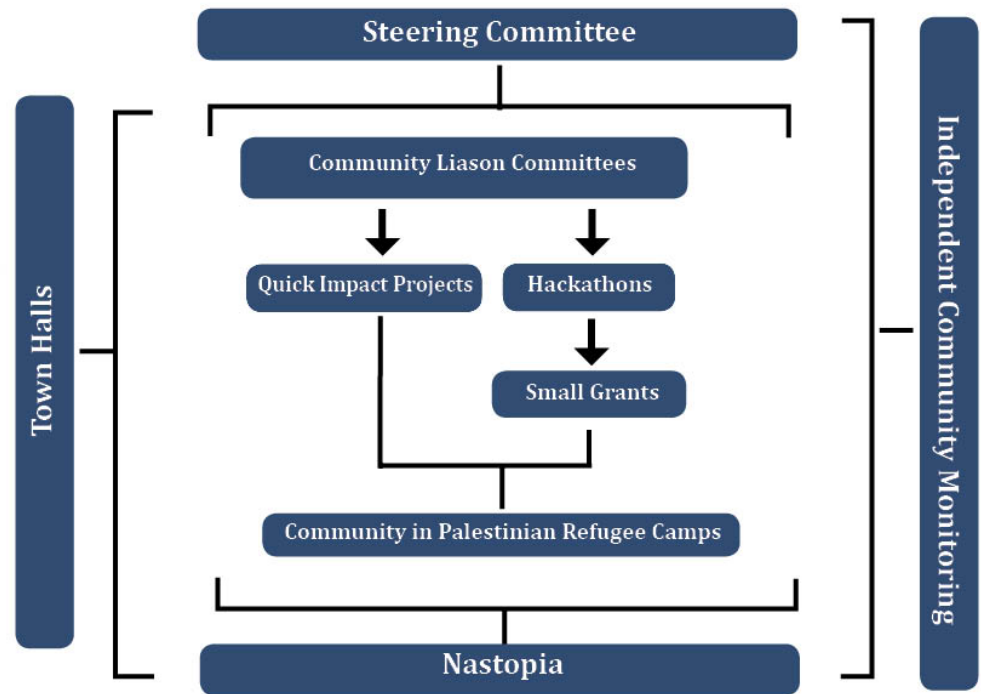


PROBLEM OVERVIEW: Palestinians in Lebanon have limited civil, political, and socio-economic rights, with structural barriers and discrimination aggravated by endemic governance and security weaknesses in the camps. Despite these challenges, programming in the camps to date has supported positive progress, with trend analysis from ARK's 2016, 2018, and 2019 conflict analyses demonstrating that perceptions of safety and security have increased in all surveyed camps and informal gatherings since 2016 (in 2019 the fraction of adults reporting exposure to armed violence dropped to 37.0%, from 50.4% a year prior), while the perceived threat of extremism has declined. While this is positive, threats to stability in the camps remain, with consistent concern over factors such as VEO recruitment and drug abuse that endanger individuals and undermine social stability and community cohesion. Overall, unemployment, poverty, and corruption remain the greatest challenges facing Palestinian refugees. Efforts to sustainably improve resilience and security in the camps will only be effective if these factors are addressed and existing sources of resilience and stability are leveraged and augmented.

PROJECT DESIGN: Our design for the Palestinian Resilience Project (PRP) is based on recently-completed conflict analyses across six Palestinian refugee camps¹ and one adjacent gathering, comparable resilience survey data from the camps (2016-2019), extensive consultations with a range of Palestinian community members, including governance actors, community leaders, women, youth, and persons with disabilities (PWD), and empirical evidence from previous programming in the camps. ARK's understanding of resilience is based on lessons learned from ten years of programming in the camps, grounded in on-going work with academic partners² in the field of social cohesion and resilience in conflict-



affected environments, as well as the UK government's approach to stabilisation³. ARK has designed this project around an adaptation of the six building blocks of improving social stability and enhancing community resilience identified by Dr Michael Ungar and the Resilience Research Centre at Dalhousie University: **(1) Build relationships (2) Encourage positive political self-efficacy (3) Improve livelihoods and access to basic needs and services (4) Develop a sense of belonging, responsibility for others (5) Encourage sense of culture and historical roots (6) Promote social justice (and address the historic injustice of Palestinian displacement).**⁴ Their role in each project activity is highlighted below:

