

Category	Nature of Risk	Likelihood	Impact	Risk	Risk	Risk Mitigation and Monitoring Plan	Residual Risk
Financial	Fiduciary risk, fraud, diversion and waste	Med	High	Med	ARK	Given the challenges of the operating environment, 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 combination of controls and detailed understanding of camp contexts mitigates potential for fraud, CTF, diversion or waste. Monitoring: continuous, shared between the compliance and project team.	Low
Financial	Lack of compliance with Lebanese financial regulations	Med	Med	Med	ARK	ARK has been implementing direct programming in the Palestinian camps for the last ten years and has built an adaptive approach to allow for efficient delivery while complying with Lebanese regulations, including permissions from Lebanese security actors (e.g. building permits) and donor requirements (CTF). Monitoring: monthly.	Low
Financial	High variance between budgeted / actual costs	Med	Med	Med	ARK	ARK has managed small grants since 2010 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, ensuring that skills-training and initiatives funded are carefully calibrated to demand. Monitoring: monthly financial reporting.	Low
Ops	Inability of grant recipients to complete deliverables	Med	Med	Med	ARK	The 'hackathon' selection process will identify recipients capable of implementing projects and ARK will provide additional project planning, budgeting, and other capacity building support. As a result of this approach, no grant recipients under previous programming have ever failed to complete deliverables to a sufficient standard. Monitoring: Delivery team provides progress updates at weekly project meetings on grants implemented in their areas of responsibility.	Low
Ops	Reluctance of females to engage in project activities	Med	High	Med	ARK	The project has a dedicated officer who will oversee the implementation, conduct awareness sessions, and ensure gender mainstreaming in project activities on this project and the delivery team has received extensive training in gender sensitivity. We have designed this project to include women's quotas on CLCs to ensure QIPs take women's and men's needs into account, and for small grants recipients. We will also ensure that events such as Town Halls are held at times of day when women are able to attend to encourage and support women to participate. Monitoring: ongoing monitoring by the delivery team at weekly meeting, at least quarterly monitoring by ARK's dedicated Gender Advisor.	Low
Ops	Project activities reinforce or encourage negative masculinity	Low	High	Med	ARK	ARK's existing gender analysis has guided project design and will inform implementation to ensure that negative masculinity traits are not reinforced. Monitoring: ongoing monitoring by delivery team at weekly meeting, at least quarterly monitoring by ARK's dedicated Gender Advisor.	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 enable ease of impact assessment. We also have four years of comparable data to match against to demonstrate longitudinal impact of interventions.	Low
Ops	Key stakeholders refuse to engage with the project	Med	High	Med	ARK	ARK's relationship management (1.2.6) details existing relationships and engagement plans with all key stakeholders. The project's inclusive design, combined with the team's strong relationships with a wide range of key stakeholders in target camps will ensure their participation and buy-in to the SC and CLCs. Monitoring: KPIs to track quality of stakeholder engagement.	Low

Ops	At-risk youth relapse at end of project activities	Med	High	Med	ARK	Conflict Analysis FGDs showed high risk of relapse if rehabilitated youth return to same environment. By introducing these youth to new networks, positive role models and providing them with purposeful activities designed to be sustainable, these risks are minimised to the extent possible without taking young people out of the camps. Monitoring: Ongoing.	Low
Ops	Delivery team unable to transition to NGO and assume project responsibility	Med	High	Med	ARK	Members of the delivery team have worked with ARK to deliver all activities over previous iterations of the Palestinian Youth Project (PYP) and have received extensive training in project management, as well as gender and conflict sensitivity. As camp coordinators and field officers for PYP, they are known and trusted in the camps, and have the proven ability to deliver similar programming. The ARK team will ensure a phased transition and will provide ongoing training as required, with compliance and finance colleagues included in project resources to ensure adequate support. Monitoring: monthly	Low
Ops	Implementation is not conflict sensitive	Low	High	Med	ARK	The delivery team have all received conflict sensitivity training by CDA, and they will author the update to the existing conflict sensitivity plan during the Inception Phase. As this team is primarily Palestinian, they have a detailed understanding of the different operating contexts and challenges within the different camps. Our international M&E lead plays an internal challenge function, while the Steering Committee has been designed to play this function within the project. Monitoring: All interventions will be tested for conflict sensitivity and this will be reviewed at the weekly team meeting.	Low
Policy	Shift in Lebanese government policy towards Palestinians with regard to their ability to work	Med	Low	Med	ARK	Over the years, ARK has continuously adapted to changes in Lebanese government policy towards Palestinians. It currently prohibits the open-ended employment of Palestinian personnel and their registration into the National Social Security Fund. ARK's Palestinian team are hired as consultants, but provided the same rights as employees (leave, sick days, medical insurance), in line with ARK's values. To obviate any risks from this, ARK will support its delivery team to transition to a fully registered NGO over the course of the project. By including LPDC members in the Steering Committee, ARK will be informed of potential changes in government policy. Monitoring: Ongoing	Low
Reputational	Reputational challenges associated with UK funding	Med	High	Med	ARK	As a political statement, certain groups or factions may refuse to accept UK funding. We have designed the project to ensure that all funding goes directly to benefit communities, while governance actors are consulted on how funding is allocated. Monitoring: Regular community interaction at a variety of levels. By including HMG representatives on the Steering Committee, the project is fully transparent about the source of funding.	Med
Reputational	Perception of corruption or factionalism/bias in project delivery	Med	High	Med	ARK	The project has been designed to ensure high levels of inclusivity, and layers of transparency and accountability to limit potential for allegations or perceptions of corruption or bias. This will be further supported by the creation of Independent Monitoring Teams which will operate entirely separately from the delivery team. Quick Impact Projects and small grants will be made against defined, public, selection criteria. Monitoring: Ongoing monitoring plus monthly field visits and spot checks.	Low
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. Where this is the case, the project has been designed to be able to flex to different activities or different locations. ARK's delivery teams, who live and work inside the camps, are adept at identifying changes in context and amending action plans to adopt a risk avoidance strategy. ARK has security SOPs in place and teams have received physical and IT security training. The safety and security of staff, consultants, partners, and beneficiaries is always the priority. Monitoring: Camp-based staff provide weekly security analyses.	Low