This is part two of our Infiltrating Lebanon investigation.

Part one is available here: https://freenet.space/read-blog/615 (../read-blog/615)

Since we have touched the issue of Strategic Communications let's also explore black propaganda operations as they are an inalienable part of every HMG project.

The UK FCO has prepared the following SOR based on ARK's Target Audience Analysis:

Fostering Social Stability through Strategic Communications

STATEMENT OF REQUIREMENTS

Introduction

Her Majesty's Government (HMG) works to support social stability in Lebanon, through the United Kingdom Conflict, Stability and Security Fund (UK CSSF).

The influx of Syrian refugees to Lebanon has caused an estimated 25% demographic increase. This has led to increased economic competition, strain on services and the environment, and social exclusion of vulnerable populations, all of which threaten social stability. As pressure on services and jobs increases, so do tensions and conflict between and among Lebanese host communities and refugees. Small incidents as well as individual cases of violence and criminality can escalate into inter-communal violence, including through incitement by local and national actors, and social and other forms of media. Evidence shows that frustration with hosting Syrian refugees is growing, Syrians and Lebanese are interacting less and less, and propensity to violence is on the increase. At the same time, Lebanese host communities and refugees together, continue to prove remarkably resilient, with many cases of mayors, religious leaders and other actors playing a key role in managing and de-escalating tensions between Lebanese communities and refugees, and fostering solidarity. HMG policy is to ensure the safe and voluntary return of Syrians to Syria and this project is part of our support to Lebanon until this is able to happen.

Tensions as well as positive efforts to foster cross-community cohesion are also found *within* Lebanese communities. Alongside existing peacebuilding mechanisms, there is a need to support trusted local voices in promoting positive and stabilising narratives.

HMG (hereinafter referred to as 'The Authority') is looking to appoint an implementing partner (IP) to plan, manage and implement strategic communications activities to foster social stability in targeted areas of Lebanon, amongst and between Lebanese host communities and refugees in Lebanon. The initial project is for two years (April 2019 to March 2021), with a one-year break clause in March 2020 based on the IP's performance and availability of funds.

Objective

This project will aim to contribute to reducing tensions at a local level amongst and between host communities and refugees in Lebanon, through working with communities, civil society, local government and independent media actors, to deploy strategic communications as a means to promote community cohesion.

Recipient

Target beneficiaries should include Lebanese host communities, Refugees (Syrian and/or Palestinian) and local/subnational stakeholders such as authorities, media outlets and NGOs

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Wait a minute. Promoting Community Cohesion? Well you must have become accustomed to the British double standards by now. So, let's get straight to the bidders' proposals.

Masters of black propaganda from ARK have prepared the following:

1. Capability and capacity

Experience in the delivery of strategic communications projects in Lebanon and the MENA region: ARK has substantial experience in managing and delivering all aspects of strategic communications campaigns for CSSF (including target audience analysis, segmentation, campaign strategy, design and implementation, monitoring and evaluation) in highly-politicised and fragile environments in the MENA region, including Lebanon. We have delivered multi-year, multi-million-pound communications projects for a range of government clients including HMG (MoD, Conflict Pool, CSSF, DFID, JICTU, RICU and the Home Office); the Global Coalition Against Daesh; Global Affairs Canada; the State Department's Bureaus of Conflict and Stabilization Operations, Near East Affairs and the Global Engagement Center; the governments of Denmark and the Netherlands; Japan (JICA) and the CVE Centre in the Australian Department of Home Affairs.

We have delivered local and national-level strategic communications programming in Lebanon, Syria, Iraq, Yemen, Jordan, Somalia, Nigeria, Pakistan, the Netherlands, the UK and Indonesia, working with local partners across a range of issues, from preventing and countering violent extremism and increasing social stability in conflict-affected areas to discouraging irregular migration and providing life-saving UXO information to civilians. As demonstrated in our methodology, we take a highly-localised approach to partner-attributed communications campaigns, engaging specific target audiences at grassroots, national, regional and international levels. We focus on creating compelling, resonant content, with positive messaging and credible, authentic stories of individual and community resilience, sharing and amplifying these on a network of locally-focused online and offline platforms.

Content production: ARK has a production hub in Lebanon (supported by a further one in London), and generates content to support projects that is disseminated on a wide variety of platforms, from websites and social media channels to local television news and regional satellite channels. Using footage from its stringer networks, ARK's teams have placed thousands of pieces of content on national and regional pan-Arab broadcasters since 2012. We have supported the creation of eleven radio stations, developing hundreds of hours of content, and set up 14 magazines, most recently in Raqqa, Syria in 2017 and in Mosul and Anbar, Iraq in 2018. We have also set up more than 30 targeted Facebook pages, working with and through local partners, placing an average of five pieces of original content per day on each of these. Our approach generates high levels of reach and engagement. In Lebanon, for example, one of our Facebook platforms reaches 45% of the country. In 2018, ARK worked with twenty local partners to deliver online and offline content. Online, in Iraq, Syria and Lebanon, TSN's Facebook pages achieved the following:

- Average reach of over **10 million people a month** across all online platforms;
- An average of almost **1.5 million female users a month**;
- **Pages posted almost 5000 times**, gaining over **2 million reactions**;
- Video content on ARK's platforms was **viewed over 31 million times**;
- The **average engagement rate for ARK's platforms is 2.19%**, which is deemed 'excellent', according to industry standards.

Experience in and understanding of the communications sector in Lebanon: Members of ARK's dedicated production team have been delivering strategic communications on behalf of ARK since 2015. Each team member came to ARK after decades of working in the communications sector in Lebanon, bringing with them a broad network of connections and in-depth understanding of audience preferences and opportunities and constraints in delivering strategic communications. On each project, ARK's production team works closely with the research and analysis and monitoring and analysis departments to develop content and communications strategies that will effectively reach and engage target audiences.

Ana Hon: A significant portion of ARK's strategic communications work focuses on increasing social cohesion and individual and community resilience, in which we frequently focus on youth as one of the most vulnerable demographics. Our Canadian-funded Youth Empowerment Project in Lebanon used strategic communications to enhance social stability in the troubled areas of Tripoli, Saida, and Central Bekaa, building the communications and mobilisation capacities of young people to identify and promote positive stories from their communities and peer group. We then provided training and mentoring on media production and content generation so the team could develop compelling social media coverage of these activities. This was shared on a Facebook page the team developed called "Ana Hon" (I am here) which promoted positive local initiatives and encouraged their peer groups to participate in or replicate the activities. Six months into the project in September 2018, the total reach for the page was 16.3 million people, with a monthly average reach of 1 million, including an estimated 37% of the Tripoli population and 27% of Saida's population. Three-quarters of page followers are between 18 and 35, and the audience almost achieves gender parity, with 47% women and 53% men, significantly higher than the regional average which is typically around 30% female followership for any page.