THEORY OF CHANGE: If ARK and Palestinian partners support and provide capacity building for local, inclusive and participatory mechanisms of governance in Palestinian camps and gatherings in Lebanon, as well as provide opportunities to forge pro-social, intra-community relationships within the camps and with the Palestinian diaspora; **and** provide relevant, multi-level means of monitoring the transparency, efficacy and effectiveness of the governance mechanisms in meeting local needs through project activity, **and** the small grants activities meet community needs and provide targeted livelihoods opportunities; **then** the day-to-day functioning of life in the camps will be improved, **because** the constituent components of social stability (as defined by ARK) are more regularly met and fulfilled; **which in turn**, results in the development of more resilient communities, **because** they have access to the mechanisms and solutions that tackle sources of insecurity, respond to issues of public interest, and promote each of the above building blocks.

Selected Year One Locations: Nahr al-Bared Camp, Baddawi Camp, Burj al-Barajneh Camp, Ayn al-Hilweh Camp, Shatila Camp, and Maashouq Gathering

Selection Criteria: Geography, Size (two large, two medium, and two small camps); Comparatively uncontested governance; Limited Hezbollah influence; Links to Lebanese priorities

¹ ARK conduct conflict analyses six Palestinian camps and one gathering in 2016, 2018, and 2019. Surveys were designed based on conflict analysis frameworks for research developed by HMG, CDA Collaborative and the World Bank and previous research by ARK, including original public opinion and focus group data collected by ARK in 2016, 2018 and 2019.

² London School of Economics, Georgetown University, St Andrews University, Deakin University, Monash University, Mershon Center at the Ohio State University, Penn State University, Georgia State, RUSI, Oxford University Centre for Intractable Conflict and ICSR at King's College, London.

³ "The UK Government's Approach to Stabilisation: A guide for policy makers and practitioners," March 2019, <https://www.gov.uk/government/publications/the-uk-governments-approach-to-stabilisation-a-guide-for-policy-makers-and-practitioners>

⁴ Dr. Michael Ungar, "What Works: A Manual for Designing Programs that Build Resilience," n.d., <http://resilienceresearch.org/whatworks>

PRP will be implemented in two phases, beginning in Year One in five camps and one gathering and expanding to six other camps and gatherings in the second year based on lessons learned. At first focusing resources on only six locations will maximise impact and enable ARK's team and the British Embassy Beirut to assess the challenges associated with engaging governance stakeholders (including Popular Committees) and to tailor project implementation to support the Lebanese government's strategy for the camps. Focusing on specific camps will position them as examples of positive, responsive governance, resilience and social stability that could be leveraged to undermine existing or potential negative (e.g. Hezbollah) influences in other camps. Implementation in these camps can also be used to inform future strategy with respect to assessing the potential to build credible representative, and responsive governance structures.

Steering Committee (SC): A Steering Committee will provide overall project direction, providing a balanced and transparent governance function. ARK will form this during inception and proposes it includes representatives from the Lebanese Palestinian Dialogue Committee (LPDC), the HMG project lead, and ARK's Project Manager. The SC will meet quarterly, providing strategic oversight to the project, including direction on small grants selection criteria, and aligning project objectives with national-level plans for the Palestinian camps. The SC will also help ensure efforts to encourage social stability and resilience are communicated and inculcated at the national level.

Functional Needs Assessment (FNA): During the inception phase, ARK's team will design a Functional Needs Assessment (FNA) that identifies risks and protective factors associated with the six building blocks of social stability and resilience listed above. Risk factors will be measured using ARK's Vulnerability and Resilience Scale,⁵ which has already been used for direct beneficiaries of ARK programming and will be expanded into a community-level monitoring tool. The FNA will be conducted in all camps to establish a baseline, with camps not involved in Year 1 programming providing a control group. Risk and protective factors identified by the FNA will be used to inform the selection of Quick Impact Projects (see below), and findings will also be used to select hackathon topics that will maximise the impact of small grants on social stability and resilience (see below).

