

ARK has been delivering Conflict Pool and CSSF-funded programming in the Palestinian camps and gatherings for the past 10 years and over this time, it has built the foundations for truly sustainable programming responses through:

1. Ongoing capacity building and skills transfer to beneficiaries;
2. Support to livelihoods opportunities (a number of which continue to operate and employ other people), and
3. Development of cost-free community coordination mechanisms that facilitate greater social cohesion and are fully sustainable.

**It has designed this project to transition to full Palestinian ownership and mark the end of the need for an international implementer to provide support in the camps.**

**Given the potential for funding to end at the end of Year 1, ARK has designed all activities to be completed by the end of Year 1 and has made no-cost self-sustaining mechanisms a key component of its project design to ensure sustainability beyond project end.**

Lessons learnt from ARK's previous programming in the camps and in other similar environments demonstrate that sustainability must be planned into projects **and** monitored throughout. ARK's monthly programme boards will review sustainability plans for all project activities and identify potential challenges. Such an approach ensures that ARK can take any needed corrective action early, such as developing alternative ways to implement QIPs due to lack of Popular Committee buy-in or identifying areas where additional training is needed to support maintenance or sustainability.

**Capacity Building and Skills Transfer Approach:** ARK has delivered 697 capacity building trainings to beneficiaries, enabling many to secure long-term employment. For example, members of youth networks formed by ARK in 2013 now occupy positions from Camp Managers to Security Committee members and heads of factions, throughout all the camps.<sup>1</sup> This not only ensures positive outcomes for individuals but also the positive messaging, conflict management, and related trainings that have undergirded ARK's approach are now inculcated in many structures throughout the camp—a key requisite for long-term sustainable impact. This also ensures buy-in among key stakeholders across the camps for this iteration of the project.

**Ayn al-Hilweh market street:** Between 2012 and 2014, ARK conducted over 100 community consultations across all camps to engage key stakeholders and community members to identify needs to be addressed through quick impact projects. In Ayn al-Hilweh, governance stakeholders agreed on the need for lighting and a canopy to cover the main market street in the camp. To ensure buy-in and promote sustainability, ARK agreed with the local community to share in 10% of the costs of the project. ***The intervention, which has been locally maintained since, has contributed to ongoing increased economic activity in the camp by expanding opening hours of the market and increasing safety and security.***

IMPLEMENTATION	Q2 19	Q3 19	Q4 19 Y1	Y2 Q1 20	Q220	Q3 20	Q4 20
Capacity building for delivery team							
CLC Training							
CLCs take over Town Halls and QIPs maintenance							
Capacity building support and mentoring to Hackathon winners							
Hackathon projects continue to run sustainability							
Nastopia team capacity building							
Nastopia team secure external production work							
Delivery team set up as NGO, takes over project delivery							

<sup>1</sup> For example: Sleiman Abdelhadi (Shatila Popular Committee), Iyad Aynein (Maashouq Popular Committee), Abed Abo Salah (Ayn al-Hilweh Popular Committee), Ahmad Ghanoumi (Popular Committee Coordinators in the north)

**Ongoing Delivery Team Training:** ARK will continue to deliver training to all members of the delivery team throughout the proposed project. Training will be designed to not only help them fulfil their roles in the project but also provide them with transferrable skills that can help them secure future employment or education opportunities, or that they can apply in their current positions and daily life. As a result of ARK's focus on training and transferrable skills, over 50 youth beneficiaries are now leading projects on behalf of other NGOs and INGOs in the camps.

**CLC Ownership of Town Halls and QIPs:** Engaging camp-level stakeholders and representatives from host municipalities in CLCs ensures coordination buy-in at the camp level and will persuade camp governance and management actors of the value of accountable and transparent governance. Training for Community Leadership Committees (CLCs) will focus on conflict management, mechanisms for community dialogue, and also project and service management. This training will prepare CLC members for a transfer of responsibility of management of town hall meetings and the identification and maintenance of quick impact projects (QIPs) by the start of Year 2. Ensuring ownership of these projects by CLCs that are fully able to assume these responsibilities is essential to ensuring continuation of key interventions following the project's end. Sustainability plans will also be required to be developed for each QIP, (such as engaging Popular Committees in sharing the cost of repairs to sewage and electrical networks.)

**Training and Mentoring for Hackathon Winners:** Tailored training will be provided to Hackathon winners, designed to fit the needs of each team. Each recipient team will be connected with mentors/technical experts from the Palestinian diaspora who will provide support and guidance and push to ensure projects are commercially viable where possible. Connecting small grants' recipients with these mentors will further help connect project activities with potential external sources of funding. One of the biggest challenges faced in previous projects in the camps is that opportunities for future financial support for projects are difficult to secure within the camps due to severe economic pressure faced by residents. This element of the project is therefore designed to help mitigate this challenge. All Hackathon submissions will be required to include a sustainability plan, to encourage participants to look at long-term solutions to community issues.

**Nastopia Production Team:** The Nastopia team will be provided with ongoing training to support them to provide commercial production for other actors inside the camps, from CSOs to international NGOs and other donors, using their unique access to local projects and high quality production capabilities. Revenue will be used to pay team salaries and support the FB page.

**Sustainability Champion:** ARK will designate a sustainability champion in each camp to ensure sustainability remains at the forefront of all project implementation and planning. This individual may be provided with training as needed in the areas of financial management, community engagement and entrepreneurship so he/she can think creatively about sustainability and identify potential future funding.

**Sawa coffee shop in Nahr al-Bared:** In 2014, ARK supported a group of youth in establishing a community centre. The centre, Sawa Coffeeshop, continues to operate to this day as a popular place for youth to gather and promote civic engagement in their community and a shared Palestinian identity that bridges factional differences.

**Ahlam Laje's nurseries:** ARK began supporting Ahlam Laje' in 2013 with a small grant to start a nursery providing childcare and early education in Shatila Camp. With on-going management training from ARK's team, Ahlam Laje' was able to open two more self-sustaining centers in the camp and now also implements projects on behalf of various donors.

**Livelihoods for persons with disabilities (PWD):** In 2018, ARK partnered with Palestinian NGO Mussawat to provide livelihoods support to PWD. Most of these have now become self-sustaining small business providing services in their communities. Shadi from Ayn al-Hilweh, who is visually impaired, opened photo-copy and coffee shop next to an UNRWA school and now employs another young Palestinian.

**EXIT STRATEGY:** To make this project fully sustainable, and to mark the end of the requirement for an international implementer to provide support in the camps, ARK's project design includes the transition of its delivery team from ARK staff to a formally incorporated NGO 'Local Alternatives' by the end of Year One, with a gradual transfer of responsibility taking place throughout the year. The training and experience ARK has provided its team with to date supports their ability to transition to an independent NGO and the team's in-depth knowledge of CSSF processes and deep understanding of camp and wider community dynamics will ensure a smooth transition between the two phases of programming. All staff have received project management, gender sensitivity, conflict sensitivity, and physical and IT security training. 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. ARK will also provide the team with on-going training in these areas to ensure a smooth transition. Furthermore, as a number of team members were also originally beneficiaries of previous iterations of the project, they have a wealth of experience of 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.