonstrated low vulnerability to attempts to penetrate its systems. ARK uses state-of-the-art ARK-cloud technology including automated audit log monitoring, intrusion detection and prevention, and vulnerability scanning. Personnel across the project will be compliant with project Security Operating Instructions; this includes laptop encryption, adoption of VPN software, the use of secure hard drives, and responsible stewardship of passwords and computer systems. Regular briefings are provided to project staff (in English and Arabic) on computer and online security. ARK will also provide cybersecurity training at the beginning of the project to ensure all partners meet the same standard we expect of staff. <i>Monitoring: Ongoing.</i>	Low