Community Leadership Committees (CLCs): ARK will work with key stakeholders to create Community Leadership Committees in each camp. These committees will build relationships both between governance actors and between these actors and local communities. The CLCs will build on ARK's experience under PALCAP in creating small steering committees to monitor small grant implementation, expanding committees camp-wide. In implementing this project, ARK will integrate lessons learned from PALCAP to ensure CLCs are a credible, sustainable mechanism for key stakeholders to more effectively address issues of dignity, safety and security in the Camps. CLC members will be identified through a stakeholder analysis completed during inception but are expected to include a cross-section of representatives from UNRWA, the Popular Committees (PCs) (including from both PCs in camps having rival PLO-affiliated and Tahaluf-affiliated PCs), key NGOs/INGOs in the camps, women's organisations, youth activists, representatives from Lebanese host/neighbouring municipalities, and organisations working with PWD. Each CLC will have a maximum of nine members (with a quota of women) and will have three main responsibilities:

PALCAP (Sept. 2013 – Mar. 2015) included over 100 community consultations and joint meetings resulting in the identification of 59 service-related, community-led QIPs in all 12 camps. Each project was overseen by a unique steering committee comprised of relevant stakeholders, including PC members.

1. Identify quick impact projects (QIPs) based on FNA findings and community consultations;
2. Assume responsibility for maintenance of QIPs; and/or monitoring implementing actors
3. Hold monthly town halls to engage community members on stability needs and solicit feedback on QIPs.

ARK's conflict analyses find that corruption among governance actors, particularly political factions, is a main grievance among Palestinians (over 90%). Countering these perceptions through modeling inclusive, responsive governance is necessary for governing factions and bodies to function as legitimate and effective political representation for the refugees, seen as capable of delivering positive economic outcomes and services.

The project field officer for each camp will be designated as the CLC coordinator, providing a secretariat function, organising CLC meetings and town halls, and ensuring its work aligns with project objectives. ARK's proposed project delivery team was part of this initiative and has demonstrably strong relationships with all key stakeholders in the camps. They are therefore able to act as effective liaisons between CLCs and local communities, motivating them to work together for community good, and anticipate and manage challenges. To further support the CLCs in building public trust, ARK's team will also provide capacity building workshops for CLC members in the areas of gender, conflict sensitivity, public service management, and civic

dialogue for peace-building. **Resilience factors addressed: 1) Build relationships 2) Encourage positive political self-efficacy 3) Improve livelihoods and access to basic needs and services 4) Develop a sense of belonging, responsibility for others**

⁵ ARK's Vulnerability and Resilience Scale is the output of six years of qualitative and quantitative research in the camps, from which the research team was able to identify components that could reliably measure socio-ecological aspects of vulnerability and resilience specific to social stability in the Palestinian refugee camps in Lebanon. From this, ARK constructed a multi-dimensional measure of vulnerability or risk, with dimensions including (1) the Emotional Affect of 'Everyday' Politics, (2) Social Cohesion and Social Trust, (3) Attitudes on the Acceptable Use of Violence, (4) Positive Personal Self-Efficacy and (5) Positive Political Self-Efficacy. **Based on this scale, the 341 direct beneficiaries under PYP II showed on average a 5% decrease in vulnerability.**

Town Hall Meetings: To publicise the results of the FNA, ARK liaisons will organise an initial Town Hall meeting in each camp for the CLCs to engage community members on key issues identified. The CLCs will use community feedback from meetings to develop a prioritised list of quick impact projects (QIPs) to be implemented in the first year of the project. ARK's liaison officers will then organise monthly Town Hall meetings to foster collaborative relationships between the CLCs as governance stakeholders and community members. These meetings will be a primary mechanism for entrenching CLCs as a sustainable model of responsive and accountable governance. ARK trialled Town Halls under PALCAP and found them to be effective mechanisms for identifying and prioritising community needs, increasing community participation in and influence over camp management, and enhancing transparency and accountability. ARK's team will use lessons learned from this experience to ensure Town Halls are conflict sensitive and productive, such as communicating that attending meetings will not lead to individual assistance and that interventions are focused at the community level.

Resilience factors addressed: (1) Build relationships (2) Encourage positive political self-efficacy (4) Develop a sense of belonging, responsibility for others (6) Promote social justice.