Get Out The Vote Campaign/Take Action: Through 2017 and 2018, ARK's Lebanon team ran a multimedia 'Get Out the Vote' (GOTV) electoral communications campaign, funded by the British Embassy, to motivate first time voters to engage with the democratic process. The team worked with four local partners to create and disseminate compelling campaign content which was placed on social media, local broadcast channels, in print media and on billboards around the country. GOTV's successor project in 2018-2019, Take Action, featured campaign activities that were covered by local journalists and influencers. The team also ran a series of events including mock elections in universities, flash mobs and rock concerts, and as a result, regularly trended on social media. In large-scale surveying, Take Action billboards were second in recognition levels, significantly ahead of political entities and beer company advertising (used as a control group), with 30% of first-time voters having engaged with the campaign's multi-media activities in some way.

Nastopia: Through its programming in the Palestinian camps in Lebanon, ARK works with a youth-led team to produce an online magazine which provides coverage of positive initiatives taking place in the camps and raises awareness of community-based solutions to perennial issues. In FY 18/19 the platform reached at least 35 per cent of Palestinian youth in Lebanon through its online activities. The 263 posts on the page in Q4 reached around 3.5 million users and garnered 37,535 reactions. The average engagement rate for the fourth quarter remained high, at above 3 per cent.

Research-based approach to social stability in Lebanon: ARK has extensive research experience in Lebanon, having previously carried out pan-Lebanon attitude and perception surveys, Target Audience Analyses and Conflict and Gender Analyses, annual large sample surveys and multiple perception surveys on sensitive topics. ARK has a demonstrated ability to work across Lebanon and extensive experience in research-based assessment of community cohesion and social tensions. Research findings are used to inform the design and implementation of all other ARK programming to ensure conflict sensitivity and maximise VfM and impact.

Perception Surveys on Social Tensions: In 2017-2018, ARK implemented four waves of the UNDP's Regular Perception Surveys on Social Tensions throughout Lebanon, with each wave including approximately 5,000 respondents. UNDP subsequently re-contracted ARK to implement an additional six waves of surveys from 2019-2021. Surveys seek to assess public perceptions of UN interventions and assistance for Syrian refugees in the country and Lebanese host communities. The results of these surveys have been used to inform recent updates to the Lebanon Crisis Response Plan (LCRP), and results of the surveys have been briefed to the UN Social Stability Working Group, the Inter-Agency Working Group, the Lebanese Ministry of Social Affairs, and other concerned stakeholders. The results are made available to the public through UNHCR's Inter-Agency Information Sharing Web Portal.

Target Audience Analyses: In 2016 and 2018/19, ARK carried out nationwide Tier-1 Target Audience Analyses (TAA) surveys in Lebanon on behalf of the UK government. This quantitative and qualitative research explored a number of social, political, and economic issues to support the British Embassy's programming in Lebanon. Surveys queried sensitive topics, including exposure to armed violence, support for armed violence, political ideology, media and communication habits and support for governmental and non-governmental institutions and organisations.

Experience managing strategic communications projects of a significant value and scale.

CLIENT	CONTRACT DESCRIPTION	PERIOD	VALUE
The Conflict Stability and Security Fund	Syria CVE Strategic Communications Programme	Apr-18 Mar-19	£ 3,350,506.00
The Conflict Stability and Security Fund	"Get Out The Vote" Lebanon	Feb 17 – May 18	£ 1,050,026.00
The Conflict Stability and Security Fund	Support to Grassroots Media in Syria	May 12 – Aug 17	£ 10,879,806.56
Conflict Stability and Security Fund, HMG	Strategic Communications and Media Operations in Syria (CVE)	Apr-16 Mar-18	£7,167,619.61
Department of Foreign Affairs, Trade and Development, Canada	Counter-Violent Extremism Rebuttal Unit (Iraq and Syria)	Mar-17 Mar-18	CAD 1,481,957.71

As you can see ARK spent over 20 million pounds of the British taxpayers' money on black propaganda operations in Syria and Lebanon in 2012-2018.

Context and General Approach: Surveying by ARK on behalf of UNDP finds that both Syrians and Lebanese feel relations between the two communities have worsened since 2014. Drivers of poor relations between communities and associated tensions vary greatly at the local level but are rooted in structural issues resulting from increased demographic pressure on already-stretched resources, specifically competition for jobs and services, and negative perceptions regarding the political situation in Lebanon and regionally. Yet, despite the persistence of these structural drivers of tensions, levels of inter-communal violence remain low as the Syrian refugee crisis enters its eight year. Research by ARK finds two main factors mitigate against tensions escalating to violence: greater inter-community interaction and higher perceptions of the fairness of assistance. Given the inability of strategic communications to address structural drivers, ARK has integrated these research findings with academic research on social cohesion and stability to develop an approach that reinforces drivers of reduced tension amongst and between Lebanese host communities and refugees in Lebanon and increases their resilience, thereby reducing the risk of conflict, violent conflict, and violent extremism.

In addition to ARK's target audience analysis (TAA) research for HMG (2016 and 2019) and ongoing research for UNDP on social cohesion (2017 – 2021), ARK's approach in this project is rooted in inputs from ARK's M&E, and insight from consortium partners Nudgeco and Impact Initiatives, with expert insight from Dr Neville Bolt, Director of the Strategic Communications Centre at King's College London War Studies[1] department. Through this, ARK has developed three core programmatic building blocks for the project that are designed to reduce the risk of violence by enhancing social stability and resilience. These building blocks are grounded in academic theory and adapted to the Lebanese context:

1. **Inclusive relationships:** Social interactions, both on- and offline that build relationships between communities increase empathy between individuals and communities, reduce negative stereotypes, and reinforce mutual perceptions of common grounds for cooperation.[2] Research by ARK on behalf of UNDP validates this finding in the Lebanese context, demonstrating that where Lebanese and Syrians within a community share social bonds and common views of community problems, positive collective action will both be more likely to take place and the propensity to violence will be reduced.[3] The potential impact of inclusive relationships on social cohesion can be amplified through empowering local community representatives in nonviolent communication techniques and conflict resolution principles.[4]

2. **Positive self-efficacy:** Individuals or groups who believe in their innate ability to achieve goals and manage prospective situations are more likely to exhibit positive coping behaviour in the face of obstacles.[5] Conversely, individuals or groups with negative self-efficacy may be less willing to take action, or, may be more likely to take negative actions, including violence, drug use, or engagement in violent extremist groups (VEOs). Evidence from the Lebanese context indicates one way that both Syrians and Lebanese can build positive self-efficacy is through pro-social community engagement.

