8. Describe your approach to coordinating with other HMG/partner social stability programming, including in strategic communications.

ARK has extensive experience implementing on behalf of HMG in Lebanon, including in strategic communications through the development of youth political participation-focused brands *Get Out the Vote* and *Take Action*, as well as the *Qalam Rasas* and *Nastopia* platforms in the Palestinian Camps (see section 2 for more details). As a result, ARK's Lebanon staff have strong working relationships with British Embassy Beirut (BEB), previous experience supporting linkages between BEB's programming in Lebanon (and with other donors such as the US, for whom ARK is delivering complementary programming), and coordinating with other implementers (e.g. MARCH, Westminster Foundation for Democracy, Search for Common Ground) to maximise impact. ARK will work in close coordination with BEB to ensure that the platforms and outputs developed by this project are linked to CSSF's wider social stability programming. One potential example of this would be the recently-tendered Solid Waste Management and Recycling Peacebuilding project, where this project's platforms could be used to cover and amplify service provision and social cohesion successes achieved in different municipalities. This will also enable deconfliction and efficient use of resources, ensuring that municipalities, governance actors and CSOs are not being provided with communications capacity building or similar support by both projects separately. Any content generated by that project will also be able to be shared and amplified on the proposed *Ana Hon* platforms.

Through, BEB, ARK will actively seek introductions to other HMG or partner programming so that the local media teams this project develops can provide coverage of relevant initiatives. Depending on the level of coordination sought by HMG, the ARK project team could hold weekly coordination calls with other project teams to identify coverage opportunities and support other synergies (for example with offline events or activities). Cooperation could include providing coverage of HMG initiatives or cross-posting content from other BEB strategic communications platforms or CSSF projects where relevant to support social stability programming. In doing so, ARK will seek to maximise VfM by taking a networked approach to identifying and promoting credible examples of social stability in Lebanon.

ARK is also be running a US-funded Political Participation Project and therefore, with UK guidance and US agreement, will be able to effectively leverage UK and US-funded programmatic activity to enhance shared social stability objectives in Lebanon, sharing insights, content and platforms to maximise impact and value for money.

ARK will also share research findings from this project with BEB and other partners as requested to support knowledge-sharing across programming in Lebanon. ARK's work as the social stability research partner for UNDP Lebanon (2017-2021) will also enable cross-programme synergies and sharing of insights. This will help increase BEB and implementing partners' understanding of the social stability sector in Lebanon and support the creation of a strong evidence base, shared lexicon and approaches to measurement for HMG's social cohesion/stability programming in Lebanon. This effort will be further supported by drawing on insights and experience from consortium partners Reach and behaviour change experts Nudgeco, as well as ARK's own academic advisory council, which includes Dr. Neville Bolt, an expert in strategic communications at King's College London.

Case Study: ARK has successfully employed this coordinated and collaborative approach in its strategic communications programming. From 2012 to 2018 in Syria, ARK used the HMG-funded *Moubader* platform as a strategic communications tool that provided coverage of successful CSO and grassroots initiatives in moderate-held areas of Syria, while also promoting other UK-funded programming. Specifically, ARK provided communications support to the HMG-funded Syrian Civil Defence, Free Syria Police (AJACS) and Syria Response Mechanism through posters, booklets and broadcast products, receiving extremely positive feedback from large-scale surveys and social medial monitoring. Independent third-party monitoring also demonstrated that the project was highly-effective in increasing trust between civil society initiatives, local governance structures and the civilian population, and helped to generate increased awareness of and support for these entities, as well as promoting self-efficacy and resilience.