Quick Impact Projects: Quick Impact Projects (QIPs) are a flexible mechanism to meet evolving needs and to counter threats to social stability in the camps, create or improve livelihoods opportunities, and provide better access to services. When possible, all materials for QIPs will be procured locally and projects will be designed to provide a cash-for-work opportunity for at-risk youth in the camps. Under past programming, procuring materials from camps and prioritising income-generating opportunities under QIPs have supported perceptions of fairness. Involving CLCs in selecting QIPs will provide them with experience in collaboratively responding to key community needs, contributing to building a model of responsible, accountable, and legitimate governance. The Steering Committee will approve QIPs, ensuring that they are conflict sensitive and that the maximum number of community members will benefit (including women, youth and PWD). Initially, the ARK team will be responsible for tendering and overseeing the implementation of QIPs to mitigate community perceptions of issues of corruption regarding the Popular Committees, or inefficiencies in UNRWA. ARK's team has previously demonstrated the ability to quickly and transparently deliver QIPs that effectively engage governance stakeholders in the camp as well as Lebanese security forces and political actors, **reaching a total of 86,650 direct beneficiaries through 114 QIPs since 2013**, and its teams are widely trusted in the camps. However, as trust and accountability increase between CLCs and communities, greater responsibility for overseeing QIPs will be transferred to CLCs. To facilitate this, the Nastopia platform (see below) will provide coverage of CLC-supported QIPs to raise awareness of this approach in all camps and gatherings and encourage support for it. ARK will use this and the project's independent monitoring mechanism (see details below) to track community feedback and address any perceptions of corruption or bias, and to assess opportunities for a gradual handover of responsibility to governance stakeholders. CLCs will also take on any required maintenance responsibilities linked to the QIPs to ensure their sustainability. **Resilience factors addressed: (3) Improve livelihoods and access to basic needs and services.**

Hackathons: "Hackathons," or collaborative events where people come together to develop creative solutions to community challenges, will be used to select and award small grants. Hackathons will be held every three months to identify innovative solutions to social stability threats or increase support to protective factors identified by the FNA – all solutions proposed must benefit the wider community, ensure inclusivity, and have a sustainability plan. Hackathons will be led by two female entrepreneurs, CEO of ArabiaGIS Nada Khorchid and former UK Lebanon Tech Hub COO Lama Daher. Two types of hackathons will be held: In the first, participants will be male and female at-risk youth in the camps identified by the project team and the CLC. In the second, participants will be male and female PWD, and events will be held in conjunction with previous ARK NGO partner Mussawat⁶ and will focus on developing projects that benefit PWD and the broader community. Hackathon participants and winners will be selected to include at least 30% females. ARK's team will train hackathon winners in financial and project management and other relevant areas, to enable them to implement their ideas. Winners without the capability to implement the grant will be connected

Community Recycling in Shatila Camp:

As part of a small grant begun in 2017, ARK supported a group of at-risk youth in Shatila Camp to start a community recycling program. The initiative is now self-sustaining, with households contributed 5,000 Lebanese Lira each for recycling pick-up.

with local partners identified during the stakeholder mapping that can support implementation. Winners will also be linked to mentors with expertise in the focal area of the project (see below). **Resilience factors addressed: (1) Build relationships (2) Encourage positive political self-efficacy (3) Improve livelihoods and access to basic needs and services (4) Develop a sense of belonging, responsibility for others; (6) Promote social justice**

- As youth and PWD are also primary victims of social injustice in the camps and beyond, supporting them to connect positively with their communities contributes to countering negative stereotypes and discrimination.
- ARK will continue to seek to reduce gender-based barriers to full social participation, in part by requiring that small grant projects include equal representation of both genders and to accommodate the needs of both genders in implementation.

⁶ Mussawat is an organisation present in all PRCs and informal gatherings that works to empower PWD. In the previous project, ARK partnered with Mussawat to help PWD start small businesses and to make homes and public spaces handicap accessible. Mussawat will also provide ongoing capacity building for PWDs throughout the life of the project to help them build the skills necessary to successfully implement small grants delivering broader community benefits.

Community Mentors: As part of the hackathon process, ARK will recruit volunteer mentors from the Palestinian diaspora through outreach to networks of family and friends and former project beneficiaries who have emigrated. Mentors will be identified in fields such as engineering or entrepreneurship, that support small grants implementation. Building relationships between beneficiaries and the diaspora will build beneficiaries' skills and expose them to an experienced community that will support future livelihoods opportunities. It also provides a sense of cultural and historical identity that is broader than the camps. Mentors will provide guidance and practical support, while ARK will provide mentors with in-person or virtual training in conflict sensitivity and inclusion (comprising gender and disability considerations). ARK is uniquely placed to recruit mentors: its programming in the camps has already garnered positive attention in regional and pan-Arab media, a factor which supports ARK's credibility as an actor. Likewise, Nastopia's growing online following and reputation has increased its reach into the diaspora community, with one Canadian holding a fundraiser for Nastopia on her birthday.