3. **Access to social justice** – In the context of Syrian refugees and Lebanese host communities, ARK approaches social justice by addressing the reasons that people feel insecure. These are generally rooted in factors of discrimination both within one's own community (e.g. intra-Lebanese or intra-Syrian) and between communities. For example, one of the main drivers of tensions and therefore insecurity between Lebanese and Syrians is the perception within host communities of unfairness in the distribution of aid and services. ARK's research demonstrates that such views impede social justice and therefore negatively impact social stability by making individuals less likely to work with others within and outside their community for positive social change.[6]

Beneficiary Groups: The primary beneficiary groups of this project will be Syrian refugees and Lebanese host communities, including local governance institutions and NGOs, in the 251 most vulnerable localities in Lebanon mapped by UNDP in 2015 and which ARK's research on social tensions affirms remain valid. Selection of these groups as primary beneficiaries is based on the finding of higher perceptions of refugee population pressure in these areas and also of higher propensity to violence.[7] Secondary beneficiary groups will include Palestinian refugees and Lebanese communities not hosting Syrian refugees in significant numbers, both of whom are prone to see Syrians as taking their jobs and opportunities.

Targeting strategy: The consortium will employ a regional targeting strategy focusing on vulnerable localities in northern Lebanon, the Bekaa Valley, southern Lebanon, and Beirut that builds on the 2019 TAA research completed by ARK on behalf of HMG. Specifically, using data from the TAA, ARK will conduct focused research during the inception period to delineate local level potential target audiences (PTAs) from both the Lebanese and Syrian communities in each region, with PTAs defined by: a) higher propensity to take violent action and/or b) higher likelihood to take positive collective action. A

supporting gender analysis and conflict sensitivity assessment[8] will be carried out during inception by ARK's gender and conflict sensitivity focal points. These will provide further insight into PTAs by informing how cross-cutting issues of gender, class, and social status inform perceptions, affect opportunities and constrain programming. For each of the project pillars, and in line with HMG's communications guidelines[9], ARK will promote two types of associated change among these PTAs: 1) an increase in awareness and 2) a change in behaviour, both of which are mutually reinforcing and will support the overall project objective of increasing social cohesion.

Planned Approach: ARK will adopt a three-pillar approach to this project that engages and builds the capacity of local communities, existing media actors, sub-national and local governance actors and NGOs/CBOs to use strategic communications in defusing tensions between/among host communities through mainstreaming social stability narratives supporting drivers of social stability. The three main activities outlined below are designed to be mutually reinforcing in mainstreaming social stability narratives around community cohesion at all levels, from the hyper-local to the sub-national. Gender and conflict sensitivity will be mainstreamed throughout[10] all communications activities, with activities tailored to overcome barriers to inclusivity and ensure that the project does not drive or reinforce existing conflict drivers. Ongoing research and M&E in collaboration with consortium partners Impact Initiatives and Nudge and in partnership with Dr. Neville Bolt, will provide strategic guidance throughout implementation to inform project decision-making and identify areas where the below project activities and messaging could be adapted to maximise impact.
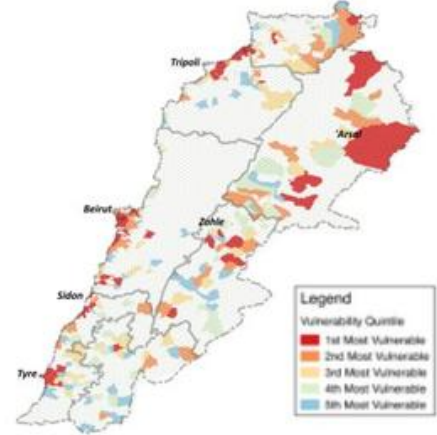
1) Leveraging the Ana Hon brand: ARK will leverage and expand the already-established, highly successful *Ana Hon* (I Am Here) Facebook platform as a regional platform and brand for hyper-local sub-groups designed to deliver targeted messaging within PTAs that counters intra- and inter-communal discrimination and promotes social stability narratives.

- *Expanding the existing platform:* The existing cross-regional *Ana Hon* platform (covering Saida, Bekka, and Tripoli) will be expanded to Beirut and broader regional locales and will serve as a sub-national aggregator for stories about local initiatives that provide replicable examples of pro-social behaviour and counter negative perceptions surrounding refugees and Lebanese host communities (including negative perceptions of other Lebanese within host communities).
- *Expanding the Ana Hon brand:* To ensure access to all PTAs, ARK will also establish hyper-local media platforms and groups under the *Ana Hon* 'brand', such as closed Facebook groups or offline community groups. Stories from hyper-local platforms/groups will be posted on the regional platform to support a networked approach.
- *Growing the Ana Hon network:* Expansion of the *Ana Hon* brand will be enabled by recruiting and training new *Ana Hon* reporters to join the existing cohort of 24. New reporters will be recruited to ensure reach into all PTAs (e.g. inclusive of Syrian refugees, women and older male demographics) and will specifically seek to include at least 50% women as they are more likely to be able to conduct effective outreach to female audiences.
- *Delivering targeted messaging:* Potential awareness-raising methods will be tailored based on research and M&E to ensure conflict sensitivity and adaptation to the local context while addressing the three core pillars of the project's

approach to social stability. These messages will seek to reinforce factors for peace, counter drivers of tensions, and build audience members perceptions of their own self-efficacy and ability to contribute to positive change. Offline events, including offline calls to action and events, will reinforce messaging and support sustainable behavioural change through relationship building.

- *Providing value for money:* In Year Two, the *Ana Hon* network, under supervision from ARK, will take on increasing oversight over recruitment of new network members, providing related training. Likewise, *Ana Hon* will gradually assume responsibility for production-related training for local governance actors, NGOs, and other media outlets included in the project (see below), thereby increasing VfM while supporting the pillars of social stability through project design.

> The Ana Hon Facebook platform was established in 2016 under a Canadian-funded social cohesion project, that spanned Syrian, Lebanese and Palestinian nationalities in vulnerable locations in Lebanon. *Ana Hon* achieved documented, positive behaviour and attitudinal change amongst beneficiaries, such as Ahmad Aysan, who now runs a popular show in which he interviews local figures and politicians. The platform still posts daily content, maintains 68,000 followers, and reaches 12% of the Lebanese population.

Using the *Ana Hon* brand rather than relying on solely empowering existing independent media ensures control of messaging and narratives, which is essential to a targeted approach to maintaining or changing perceptions and to accurately assessing the impact of strategic communications on the reduction of tensions.

2) Establishing a network of social stability champions of established local media actors and influencers: Using ARK's media connections, the team will develop and provide training support for a network of existing independent local media actors and influencers committed to promoting peace and counteracting narratives that could contribute to violence.

