

ARK's track record of successful programming in the Palestinian camps and gatherings is evidence of our effective, inclusive approach to relationship management. ARK employs a diverse project team that is representative of a wide range of communities in the camps and maintains an effective working relationship with all key stakeholders, including different factions, Popular Committees, and other key actors including the Lebanese Palestinian Dialogue Committee (LPDC), UNRWA and the Lebanese security forces (see Figure 1 for a detailed overview of relationships with key stakeholders in the camps). ARK's approach to relationship management consists of five mutually supportive activities: monitoring, informing, including, adapting, and evaluating. This strategy is used to structure engagement with key stakeholders in pursuit of project objectives, to ensure a conflict sensitive approach in which the project does not inadvertently privilege one actor over another or reinforce factionalism, and to prevent interference in the project by different groups in the camp, most notably extremist groups or Hezbollah.

Monitoring: ARK's work in the Palestinian camps began in 2009 with a detailed mapping of governance actors for the European Union. ARK has maintained this level of granular understanding since by employing a diverse delivery team whose access throughout all camps and gatherings enables them to effectively monitor camp-level dynamics between different stakeholders. Factionalism in the camps tends to be highly geographically concentrated at the neighborhood level, wherein different groups employ strategies of clientelism that enhance physical control over neighborhoods where support is concentrated. Because of the hyper-local nature of these dynamics, our delivery team relies on daily monitoring of neighborhood-level WhatsApp groups and local contacts for insight into factional dynamics and stakeholder interests and actions. Any new information, such as affiliation between a local group and a faction, or conflict between factions, is tracked in ARK's stakeholder tracker to ensure that it receives consideration during implementation. Access into local communities is also used to monitor reactions to project implementation by key stakeholders through a feedback and accountability mechanism designed to triangulate data from the field,¹ thereby identifying potential risks to the project or opportunities to better engage stakeholders in implementation. Monitoring is supported by the membership of previous project staff, NGO partners and beneficiaries in key camp organisations, including factions, Popular Committees, and Neighbourhood Committees.² These insights and connections will be used to inform a detailed stakeholder mapping in each camp prior to implementation that will be updated iteratively.

Informing: ARK relies on its positive relationship with all key stakeholders in the camps and relevant Lebanese stakeholders to ensure they are informed about implementation. Having clear communication channels with different stakeholders helps to prevent delays in project implementation by flagging potential challenges early so that plans can be put in place to address or mitigate efforts by local actors to stall or subvert implementation. ARK will ensure stakeholders at the Lebanese government level, including the LPDC, have direct input into project implementation by including them as part of a Steering Committee that will meet quarterly to review and guide implementation. Inclusion of these actors as part of a Steering Committee is part of ARK's approach to securing independent governance for the project as well as top-level buy-in, thereby ensuring the project can have a sustainable impact in improving resilience in the camps. At the local level, members of the delivery team communicate informally on a daily and weekly basis with relevant local stakeholders, including Popular Committees (PCs), UNRWA and Security Committees. Which stakeholders are to be informed regarding different project activities will be listed in a RACI (Responsible, Accountable, Consulted, Informed) matrix inclusive of each project activity that will be developed prior to implementation.

Including: When possible and beneficial, ARK will include key stakeholders in the camps in project implementation to secure their buy-in and promote project sustainability. The proposed Camp Leadership Committees (CLCs) will be inclusive of all key camp management stakeholders and relevant NGO/INGOs in addition to representatives from hosting Lebanese municipalities. This allows ARK to de-conflict activities with different actors in the camp and identify potential synergies of effort. In ARK's experience, including key stakeholders in implementation and ensuring that they benefit from inclusion through training and increased credibility is crucial to ensuring buy-in. Likewise, when organising local committees in camps, including a diverse mix of actors has helped ensure buy-in as no actor wants to be excluded.