Resilience factors addressed: 1) Build relationships (3) Improve livelihoods and access to basic needs and services (4) Develop a sense of belonging, responsibility for others (5) Encourage sense of culture and historical roots

Nastopia: ARK developed the Nastopia Facebook platform under the previous iteration of the project, identifying and training 24 youth reporters to build a highly invested, online youth community with 20,000 followers, almost all of whom live in the camps. The platform is primed to provide cross-cutting support for all project activities and directly contribute to relationship building, promoting Palestinian culture and a sense of belonging, and tackling social injustice. Nastopia is already an effective voice for connecting Palestinian communities, particularly youth. Nastopia's 2019 Camps Film Festival, which was covered by Al-Jazeera reaching 675,000 viewers, saw participants submit films portraying life in the camps and what it means to be Palestinian, providing positive examples of a shared identity. Nastopia will continue to build its brand and reach through online videos and posts which promote examples of positive self-efficacy, and by hosting more offline activities, including a second, larger Camps Film Festival, that connects youth with other community members. Training provided to Nastopia in gender, community dialogue and positive messaging over the past year has prepared them to leverage the platform as a forum for online and offline discussion about social injustices, including the historic injustice of Palestinian displacement, and to provide a virtual space to talk about topics considered taboo in the camps like gender, extremism, substance abuse, and sexuality. Nastopia will support all project components, including promoting Town Halls, advertising for hackathons and helping to recruit participants, and publicising success stories from QIPs and small grants. Highlighting successful initiatives will amplify the project's impact among the broader community by enhancing the audience's confidence in their own ability to contribute to social change. Voxpops with community members on Nastopia will identify emergent threats to social stability and protective factors that can be addressed through QIPs and small grants, and the page will support monitoring of community feedback to identify areas where activities could be adapted to maximise impact. By also providing content that is focused on improving camp residents' access to information, Nastopia will be one of the main mechanisms for increasing awareness among Palestinian residents and building demand for community engagement and improved conditions.

Resilience factors addressed: 1) Build relationships (2) Encourage positive political self-efficacy (5) Encourage sense of culture and historical roots (6) Promote social justice.

Nastopia's advocacy for social justice:
To take a stand against prohibitions from extremist sheikhs in the camps against celebrating the Prophet's birthday in November, Nastopia, in partnership with other local groups in 'Ayn al-Hilweh, Baddawi, Shatila and Nahr al-Bared, organised peaceful celebrations reflecting a moderate image of Islam.

Gender: During the PYP II project, ARK delivered 48 gender trainings and discussions, led by a Palestinian gender adviser from the camps. Through the trainings, the project succeeded in engaging vulnerable, at-risk women and men in the camps, and encouraged discussions on how they might participate more actively in camp civic life and overcome gender-related barriers and stereotypes. One of the core findings from this effort was that females felt disempowered to engage with, or participate in, local decision-making efforts. PRP will seek to address this issue in the new iteration of programming. The gender analysis during the inception phase will look at male and female roles, obligations and norms in the camp, as well as identify barriers to participation in project activities or access to project outcomes. The gender analysis will update the 2018 gender analysis and be linked to the conflict analysis and updated quarterly. To effectively mainstream gender, ARK will integrate women's voices into CLCs by mandating a 30% quota for female participation. Further, the SC will have a gender mandate that will be reviewed at all meetings, and quotas will be applied to small grants and hackathon applicants to ensure selection of female-led efforts. In PYP II, approximately one third of small grant activity was delivered by female-led groups. Finally, ARK will mainstream gender through all iterations of the ToC, and gendered outcomes will be captured in the Results Framework. Over the course of delivery, ARK will provide gender mainstreaming training to CLCs and the delivery team.

LOCAL ALTERNATIVES: In the first six months of project implementation, ARK will support the transition of its delivery team to a fully independent, officially-registered NGO named Local Alternatives, providing them with additional training and support to enable them to take over implementation of the project in Year 2. ARK has successfully undertaken a similar step with its former Syrian production team which is now a functioning, viable Turkish media company, DSS. Incorporating Local Alternatives into an NGO is a core element of sustainability that will further ARK's work over the past ten years in building the capacity of this team. The experience, networks, and