- *Engaging local stakeholders:* ARK's production team will establish a network of popular local and sub-national media actors to become "social stability champions" and provide them with additional, tailored training in production, pro-social messaging, and countering disinformation to inculcate efforts to defuse tensions among host communities and refugees among existing local media.
- *Linking project components:* Through quarterly experience-sharing meetings with the network of social stability champions and the *Ana Hon* team, ARK will encourage relationship building and support identification of synergies. When relevant, the *Ana Hon* platform will re-post pro-social content from social stability champions. The latter will also be encouraged to re-post *Ana Hon* content and provide coverage of offline events, increasing reach and VfM.
- *Securing national coverage:* ARK will also seek to place coverage about initiatives by the network of social stability champions and *Ana Hon* in national media outlets, boosting name recognition and credibility for network members and extending reach into secondary target audiences.

Supporting champions of social stability will inculcate efforts to defuse tensions among host communities and refugees among existing local media, thereby equipping them to contribute to sustainable mitigation of tensions and the promotion of stability beyond the project. Likewise, linking this network with the *Ana Hon* network will help foster collaboration and opportunities for the *Ana Hon* team, who may otherwise be excluded from the traditional media space, after project closure.

3) Building the capacity of 'agents of change' in local governance and NGOs: Using connections with local municipalities in target areas established through its other governance and communications programming, ARK will support local governance actors and NGOs in developing strategic communications that leverage their existing activities to support social stability and reduce tensions.

- *Engaging and empowering local stakeholders:* ARK's in-house capacity building team and external consultants will provide communications capacity building training and support for offline community engagement to local governance actors, including municipalities, and NGOs identified as "agents of change" for the reduction of inter-communal tensions between Syrian refugees and host communities. In recruiting agents of change, ARK will ensure at least 30% are women, on the basis that mainstreaming gender across project activity is fundamental to ensuring "empowered communities" that can sustain impact.
- *Support for offline events:* ARK will also support agents of change in holding monthly offline events that connect with and inform community members. Such events aim to counter perceptions of social injustice resulting from mis-information and improve perceptions among both Syrians and Lebanese of those working to support their communities.
- *Linking project components:* ARK will link local governance actors and NGOs with the *Ana Hon* team and network of social stability champions, who will provide coverage of government/NGO initiatives. This will amplify offline events as replicable examples of community cooperation, inclusive relationship and pro-social engagement.

Communications support to governance actors and NGOs, who are at the forefront of addressing structural drivers of tensions, will maximise their impact by teaching them how to publicly frame their efforts in a way that supports social stability (such as emphasising how assistance for refugees also benefits Lebanese). Linking them with the other two project components will also amplify local efforts and build trust in local governance, a key element of social stability in the Lebanese context.

From establishing a network of social stability champions to building the capacity of agents of change.

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.

ARK Complete bid on CSSF Lebanon Fostering Social Stability through Strategic Communications

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Next, we have a company that we haven't mentioned previously. Meet Ecorys. Here's its bid on StratComm:

Ecorys has delivered over 500 communications projects, providing horizontal support services in a multitude of countries, languages and thematic areas such as employment, education, health, culture, gender equality, youth empowerment and social stability. Ecorys has an excellent record of accomplishment in delivering **strategic communication campaigns in Lebanon, the MENA and Levant region,** as well as in fragile and highly politicised environments involving refugees, including:

- an ongoing refugee-focused communications project since 2017, in support of the EU Regional Trust Fund in Response to the Syrian Crisis (Madad Fund), focused on Lebanon, Iraq, Jordan and Turkey (€1,194,480 in value);
- a two-year (2017-2018) Lebanon-based project funded by the EU, promoting democratic governance, respect for human rights and strengthening of social justice incl. youth empowerment and gender equality (€283,420 in value);
- a two year project (2018-2020) in Cyprus that aims to create cohesion and synergies between the Turkish Cypriot and Greek Cypriot communities by cooperating with stakeholders and CSOs (€891,990 in value).

In the case of the **EU Regional Trust Fund in Response to the Syrian Crisis (Madad Fund),** Ecorys' involvement has been extensive in communicating the Fund's projects, achievements and goals to local refugees and host communities, the media and other key stakeholders, on the ground. This was made possible through our extensive network of co-operators and partners, who work at close contact with the refugees and host communities in specific areas. Our activities in Lebanon are aimed at raising awareness about the Fund, and the support it offers, to vulnerable communities. The project operates under a deep understanding of the tensions between these communities, with the ultimate aim to foster self-reliance of refugees, helping them *thrive, not just survive*, while at the same time assisting the countries and communities hosting them. Projects under the Trust Fund provide support to vulnerable communities – whether host or refugees – especially with vulnerable groups such as women and youth at its core. This allows pursuing, and communicating, on a long-term resilience agenda that can have a transformative effect on public service delivery systems across a range of factors and thematic areas (education, local development, health, protection, water and sanitation to list a few).

Ecorys has, therefore, been engaging in outreach activities towards beneficiaries, stakeholders and multipliers in Lebanon to gather stories; organise events and training sessions; increase the Fund's visibility and its achievements; and ultimately to communicate positive narratives of refugees in Lebanon, in particular to host communities.. Some deliverables included the implementation of digital and social media campaigns, including developing graphic material (e.g. factsheets, infographics); delivering documentaries and success stories (incl. press trips to target countries with visits to refugee camps); and organising large-scale events, press trips and exhibitions. Close monitoring of communications activities has been crucial in reaching our campaign objectives. Ongoing monitoring mechanisms were set at the beginning of the projects and meticulously followed. With experts in our team, who have extensive knowledge on conflict situations as well as on the communications landscape in Lebanon, we were able to be flexible and adjust our approach vis-à-vis ongoing changes in the localities in which we operated. The Task Managers reported satisfaction on all KPI areas, meaning achieving the assignment objectives, with the ability to meet tight deadlines and for the high quality of services delivered, (this recently led to a contract renewal until 2021).

In the case of **the Social Justice Programme in Lebanon** (SJP), Ecorys was called to communicate, liaise and coordinate communication actions of eight EU-funded projects across Lebanon that were being implemented by local partners (CSOs, NGOs, IGOs). The project involved creating a project delivery plan, communication strategy, campaign visual identity and a work plan, to guide our activities. We also regularly trained project implementers and their teams to ensure synergies. The eight projects fell under the 'social justice' umbrella, each focusing on different aspects related to communities in Lebanon. Ecorys' communicated on issues such as gender equity and uneven representation of women in Parliament, encouraging social dialogue, reinforcing drug prevention and treatment, and protecting human rights under themes such as human trafficking of refugees and torture. The promotion of social dialogue was a notable project, bringing together the Lebanese government, labour unions and the private sector, strengthening social protection as well as improve and enforce labour legislation. The projects promoting gender equity were also successful, in sparking conversation around inequality in the country, allowing over 150 CSOs to come together and lobby the government for

change. The success of the project rested on the expertise and professionalism of our experts on the ground, who coordinated efforts between the eight projects, ensuring synergies and close cooperation on shared goals, common issues, lessons learned and best practices for success. Our communication activities leveraged our network of contacts on the ground and included social media campaigns, TVCs on national media, gathering of success stories, audio-visual material, press engagement, training sessions and communications capacity-building for projects.

