

Type of Risk	Nature of Risk	Likelihood	Impact	Risk	Holder	Risk Mitigation and Monitoring Plan	Residual Risk
Financial	Fiduciary risk, fraud, diversion and waste	Low	High	Med	ARK	All staff are trained in the anti-corruption policy, ethics and compliance policies by ARK's compliance team. Staff have been trained by former members of the Charity Commission on downstream diversion of funding risks (audited by DFID). We conduct vetting on all proposed sub-contractors or local partners as well as organisational capacity assessments (OCAs), which include fiduciary risk. Expenses and invoices must be approved by both Project and Finance Manager and payments are only transferred after all approvals have been registered on the payment request system. These include reviews of contract deliverables and supporting evidence, retained as per HMG's data retention guidelines (products, surveys, timesheets, etc.). <i>Monitoring: ongoing.</i>	Low
Financial	High variance between budgeted/ actual costs	Low	Med	Med	ARK	ARK has managed programming, including strategic communications, in Lebanon since 2010 and has in-depth knowledge of market rates and extensive experience in local procurement. This is critical to achieving value for money programming by budgeting correctly in the first place, and then controlling spend. <i>Monitoring: monthly financial reporting.</i>	Low
Ops	Project activities are not gender sensitive	Low	High	Med	ARK	ARK will ensure gender is considered in all aspects of project activities. Working through its local partners, ARK will conduct a gender analysis to understand the local context to identify gendered aspects of this project's design and impact and ensure that the project equally addresses the perceptions and needs of men, women, boys, and girls. The project will also seek to promote gender equity as appropriate within the local context. ARK has recently undertaken a comprehensive company-wide gender audit and training and its communications project in Syria was designated a case study in gendered approaches to communications. <i>Monitoring: Monthly and through quarterly reporting.</i>	Low
Ops	Difficulty assessing the impact of project interventions	Low	High	Med	ARK	ARK's work with leading experts on defining and measuring social cohesion and behavior change, particularly through the use of randomised control trials, will enable effective measure of performance and impact. ARK will also ensure local partners are trained to measure and assess their own performance and are able to adjust outputs as necessary to achieve objectives. ARK's Head of M and E, who has extensive experience of impact assessment, is based in Beirut. <i>Monitoring: Monthly and through quarterly reporting.</i>	Low
Ops	Key stakeholders or target audiences do not engage with project	Med	High	Med	ARK	ARK's project team and local partners have been selected for their understanding and past performance in communication campaigns, both online and offline, relative to the target audiences, as well as their existing relationships with relevant stakeholders. ARK has reached out to key stakeholders in target areas to affirm their interest in participation. Ongoing monitoring delivered by ARK's native Arabic staff, will ensure outputs are resonant with target audiences, achieving maximum impact. <i>Monitoring: Weekly.</i>	Low
Ops	Credibility of messaging: - lack of campaign resonance					The consortium will work with and through local partners to deliver this project, and all content produced will be the authentic outputs of partners who share the UK's objectives. Media partners will also be selected based on their credibility as messengers and/or existing, established follower bases inside Lebanon. All content will be hyper-local, referencing local themes, locations and individuals that the target audience understands. Products will also be routinely tested prior to dissemination to ensure resonance	

	with Target Audience					and bonding, and adjustments will be quickly made where either testing or performance demonstrate campaigns are not achieving the desired effect.	
Ops	Activities are not conflict sensitive	Low	High	Med	ARK	An initial conflict analysis and conflict sensitivity plan will be completed during project inception, building on ARK's previous TAA and social tensions monitoring. This will identify conflict sensitivity risks, which will be logged in the risk register and updated weekly. Communication activities will be assessed for conflict sensitivity during weekly project meetings, drawing on information from in-country networks and ongoing activities to ensure there is adequate triangulation of data and the project is not inadvertently demonstrating bias or misreporting conflict dynamics. <i>Monitoring: Weekly.</i>	
Policy	Shift in Lebanese government policy towards refugees	Med	Low	Med	ARK	ARK's research on refugee and host community tensions for UNDP means it is well informed of national level issues related to refugees in Lebanon and has an in-depth understanding of the context. Any Syrian or Palestinian local partners will be treated equally, and, when relevant, will be hired as consultants, but provided with the same rights as employees (leave, sick days, medical insurance), in line with ARK's values. ARK will closely monitor changes in governance policy and integrate contingency plans to adapt messaging and project activities as relevant. <i>Monitoring: Ongoing</i>	Low
Reputational	Reputational challenges associated with UK funding	Med	High	Med	ARK	While content will not be directly attributed to the UK, this project will be designed and presented as a social cohesion project, providing a strong defence against any attacks on the UK. Partners will be selected for sharing project objectives and they will be aware who is funding the project and why. <i>Monitoring: Ongoing.</i>	Med
Security	Security incidents affect personnel or delivery	Low	High	Med	ARK	Incidents are normally temporary and are unlikely to significantly disrupt delivery. The programme team will utilise local knowledge and networks, remain in close contact with BEB, and ensure up-to-date information on latest developments. Contingency plans will be in place to ensure ongoing project delivery in case of security deterioration, with the project flexing to operate in other areas in the event that one or more selected project locations is out of bounds. ARK has extensive experience of uninterrupted programming in Lebanon in the face of security challenges. <i>Monitoring: Project team provide weekly security analyses</i>	Low
Security	Deliberate attacks by Hezbollah in retaliation for UK terrorist designation	Low	High	Med	ARK	Hezbollah supporters have responded to HMG's designation of Hezbollah's political wing as a terrorist group by threatening attacks on HMG interests and affiliated groups in Lebanon. ARK's local networks regularly monitor Hezbollah-affiliated "dark social" media (e.g. WhatsApp groups) for such threats and will escalate these as relevant. ARK will inform HMG of any direct threats to the project and contingency plans will be in place to assess threats and adapt programming as necessary. <i>Monitoring: Project team provide weekly security analyses and ongoing monitoring.</i>	Low
Security	Hacking, human error or IT systems failure affect platforms.	Low	High	Med	ARK	Cyber security training and regular briefings are provided to project staff (in English and Arabic) and will be provided to project partners to ensure platforms are not vulnerable to hacking. To date, ARK has demonstrated low vulnerability to attempts to penetrate its systems and it uses state-of-the-art Cloud technology including automated audit log monitoring, intrusion detection and prevention, and vulnerability scanning. ARK has a dedicated ex-HMG Head of IT Security. <i>Monitoring: Ongoing.</i>	Low