

As the incumbents of the previous iterations of this project, implementing HMG-funded programming in all 12 Palestinian refugee camps and 31 gatherings for the past 10 years, ARK has a full delivery team in place, a fully registered office in Lebanon, and will be able to start implementation immediately if re-awarded this contract. Throughout our decade of work in the camps, ARK has managed to build a level of trust and understanding between delivery teams and beneficiaries in the Palestinian communities that remains difficult to replicate and which allows us unmatched access to a range of key stakeholders and communities in the camps. ARK has also already created a popular social media platform, Nastopia, which has 20,000 followers in the camps and was referenced by the Lebanese Palestinian Dialogue Committee (LPDC) as an existing initiative that should receive ongoing support. This existing advocacy/awareness raising channel has wide reach across the Palestinian camps and will be able to leverage audience engagement to support inception activities (such as raising awareness of the CLCs' mandate and the first town hall consultations) and to gain community buy-in for the project.

As incumbents, our delivery team has a detailed understanding of British Embassy Beirut's objectives, priorities and operational processes. This provides an additional level of VfM to CSSF by reducing the number of inputs and resources required to have the programme operate at full capacity. ARK's delivery team, which will be transitioned to a registered NGO within the first 6 months of implementation, is comprised primarily of Palestinian delivery staff based in the Palestinian camps, supported by Lebanese operational support colleagues in the company's registered office in Beirut, and one international colleague (M&E lead). All staff have received project management, gender sensitivity, conflict sensitivity, and physical and IT security training and are prepared to begin work on the project immediately. Camp-based staff have also been provided with additional training and capacity building under previous iterations of the project, including alternative dispute resolution and negotiation. **As ARK's ultimate goal for the programme is sustainability, the delivery team will be formally incorporated into a registered NGO named "Local Alternatives" within the first six months of implementation with a gradual transfer of responsibility taking place throughout the year. The training and experience the team have received to date fully supports their ability to transition to an independent NGO and their in-depth knowledge of CSSF processes and a deep understanding of camp and wider community dynamics will ensure a smooth transition between the two phases of programming.** As a number of team members were also originally beneficiaries of previous iterations of the project, they have a wealth of experience with what does, and does not work, in the context of supporting Palestinian communities. This provides CSSF with an unrivalled knowledge base from which to build on the many existing success stories.

The delivery team led this proposal design, ensuring that interventions are feasible, conflict sensitive, maximise impact, and are cost-effective, providing Value for Money (VfM) to the UK taxpayer. For example, rather than run open calls for proposals for small grants, ARK's delivery team will use the 'hackathon' mechanism to issue limited calls, aimed at addressing specific issues, to vetted partners with the capabilities to fulfil the project's requirements. The choice to use this mechanism is based on previous experience when there was a push for wider calls for small grants proposals - which resulted in the receipt of over 4,000 applications. As the majority of these were non-compliant and focused on individual assistance requests. The large-scale rejection of 98% of applications resulted in increased frustration in the camps, undermining the project by being conflict insensitive and causing costly delays.

Because of existing capacity and staff, ARK will only require a three-week inception period to re-contract staff, agree project deliverables, and define Functional Needs Analysis requirements with HMG. As indicated in the timeline below, by the close of this inception period, ARK will have also delivered a Functional Solutions Design and an inception plan including a baseline conflict/political economy and stakeholder analysis and a programme delivery plan (consisting of an elaborated Theory of Change, a final Results Framework, a conflict sensitivity plan, a gender plan, approach to Duty of Care, risk management approach and framework, CTF plan, and disability/social inclusion approach). ARK will be able to provide these deliverables on a shortened timeline, minimising time and resources spent by relying on previous documentation and data from its existing conflict analysis (March 2019) and gender and conflict sensitivity plans, to identify gaps and areas to update rather than starting from scratch. During this period, ARK will also be able to utilise lists of project ideas and plans submitted throughout the previous projects to inform the Functional Needs Analysis and Functional Solutions Design, therefore shortening the time needed to develop questionnaires and conduct surveying. The project team's existing connections also provide ARK with the ability to quickly and effectively form Community Liaison Committees (CLCs), bringing together credible, influential individuals who guarantee both effective and credible community representation. Experience from previous years working in the camps also provides ARK with the ability to prevent delays resulting from failure to comply with Counterterrorism Financing (CTF) regulations or from inadvertently engaging individuals in the project who would damage credibility.

The below year one implementation plan demonstrates the work that ARK will be able to achieve in the first 11 months of the project comprising the inception and implementation phases. As evidenced by this timeline, ARK will be able to leverage its incumbency and associated strong local connections and existing staff to dedicate significantly more time and resources to implementation in the first year than other companies, therefore increasing the VfM and impact of the project.

Figure 1: Indicative Year One Implementation Plan

YEAR ONE												
Task	12 Month Timeline											
	1	2	3	4	5	6	7	8	9	10	11	12
INCEPTION												
Mobilise ARK project team	X											
Conduct Gender, Stakeholder, and Conflict Analyses	X											
Identify and mobilise Camp Leadership Committee (CLC) members	X											
Identify and mobilise Steering Committee (SC) members	X											
Recruit and train community monitors	X											
Conduct camp-wide social stability needs assessments (SSNAs) in control and implementation camps	X											
Engage Lebanese and Palestinian mentors	X											
Refine grants system and QIP mechanisms	X											
IMPLEMENTATION												
Capacity building for CLCs on community engagement	X											
Town Hall Meetings held by CLCs on SSNA findings	X											
Final list of priority needs for social stability in the camps defined in collaboration with PDT, CLCs, and SCs	X	X										
Collaboratively design with PDTs a consultation/feedback/accountability (CFA) system for community monitoring of grants and QIPs	X	X										
Engage Palestinian mentors and trainers for Hackathons	X	X										
Conduct Hackathons in each camp				X	X							
PDT to invite NGOs and groups in the camp to apply to implement winning ideas from both Hackathons (PWDs and open call)						X	X					
Grantees selected by ARK and PDT in consultation with CLCs and SC							X					
Implement grants and provide ongoing training on grant management from PDT								X	X	X	X	
Close out grants on rolling basis - all prior to end of FY1									X	X	X	X
Ongoing community-based monitoring of grants									X	X	X	X
Select QIPs and develop a prioritisation with CLCs					X							
PDT coordinates implementation of QIPs					X	X	X	X	X	X	X	
Community feedback mechanism used to monitor QIPs					X	X	X	X	X	X	X	
Transition delivery team to registered NGO	X	X	X	X	X	X						