

Client Liaison Arrangements: We will establish clear liaison arrangements in Beirut between the ARK Project Manager and the Authority Managers, in line with the requirement to provide weekly, monthly and quarterly narrative reports, and quarterly financial reports. Our reporting will detail deliverables and activities outlined in the work plan, and reporting on the implementation of conflict sensitive approaches, as well as providing lessons learned. ARK's delivery team met regularly with members of HMG for formal and informal briefings on the previous iteration of the project, and we fully understand UK interests, priorities and operating procedures, maximising effective communication and the likelihood of project success. The team will also provide all reporting and documentation required for the inception phase.

Complaints and Escalations: The Project Manager and M&E lead in Beirut will work closely with the Authority Project Manager to provide complete transparency on project activities and ensure that issues of potential non- or under-performance are flagged at an early stage. If necessary, alternative activities will be developed, different local partners or governance actors identified or project outcomes revised to bring them into line with shifts in the operating context. All project changes will be discussed and agreed with the Authority, supported by the Issue Logs, Decision Gates and Risk Matrices that form part of ARK's project management approach. The project has been designed to maximise feedback from beneficiaries, which, combined with regular meetings with the Authority, will enable recalibration of project activities where necessary. ARK has established feedback mechanisms with beneficiaries of Take Action which enable them to engage directly with the delivery team, who provide ongoing follow up on all issues raised to demonstrate that complaints raised are being addressed.

If a complaint is raised by HMG, the Project Manager will establish the cause, convene relevant delivery team members or other stakeholders to understand the issue and determine corrective action. Should personnel replacement be required, this will take place through ARK's documented HR processes which follow Lebanese employment law and will be shared with the Authority. All complaints are raised to ARK's senior management team for awareness, monitoring and lesson learning. A review date will be set to ensure the problem has been addressed, and to eliminate potential reoccurrence. Follow-up reporting will be agreed both internally within the concerned teams and externally with HMG.

Quality Assurance: ARK adheres to quality project management principles, and in the inception phase will work with HMG to define the quality indicators expected from the project deliverables (given that delivery on time and on budget is no guarantee of quality). ARK has already developed a detailed understanding of HMG's expectations of quality programming, however, to keep this relevant, the team will ensure ongoing communication with HMG, updating them on project progress, providing examples of key outputs and gaining feedback to ensure that any issues can be addressed immediately. As Cost of Quality (COQ) relates to resources invested in fixing issues, ARK focuses on preventative measures (cost of conformance) through checklists, monitoring and close communication with HMG to ensure that outputs and outcomes are meeting expectations. As detailed in other sections, ARK adheres to a 'continuous improvement' approach, ensuring deliverables improve over time. This is typically done through small, incremental changes, and opportunities to identify and address change are therefore embedded in our project management approach through weekly, monthly and quarterly reviews.

Quality Plan: ARK will agree requirements for the quality of deliverables with HMG and timelines for these to be reviewed through regular (at least weekly) communications and monthly meetings.

Quality Assurance: We will use performance data (including KPIs) and monthly programme boards to review and assure quality.

Quality Control: We use ongoing monitoring to control for quality. The IMT will monitor and evaluate outputs, enabling them to catch and address or report issues at the operational level, while data from ARK's M&E team will provide quality control across the project.

Failure to meet objectives: The Project Manager and M&E lead will work closely together to ensure ongoing feedback and learning loops across and throughout the project. Any potential failure to meet objectives will be identified well in advance (as described above). In the event that a failure occurs, ARK's M&E lead will work closely with the project team and local partners to understand the reason for the failure, address it, and correctly document the situation to learn from the experience and avoid its reoccurrence. If project implementation stalls on one activity or in one in one area, the project is designed to be able to flex to different geographies or activities to ensure that overall project objectives can still be met.