In regards to the **visibility and communication project in Cyprus**, Ecorys is currently working on a number of activities to create social cohesion and synergies between the Turkish Cypriot and Greek Cypriot communities, so to ultimately facilitate reunification of the island in line with the mandate of the Aid Programme. The project foresees close cooperation with local stakeholders, CSOs and business groups in the country, as well as direct beneficiary engagement. This is done by identifying success stories, bringing together representatives from the two communities and conducting interviews on shared goals and achievements, highlighting how both communities benefit from a close relationship. The dissemination of material and press engagement relies heavily on local stakeholders on the ground. Ecorys' role is, therefore, crucial to develop and adapt outputs in multiple languages and to the relevant target groups, as well as to ensure stakeholder synergies and cooperation on the island. Due to the intercommunal tensions, our interventions are driven by a conflict-sensitive approach, and have remained flexible, to adapt to recent political and social sensitivities.

Additional experience in Lebanon, at close contact with refugees, or with projects of similar scale and value includes:
- a project delivered by an Ecorys-led consortium aimed to raise awareness of the 1 billion euros the EU provided in humanitarian aid for refugees, up until 2016 in Europe via the campaign #SupportRefugees (€ 1,099,931 in value);
- 10-month project (2018) to evaluate the European Union Initiative for Financial Inclusion, and communicate on access to funding to MSMEs in eight countries in the Middle East and Levant (incl. Lebanon) (€ 128,856 in value);
- a project aimed at increasing visibility and improving understanding of EU policies in Armenia, Azerbaijan, Belarus, Georgia, Moldova and Ukraine incl. strengthening youth-focussed programmes in the region (€ 7,976,460 in value).

Additionally, Ecorys has **vast experience in delivering evaluations and capability development projects,** as well as a previous **track record in working with the Foreign Office and the Conflict, Stability, and Security Fund**, in particular:
- A four year FCO-awarded project to support and conduct rigorous monitoring, and evaluation, of five CSSF programmes in Pakistan, as well as to build the capacity of implementing partners and provide demand-driven R&A services (£437,995 to Mar 2017 (annual budgets to 2019 TBA);
- two year CSSF evaluation project in Egypt (2017-2020), that aims to support the British Embassy in Cairo, to lead a new model for learning-driven, gender, and conflict-sensitive support to CSSF programmes (£1,800,000 in value);
- a four year multi-sectoral project (2018-2021) ("SUMAF" programme) for the EU Delegation in Turkey, which aims to enhance the efficiency, coordination and complementarity of EU support provided to Syrian refugees, and host communities in Turkey and to ensure accountability on the use of resources (€7,215,900 in value).

In the case of the **SUMAF project in Turkey,** Ecorys focuses on monitoring five key sectors, under which, support to refugees is provided: 1) Education; 2) Health; 3) Municipal Infrastructure; 4) Socio-Economic Support; and 5) Migration Management across different provinces. SUMAF's purpose is to ensure tracking and measuring the results of interventions financed in the priority areas of the Facility for Refugees in Turkey, and the impact of the Facility as a whole, through the operationalisation of a results-based monitoring system. Ecory's approach will ensure effective monitoring and reporting on implementation of the Facility-funded contracts. Our intervention is driven by Capacity Development and Results Based Monitoring, involving technical support and guidance and the dissemination of project results.

Our established presence in Lebanon, as well as in close contact with refugees and implementers social protection and humanitarian assistance in conflict-sensitive areas, gives us access to significant logistical resources for efficient mobilisation in challenging environments. Ecorys intends to implement the project alongside our close associates in Lebanon. These tried and tested associates will be able to facilitate all logistics for the operations of teams, and related activities throughout the project – using local knowledge and contacts to ensure successful and efficient processes. Having implemented three projects directly involving Lebanon, we have proven experience in closely working with trusted and qualified associates in the country who can provide expertise on the media landscape, as well as the changing situation on the ground. Ecorys also has an extensive network of collaboarators in Lebanon, established during the implementation of the Madad Fund, which will inevitably expand in the next one and a half years.

Our experience in working with refugee groups in Lebanon, as well as in implementing projects in the country, allows us to have an in-depth understanding of social and communications context in the country. We have witnessed first-hand that Lebanon's resilience to the Syrian refugee crisis is notable – currently sustaining a 25% demographic increase over the past eight years. However, **multiple sources of tension** have indeed recently began to drive negative perceptions of refugees in Lebanon, and to increase the risk of violence between refugee and host communities across the country. Significant grievances – whether real or perceived – such as competition over low skilled work, scarcity, strained resources and services (e.g. water supply, health care, electricity etc.), and conflict over humanitarian aid's preferential treatment of Syrians over Lebanese, have started to put a strain on the relations between stated communities. This follows on from decades of tensions with Palestinian refugees, who number half a million and are often still segregated from the mainstream Lebanese population. Tensions with Syrian refugees are aggravated by fears of a prolonged stay in the country (and the Palestinian experience bears this out) and that like the Palestinians, Syrians, who are majority Sunni – will threaten the delicate sectarian balance, and cause political instability within Lebanon's confessional system.

These negative narratives are also propagated by the media, and have most recently been ignited by political discourse during the election campaigns in 2018, as well as a number of constraining measures imposed on displaced persons (e.g. curfews, eviction notices). Overall, this has resulted in decreased contact between the communities, who co-exist in the same localities but live in parallel, leading to growing frustration. Out of all the actors providing support in the country, **civil society organisations, local municipalities and local governments** are playing a key role in bridging barriers between Lebanese citizens and refugees (Syrian and/or Palestinians) – offering services, solidarity and humanitarian support. The target communities trust these actors and, therefore, their interventions are needed to mitigate tensions and contribute to positive social stability, as well as long-term development. In this context, **strategic communications** can play a key role in mitigating intercommunal tension; in preventing conflict; and in promoting peaceful mechanisms of co-existence, by empowering and supporting these actors in changing perceptions, countering negative narratives with positive stories (that highlight commonalities between the two communities) and building opportunities for dialogue and understanding.