understanding of realities on the ground that this team has built over the past decade is unrivalled in the camps and is essential to the success of this project. As independent, experienced, and well-regarded community actors, the Local Alternatives team will be able to gain community buy-in, flexibly adapt the project to the local context, and ensure all project activities are conflict sensitive, feasible, and sustainable.⁷ In partnership with Local Alternatives and the Steering Committee, ARK will develop a code of ethics, values, and mission that will guide Local Alternatives' role in the project and in the community. ARK will provide the team with ongoing mentoring to ensure it is equipped with the interpersonal, leadership, conflict sensitivity, and management skills to effectively implement the project and continue to work in the best interests of the local community. By transitioning the Palestinian team to become an NGO, ARK aims to support their continued evolution from a group of at-risk youth to independent and inclusive community actors serving as positive change agents and delivering sustainable solutions to community-level challenges. ARK's M&E team and independent community monitors will monitor the work of the NGO throughout the project to ensure its effectiveness and efficiency in achieving the project objectives.

APPROACH TO M&E: ARK's research and M&E teams are working in collaboration with academic partners at the Mershon Center for International Security Studies at Ohio State University and Professor Michelle Grossman, a leading expert in the study of resilience at the Alfred Deakin Institute for Citizenship and Globalisation (ADI) at Deakin University to better understand and measure social cohesion and resilience in conflict contexts globally. ARK's M&E team will leverage its work on measuring vulnerability, resilience and social cohesion in Lebanon on behalf of UNDP (2017-2021), which is a primary input to Lebanese national stability programming, and its ten years of experience surveying in the Palestinian camps⁸, to innovatively tailor peer-reviewed approaches to measuring resilience and social stability in the camp context. ARK began developing tools to measure resilience in the Palestinian camps under the CSSF-funded Palestinian Youth Project (FYs 17/18 and 18/19). Specifically in support of ARK's M&E objectives under the previous project, ARK constructed and piloted a survey consisting of a multi-dimensional measure of vulnerability and resilience, with relevant dimensions including (1) the Emotional Affect of 'Everyday' Politics, (2) Social Cohesion and Social Trust, (3) Positive Personal Self-Efficacy and (4) Positive Political Self-Efficacy, which were identified through a Principal Component Analysis of twenty-eight different attitudinal measures. As many of the components ARK has already identified overlap with the aforementioned six building blocks of resilience adapted from Ungar, ARK will therefore use this measure as an initial context-specific definition of social stability and community resilience. ARK will seek to build on this index for this new iteration of programming, to include other components of resilience not yet captured here (e.g. livelihoods). ARK will pilot this updated index at baseline stage in collaboration with the delivery team and academic partners, and then systematically administer the new index at key milestones during the project.

Independent Community Monitors: During the inception phase, ARK will engage a group of university students that have received extensive university-level training in monitoring through support from NGO partner Mussawat. ARK will contract external trainers to conduct a training needs assessment for these youth and to deliver any additional training needed for them to serve as independent community monitors, raising awareness and soliciting community feedback on QIPs and small grants. ARK will also expand recruitment into the group of community monitors to include at-risk youth in the camps, thereby not only supporting independent community monitoring but also identifying, attracting and empowering at-risk and marginalised youth by involving them in delivering community development solutions, and providing them with alternative coping mechanisms and new skills that benefit their communities.

M&E and transparency and accountability: The M&E team will also provide a Complaints Response and Feedback Mechanism (CRFM). This mechanism is designed using best practices from the humanitarian and development industries, and was rolled out during PYP I and II, and will be updated for this iteration of programming based on lessons learned from last year. The CRFM allows project beneficiaries and other relevant stakeholders to escalate concerns to ARK and/or request more information where necessary. Project staff will have access to ARK's third-party whistleblowing hotline, SafeCall, should they wish to report issues. The CRFM combined with independent community monitors and ARK's own M&E provides for triangulation of data to ensure transparency and accountability.

Beyond M&E efforts to measure and articulate changes in social stability and resilience as outlined above, ARK's M&E team will also deliver the following during this project, using a rights-based approach to all data collection and analysis:

- Regular activity, output and outcome reporting in line with client requirements (weekly, monthly, quarterly);
- Regular updates of the Results Framework and integration of gender and conflict sensitive indicators, as well as indicators that capture the experience of PWD;
- Systematic monitoring activities to track quality of implementation and progress;
- Supporting training of the community monitoring team (Mussawat) and triangulation of their findings.

ARK will deliver an impact evaluation in the last month of the project, when all activity has closed. ARK is experienced in working with third party monitors and will work effectively and collaboratively with any external evaluators or monitors contracted by HMG.

⁷"The UK Government's Approach to Stabilisation,"40.