

6.1 Risk Management

Systems in place to monitor risk: ARK has a decade of experience programming across Lebanon, has implemented projects in the country's most fragile areas and understands the risk management requirements and mitigation implications for this project. For this, as with all other projects, the project team and in-country security officer ran a table-top exercise, red teaming all possible risks (detailed below) to understand the implications for the project and develop mitigation measures as necessary. Where additional information is needed, ARK's dedicated security officer will work with our extensive contacts on the ground to fully understand the risk profile or appropriate/achievable mitigation measures. He is in charge of monitoring risk and maintaining a broad network of interlocutors who can provide valuable and timely information, working with the project teams to develop holistic project risk assessments. An operational security risk register is updated at weekly team meetings, and in response to changes in the programming or operating environment. Routine security issues are communicated to staff by WhatsApp, and in the event of a significant incident, ARK has a cascading emergency call tree structure in place to ensure that all staff can be accounted for and are provided with instructions on how to respond. ARK's security standard operating procedures (SOPs) are reviewed quarterly and staff receive quarterly refresher training sessions. Media handling lines are prepared in the event of public interest in a project. For this project, ARK foresees the main risks to be reputational, in that some traditional political actors, concerned about the status quo being challenged, may seek to undermine the project. ARK has learned to navigate the complexities of the Lebanese political scene by engaging with all stakeholders, being transparent about project objectives, and emphasising their added value to all groups and communities. ARK has previously been required to respond to incidents, all of which have been resolved successfully. As an example, data collectors have been held by armed groups but released following interventions by the Field Supervisor and ARK's Security Advisor. Following any incident, ARK's senior management team meets to determine the most appropriate response and make donors aware of any significant issues. Once the incident has been resolved, the team reviews existing security protocols, updating these where required. ARK's ability to maintain a functioning, capable staff and to deliver over \$100m worth of assistance to thousands of beneficiaries is a testament to a resilient strategy that balances the imperatives of delivery with the need to appropriately manage the impact on staff.

NATURE OF RISK	LIKELIHOOD	IMPACT	RISK	OWNER	RISK MITIGATION
Failure to implement activities and achieve 85% budget spend by December	MED	HIGH	HIGH	ARK	Given the short timeline to spend the majority of the budget, ARK has designed this project to enable it to provide maximum impact through a range of intensive training and communications activities in the first three months of the project, culminating in a large scale conference taking place in mid-December. ARK will have dedicated project staff focusing on specific activities to ensure that all can be implemented on time, and has selected partners with the experience and capability to achieve this. ARK has previously demonstrated its ability to implement and spend highly effectively in reduced timeframes, most recently through the GOTV project.

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The project is perceived as anti-establishment by political elites, prompting backlash against campaign partners, women, civil society, the donor or ARK	Med	High	Med	ARK	ARK is sensitive to the fact that political elites may attempt to undermine the credibility of this initiative and will mitigate the risk by reaching out to the parties themselves as well as working with CSOs and local communities. By focusing on the process and its advantages to men and women, as well as ensuring complete transparency, the project will be seen to be working to improve rather than challenge the status quo.
Inability of local partners to operate due to political interference	Med	High	Med	ARK	The project is designed to remain politically neutral, however ARK will work with partners/stakeholders to ensure that programming is supported by all relevant actors as required. The communications campaign will also be used to communicate the project's neutrality.
Project is perceived as foreign interference in Lebanon's political system.	Med	Med	Med	ARK	ARK will work with and through local partners already working in the field of local and national level political reform and all activities will be guided and driven by these groups to ensure this is a locally-led initiative.
Security instability in the country or an ongoing power vacuum paralyses political parties' ability to engage with the project or move forward with internal reforms	Med	Med	Med	ARK	The project is designed to work flexibly with the different 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 citizen and CSO engagement to prepare the way for more mainstream engagement and reform.
The campaign raises false hopes for reform, which may not be realised, thus exacerbating feelings of disenfranchisement among women	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 greater female participation in politics, emphasising awareness raising and the importance of the role individuals can play in this, rather than focusing on immediate institutional changes.
Female members of political parties/municipalities do not engage with the project	Med	Med	Med	ARK	ARK's proposed project team has existing connections with a number of female members of political parties and it will work with and through CSO partners to encourage their participation. Where this is not possible, ARK will use other female leadership figures and decision makers as proxies.

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There is no change to people's behavior and while they engage with the project, they continue to engage with patriarchal political systems, entrenching the status quo	Med	Med	Med	ARK	Recent survey results have demonstrated that there is openness to increased female political participation among a majority of citizens. ARK has therefore created a project that aims to promote increased democratic discussion and an emphasis on the importance of personal participation to contribute to longer term attitudinal and behaviour change. By working with credible local groups already active in this field and supportive of the project, ARK ensures that these discussions will continue once this project has ended.
General deterioration in the security situation	Med	Med	Med	ARK	ARK and its selected partners are registered Lebanese entities and have been operating in the country for many years and understand the security situation in detail. Project staff will continuously monitor the situation and be prepared to adjust their security planning and activities accordingly.
Donor funding misappropriated by sub-contracted partners or suppliers	Low	High	Med	ARK	ARK performs research and vetting of potential partners to confirm their credentials and reliability, including using its own experience working with particular CSOs, governance partners, and suppliers. It has robust procurement, financial management and performance management procedures that are enforced across all programmes. This includes supplier due diligence procedures, background checks, robust contract management, rigorous monitoring of deliverables and payment only once these have been verified.
Communications activities and outputs are non-resonant	Low	High	Med	ARK	ARK's communications team is fully Lebanese and has previously implemented a number of effective campaigns in Lebanon. Concepts or products will also be focus grouped to ensure resonance, while product metrics and feedback closely tracked to understand audience reach and engagement.
Project is perceived as favoring a specific religious group, political party, CSO group or geography	Low	High	Med	ARK	ARK will build on its knowledge of the context and its partnerships and relations with a wide range of CSOs to develop interventions that are unbiased to any group, party, sect, or geography and ensure that the project has a wide geographic and cross-sectarian spread. The communications campaign will also be used to communicate the project's neutrality.
Failure of partners (sub-contractors) to deliver on time or to appropriate standard	Low	Med	Med	ARK	ARK works closely with trusted partners who have already repeatedly proven able to deliver on time and to the appropriate standard and to ensure that any issues that do arise are identified and addressed as early as possible. ARK has also designed the project with built in redundancies to ensure that there are viable operational alternatives if a partner is unable to perform.