

7. Client liaison arrangements, procedures for dealing with complaints or problems and escalation procedures. Maximum of 1 page PDF

Client Liaison Arrangements: We will establish clear liaison arrangements between the ARK Project Manager and the CSSF Programme Manager, in line with the requirement to provide weekly, monthly and quarterly narrative reports, and quarterly financial reports. Our reporting will detail deliverables and activities outlined in the project work plan, and reporting on conflict and gender sensitivity, inclusion and lessons learned. ARK's delivery team meets regularly with members of HMG for formal and informal briefings on other project across a range of issues, including social tension research ARK is conducting (2017-2021) for UNDP in Lebanon with DFID resources. The team fully understands UK interests, priorities and operating procedures through their existing relationships with CSSF, maximising the likelihood of project success. Regular communication and liaison with CSSF will ensure responsive and effective delivery, providing transparent and accountable project governance while also enabling informed and faster decision-making. In line with formal requirements, the delivery team will also provide all required reporting and documentation within the inception phase.

Complaints and Escalations: The Project Manager and M&E lead will work closely with the Authority Project Manager to provide full transparency on project activities and ensure that issues of potential non- or under-performance are flagged at an early stage. If necessary, alternative activities will be developed, different partners or geographies identified, or the outcomes of the project revised to bring them into line with shifts in the operating context. All project changes will be discussed and agreed with the Authority. The project has been designed to maximise community feedback through leveraging relationships with existing local influencers. Robust monitoring and evaluation and research into the ability of strategic communications to reduce social tensions will enable recalibration of project activities where necessary. ARK will also provide a Complaints Response and Feedback Mechanism (CRFM) designed using best practices from the humanitarian and development industries and previously used on other projects in Lebanon. 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. If a complaint is raised by HMG, the Project Manager will establish the cause, convene relevant delivery team members or other stakeholders to understand the issue and determine corrective action. Should personnel replacement be required, this will take place through ARK's documented HR processes which follow Lebanese employment law and will be shared with the Authority. All complaints raised to ARK's senior management team are reviewed for awareness, monitoring, and lesson learning. A review date will be set to ensure the problem has been addressed, and to eliminate potential reoccurrence. Follow-up reporting will be agreed both internally within the concerned teams and externally with HMG.

Quality Assurance procedures, proposals for monitoring and reporting on the quality of services delivered: ARK adheres to quality project management principles, and in the inception phase will work with HMG to define the quality indicators expected from the project deliverables (given that delivery on time and on budget does not guarantee quality). ARK has already developed a detailed understanding of HMG's expectations of quality programming, however, to keep this relevant, the team will ensure ongoing communication with HMG, updating them on project progress, providing examples of key outputs and gaining feedback to ensure that any issues are addressed immediately. As Cost of Quality (COQ) relates to resources invested in fixing issues, ARK focuses on preventative measures (cost of conformance) through checklists, monitoring and close communication with HMG to ensure that outputs, out-takes and outcomes are meeting expectations. As detailed in other sections, ARK adheres to a 'continuous improvement' approach, ensuring deliverables improve over time. This is typically done through small, incremental changes, and opportunities to identify and address change are therefore embedded in our project management approach through weekly, monthly and quarterly reviews.

Quality Plan: ARK will agree requirements for the quality of deliverables with HMG and timelines for these to be reviewed through regular (at least weekly) communications and monthly meetings.

Quality Assurance: We will use performance data (including KPIs) and month programme boards to review and assure quality.

Quality Control: We use ongoing monitoring to control for quality. The delivery team will monitor and evaluate outputs, enabling them to identify, address and report issues at the operational level, while data from ARK's M&E team will provide quality control across the project.