In line with the Statement of Requirements (SoR), our approach and activities will work towards the **overarching objective** of the contract: "*To contribute to reducing tensions at a local level amongst and between host communities and refugees in Lebanon, through working with communities, civil society, local government and independent media actors, to deploy strategic communications as a means to promote community cohesion.*"

Our strategic communication campaign will support local, sub-national and national actors to join forces, cooperate more and achieve common goals in moments of tension. This campaign will serve the purpose of empowering these voices, giving them a platform to interact, providing content to share, and enabling them to plan and sustain long-term positive communication strategies that will eventually lead to social change (community), and/or behavioural change (individual). To this end, we plan to undertake a **communication for development approach (C4D)**. Our approach will involve closely engaging communities and listening to the problems identified, allowing them to interact with each other and propose concrete solutions to bring positive social change to their communities. This approach will be a two-way process for sharing ideas and knowledge: using a wide range of communication tools, techniques and approaches that will directly empower individuals and communities to improve their lives.

Approach and methodology

During the inception phase, we will develop a **strategic communications campaign,** drawing upon our expertise and experience working in Lebanon, targeting these groups. Extensive research and analysis, conducted by our local experts and supported by our Policy & Research unit, will build upon existing knowledge regarding the **political and social context** the campaign will take place within; **target audience analysis and mapping; conflict and gender sensitivities;** and **media landscape and consumption habits**. This will allow us to develop an **evidence-based campaign strategy; concept and messaging** that will be thoroughly tested via **Focus Groups**, initially with CSSF representatives and partners, then local stakeholders, and refugees and host communities across the targeted regions. As recommended in our evaluation reports, on previous CSSF communications campaigns such as in Pakistan 2016 – 2019 (Project Murree), we will allocate ample time and resources to this process of testing and campaign adaptation in order to ensure we have a strong, conflict and gender sensitive campaign that will achieve intended outcomes. All interventions will be guided by an in depth understanding of the context and conflict dynamics, and an analysis of the two-way interactions between the context and our interventions. In doing so, we will maximise the potential of our actions in this Fragile and Conflict Affected State (FCAS), minimising the likelihood of distortion, or of causing harm or undermining peace between the Lebanese host

community and the refugees communities (Syrian/Palestinians).We will ensure that all our efforts (whether through our own activities, or support to other relevant stakeholders) will explicitly, or implicitly, contribute to the establishment, and exchange, of a robust flow of information and expertise.

Adaptive programming will be built into the campaign, allowing us to have an overarching approach that can react and adapt quickly, while still ensuring accountability. On-going **monitoring and evaluation** of the campaign and the landscape it operates within (via horizon scanning, conflict analysis, risk register, media and social media monitoring and analysis, and stakeholder feedback mechanisms), will allow us to regularly review activities, processes and key campaign points. This in turn will enable us to achieve set objectives, reflect changes that occur in the context and avoid any unintended consequences. Monthly briefings, quarterly narrative and financial reports will allow us to operate an **agile approach** to campaign management, discussing and agreeing priorities as well as campaign adaptations with the CSSF, for the coming period.

The project will be carried out – closely working with the FCO – as well as ensuring **collaborative learning structures** with stakeholders, local actors (e.g. municipalities), relevant information providers and multipliers, local, national and regional media, NGOs and IGOs in order to attain the highest possible impact.

Target audiences, beneficiaries and stakeholders

A stakeholder approach will be developed where **'local voices' act as multipliers**, adding credibility to the campaign and spreading its messaging through their existing channels and networks, thereby reaching our intended audience.

Multipliers:
- Municipalities and local governments
- Central government departments active in this area, such as the Ministry of Education and Higher Education (MEHE) and related programmes
- IGOs & international institutions (e.g. UNHCR, Red Cross, EU, Care International)
- Local, sub-national and national activists, CSOs/NGOs (e.g. the Lebanese Relief Council; Network for Refugee Voices)
- Syrian-led organisations and initiatives, to promote civic engagement, social cohesion and 'one' community (e.g. Basmeh and Zeitooneh)
- Media outlets (local, national, independent)
- Religious leaders and community figures.

Ultimate target audience:
- Lebanese host communities
- Syrian and/or Palestinian refugees

We will also ensure that sub-sets of our audiences, such as women and youth most at risk of violence, abuse or marginalisation will be properly targeted via the appropriate means and channels. In our project delivery plan, we will therefore include an audience segmentation, with related channel breakdown, for sub-sets of stated audiences.

In order to deepen our understanding of the target audience, **target analysis and mapping** will be conducted in the inception phase, identifying and ranking potential multipliers according to their level of influence, and reach, in each key region and target group. We will engage multipliers that are **most likely to engage in political behaviour leading to positive social change**. As identified in the Target Audience Analysis (March 2019) provided, the segment that is most able, and likely, to take action includes 12% of the adult population. Even if a minority of the overall target group, we will identify individuals from this 'movable middle' group who see the potential for change, who demonstrate the willingness and capacity to participate in this change process and who are committed to peaceful means of achieving political goals, or social change[1].

Social stability interventions have typically targeted **251 most vulnerable localities** in Lebanon. However, as recent developments have shown, social tensions are only weakly correlated with vulnerability and there **are many areas with**

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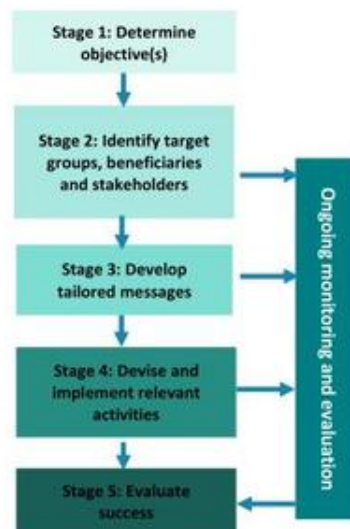
[1] TAA, March 2019.

high tension outside of the selected 251. Therefore, in our targeting efforts we plan to take a 'cluster approach', whereby geography of linked areas that share common problems (within or without the identified 251 areas) will be taken into account when planning communication activities or delivering specific outputs. The willingness to address such issues jointly, will achieve greater results and lead to sustainable solutions, therefore, maximising the impact of social stability programming and communications as a whole. We will conduct further research in this regards, as well as consult the UNHCR target audience analysis in the country – to be published in 2019.

Campaign messaging, visual identity and imagery

The **messaging and tone** of the campaign will be developed during the inception phase, in close collaboration with the CSSF, and tested extensively via focus groups. When developing targeted messages, we consider the **age**, **literacy**, **language, attitudes, awareness levels, cultural background** and **barrier to change,** as relevant elements to further cater our actions to our target audiences.