Adapting: Using a detailed and continually-updated stakeholder mapping, ARK will ensure that all project activities are adapted to the local context in the camp. In addition, strong existing relationships with all actors in the camps allow ARK to adapt to problems arising from lack of buy-in or opposition to a project. For example, if a member of one faction fails to help facilitate or seeks to block entry of

¹ During PYP II ARK worked on mechanisms of triangulating input from the field to ensure community feedback was collected and addressed. ARK, in collaboration with CDA, trained PYN members on conducting listening activities in the community to collect feedback on interventions implemented under PYP II. Furthermore, ARK disseminated the contact details of the field team to beneficiaries and requested feedback from the community on grants, civil defence and other project components. Lastly, ARK's research team conducted satisfaction and feedback surveys and FGDs to collect community perceptions on the quality of implementation, inclusivity, and impartiality.

² This includes but is not limited to: Ahmad Ghanoumi (provides oversight over PCs in northern Lebanon), Sleiman Abdelhadi (Shatila PC member), Iyad Aynein (Maashouq PC member) and Abed Abo Salah (Ayn al-Hilweh PLO PC member)

material for an infrastructure project, ARK is able to rely on strong working relationships with other groups to adapt to and overcome this challenge.

Evaluating: Throughout project implementation, ARK's M&E team will evaluate the effectiveness and quality of the above relationship management approach on a quarterly basis using the below KPIs:

1. Number of low-level complaints and/or information requests about or from ARK's stakeholders received to ARK's Complaints Response Mechanism (CRM) that are addressed within the allotted timeframe. Evidence of the number of stakeholders included per implementation activity;
2. Attendance of key stakeholders at consultative meetings;
Monthly evidence of demand from additional camp actors, and additional camps, to be engaged in implementation.

Figure 1: Relationships with stakeholders in camps selected for year one implementation

Camp	Ayn al-Hilweh	Baddawi	Shatila	Burj al-Barajneh	Nahr al-Bared	Al- Mashouq
Palestinian Factions	19 factions (3 Islamic)	13 factions	15 factions	13 factions	15 factions	5 factions
	Existing positive relationship with all actors					
UNRWA	Camp Manager, 9 schools, 2 clinics	Camp Manager	Camp Manager, 4 schools, 2 clinics	Camp Manager, 5 schools, 2 clinics		No Camp Manager, one school and clinic
	Existing positive relationship with all actors					
Popular committees (PCs)	2 PCs	2 combined PCs	2 PCs	2 PCs	2 combined PCs	One PC (PLO)
	Existing relationships with all Popular Committees. Previous joint implementation of QIPs in all camps except Nahr al-Bared					
Camp Security Committee (CSCs)	One CSC incl. all factions	One CSC incl. all factions	Efforts to form CSC ongoing	Efforts to form CSC ongoing	No CSC	No CSC
	Existing relationship with committee.		Relationship with security offices of political factions			N/A
Sector and neighborhood committees (SCs and NCs)	16 SCs and 30 NCs	5 SCs and 10 NCs	No SCs or NCs	No SCs or NCs	7 SCs	No SCs or NCs
	Existing relationship with 12 of the 16; previous engagement in various projects with all		Existing relationship with key influential individuals and families in the neighborhoods			
Local NGOs	Around 20 NGOs	Around 7 NGOs	Around 40 NGOs	Around 20 NGOs	Around 15 NGOs	1 NGO
	Existing relationship with all					Direct cooperation
INGOs	ICRC, MSF, Geneva Call, others	Save the children, GIZ, KFW, Terre des Hommes, ICRC, MSF	ANERA, Warchild, Islamic Relief, Welfare, Terres des Hommes, MSF	MSF, ICRC, IRC, GIZ	Concern Worldwide, GIZ, NRC, ANERA	N/A
	Existing relationship with all; previous coordination	Existing relationship with all				N/A
Lebanese Armed Forces (LAF) Dept. of Military Intelligence (DMI)	LAF and DMI control camp entrance	No direct role	No direct role	No direct role	Has full control over the camp	No direct role
	Existing relationship with leadership in Saïda	N/A			Existing relationship and coordination	N/A
Municipalities	Good relationship with Saïda, Maghsoushe, Haret Saïda, and Mieh Mieh municipalities	Good relationship with al-Baddawi and Tripoli municipalities	Good relationship with al-Ghobeiry municipality	Good relationship with al-Ghobeiry municipality	N/A	Good relationship with Burj al-Shamali and Tyre municipalities