A **storytelling approach** will be used to develop a **positive narrative** about refugees and their host communities in Lebanon, countering the prevalent negative narrative in the media. Common themes and grievances such as **unemployment, crime, education** and **access to health services, water and sanitation** will be used to demonstrate the commonality between each group, encouraging an emotional connection and better understanding of each other. Equally, **campaign visual identity** and **imagery** will be developed that emphasis **humanity, shared values** and **dignity.** The campaign will also build on positive stories from refugee's and host' communities shared history, identity, family bonds or shared interests, thus solidifying a sense of 'one community'.
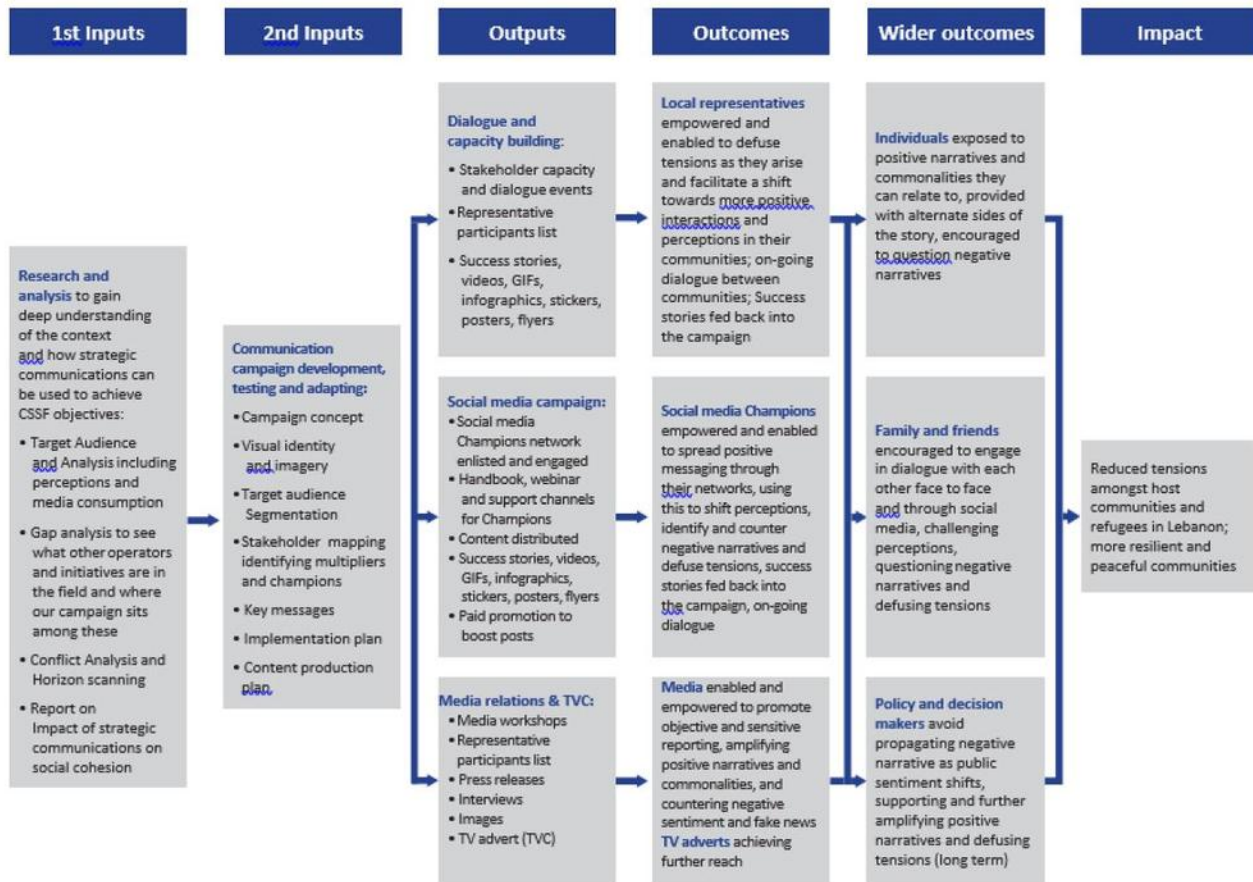
Stories will be gathered **from the communities** themselves, via representatives, social media and direct contact.

Communication channels and activities

Friends, family and local figures are the most trusted source of information in Lebanon. This sharing of information is facilitated by **social media** platforms, particularly **Facebook and WhatsApp**, with 80% of households having a smartphone and 4 million active users on Facebook. **YouTube** also have significant reach being the second most visited website after Google. The most trusted media channels are **TV stations** (MTV, LBC, OTV, Al-Manar and Al-Mustaqbaland) and their corresponding online presence. Therefore, our campaign will focus on working with trusted stakeholders (as a proxy for friends and family), to amplify our messaging among their communities (using social media and TV channels), and include the following elements (to be refined during the inception phase):

- **Stakeholder dialogue and capacity building:** A series of events for community representatives, activists, local government and municipalities, to develop their skills in using communication to improve social cohesion among their communities. The events will be tailored for each group, and will introduce the campaign, along with best practice on how to disseminate it out to their networks. Additionally, the events will serve to create common ground and dialogue between representatives of target segments, and to gather information that can feed into further campaign development and optimisation. The events will be held in locations most convenient to attendees, but can also be repackaged as **webinars** to further increase accessibility.
- **Media relations (print, radio, online and TV)**: We will work with media representatives, independent journalists and bloggers from across the target groups/clusters, to facilitate a more positive narrative about refugees in the local and national media. Press releases, interviews and testimonials depicting positive stories will be prepared and distributed. A **media workshop** will develop capacity to report sensitively, while providing engaging and pertinent stories and facts plus access to interesting interviewees.
- **Social media (Facebook, WhatsApp, Twitter, LinkedIn and YouTube):** Social media **Champions** will be identified enlisted and supported throughout the campaign by our local experts and Digital Team. They will have an established online presence, proven to be trusted by the target segments and with objectives that correspond with the campaign. They will be provided with a handbook and a training session on how to promote the campaign online and content such as **videos, testimonials, podcasts, GIFS** and **infographics,** to share through their networks.
- **Television:** Journalists and editors from key channels and programmes will be included in the media relations, detailed above. In addition, we can prepare and distribute AV content such as a mini-documentary and interviews, to be included in news and opinion programmes. There is also scope for developing a TV commercial, to be placed between key programmes.
- **Posters, flyers and stickers** can be provided to community representatives to position the campaign within the heart of communities, and to instigate discussion such as in community centres, schools, local government offices and religious buildings.

Response 1.2.3

Ecorys Complete bid on CSSF Lebanon Fostering Social Stability through Strategic Communications

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And of course, Ecorys works not only in Lebanon. Here's its retender:

The consortium led by Ecorys will focus only on technical and geographical areas where we have proven experience, in-house capacity, as well as constant and reliable access to established networks of high quality expertise. This approach will allow us to utilise our established recruitment channels, existing expert pools, and proven systems and process that result in rapid selection and mobilisation of vetted experts. The thematic areas we will focus on are: (2) public sector reform and public financial management; and (7) State – civil society engagement.

Accessing Relevant Expertise: Ecorys has delivered over 500 Technical Assistance projects in these thematic areas in recent years, employing over 5,000 experts and working in 100+ countries. These experts cover all services and functions required, including consultants, mentors, instructors, trainers, procurement advisors and lawyers. To ensure the quality and availability of experts, Ecorys uses a tiered recruitment process whereby experts are given preference based on the nature and length of our professional relationship with them, and their track record of performance:

- **1st Tier: Internal Technical Staff.** Ecorys employs over 550 staff; of these, over 400 are technical experts from a wide spectrum of thematic disciplines and regional expertise. In addition to these experts, our Consortium partner Integrity will also make their internal staff available for CSSF call-down contracts.
- **2nd Tier: Associate Consultants.** These are over 500 retained freelance consultants who have regularly provided inputs for Ecorys on technical assistance projects. Ecorys maintains a live database (**Resource Management System**) of the experience, availability and contact details of these Associates, as well as standing agreements on fees to ensure that experts can be mobilised in the quickest time possible. These Associates (as well as internal staff) are immediately informed about potential project opportunities by email and social media.
- **3rd Tier: Freelance Experts.** Our extensive experience in international development has allowed us to develop a database of over 30,000 consultants, across most technical fund geographical areas.

The vast majority of projects delivered by Ecorys are delivered using 1st and 2nd Tier experts. We expect this to also be the case for the CSSF call-down contracts, and are developing a dedicated CSSF database of 1st and 2nd Tier experts that cover all the technical and geographical areas we plan to focus on under CSSF. This database is based on one developed for the previous CSSF Framework Contract (FWC), and is managed by our dedicated Staffing Unit. Where an expert can not be sourced from our 1st and 2nd Tier experts, we will draw upon our extensive pool of 3rd Tier experts; whilst many 3rd Tier experts have worked for Ecorys before (not regularly as with 2nd Tier experts), they will still be subject to a greater degree of vetting before being offered a role.

Successfully delivering quality to the CSSF will also require access to experienced staff resources in regions likely to benefit from CSSF assistance. Our Consortium is well positioned in this regard, having established project and country offices across the world, including in fragile and conflict affected states:

Region	Permanent Offices	Recent / Current Project Offices
Africa	South Africa (Ecorys) Zambia (Ecorys) Zimbabwe (Ecorys) Ghana (Ecorys) South Sudan (Ecorys & Integrity) Kenya (Integrity)	Angola, Benin, Botswana, DRC, Eritrea, Ethiopia, Gambia, Liberia, Malawi, Mali, Morocco, Mozambique, Namibia, Nigeria, Rwanda, Sierra Leone, Somaliland, Sudan, Swaziland, Tanzania, Uganda
MENA	Turkey (Ecorys) Lebanon (Integrity)	Algeria, Djibouti, Egypt, Jordan, Kuwait, Libya, Mauritania, Morocco, Qatar, Syria, Tunisia, Yemen
Western Balkans	Croatia (Ecorys) Serbia (Ecorys)	Albania, Bosnia & Herzegovina, Kosovo, Macedonia
Americas		Bahamas, Barbados, Belize, El Salvador, Guatemala, Netherlands Antilles, Panama, Saint Kitts and Nevis, Saint Lucia, Suriname, Trinidad
East Asia	Philippines (Ecorys) Singapore (Ecorys)	Cambodia, Indonesia, Thailand
South Asia	Bangladesh (Ecorys) India (Ecorys)	Afghanistan, Maldives, Nepal, Pakistan, Sri Lanka
Eastern Europe	Bulgaria (Ecorys) Czech Republic (Ecorys) Poland (Ecorys)	Armenia, Azerbaijan, Georgia, Lithuania, Moldova, Romania, Russia, Slovakia, Slovenia, Ukraine
Central Asia	Tajikistan (Ecorys)	Kazakhstan, Kyrgyzstan, Turkmenistan, Uzbekistan

Each country office also maintains a network of local and regional experts and partners. These are categorised in terms of the Tiers outlined above, and also included in our master database in the UK (and the CSSF sub-set database). In addition to sourcing local expertise, our in-country presence is also used to develop professional

Ecorys Retender files Conflict, Stability Security Fund (CSSF) Framework Re-Tender 2018

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CSSF_Framework_Re-Tender_2018_rar
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_CSSF_Framework_Re-Tender_2018_rar)

Next in line is a company engaged in propaganda ops that we slightly touched upon in our Taming Syria investigation. MC Saatchi was in consortium with Albany as part of Syria Moderate Opposition Resilience (MOR) Strategic Communications Project. We consider it our duty to tell you about the company in detail.

We suggest that you closely examine the files of the company, since MC Saatchi is one of the leading propaganda firms engaged in covert operations targeting international community on behalf of intelligence agencies.

1. CAPABILITY & CAPACITY

Our Consortium

We are **M&C Saatchi World Services (MCS)**. We are a strategic communications agency specialising in attitude and behaviour change. We help tackle some of the biggest challenges in fragile and conflict-affected states (FCAS) through culturally sensitive and hyper-targeted communications campaigns. We have been working in Lebanon for almost 20 years - and in 22 FCASs overall - delivering attitude and behaviour change programmes. We will lead the consortium, with **Sawa, Azahir** and **ORB International** as trusted partners. Sawa is a Lebanese non-governmental organisation (NGO) working with Syrian refugees in the Bekaa Valley. It aims to improve the lives of refugees through education, economic empowerment and psychosocial support activities. Azahir is a Lebanese not-for-profit community-based organization working in the most marginalised areas and refugee camps of the country to build local capacity and resilience. ORB International is a monitoring and evaluation firm specialising in innovative qualitative and quantitative research and measurement in FCAS. We have also partnered with academics and policy experts in social stability studies, refugee resettlement and gender studies. 12 of our 16 key staff are Lebanese and Syrian.

M&C Saatchi - World Leaders in Communications

We are a strategic communications agency specialising in attitude and behaviour change in FCASs. We are part of M&C Saatchi group - the world's largest independent communications network. The network has almost 3,000 in-house specialists across over 40 media and communications disciplines, and 70 years commercial experience influencing purchasing and behavioural decisions. We draw on M&C Saatchi group's fundamental principles and techniques - which are grounded in behavioural psychology and economics - and apply them to communications challenges in FCASs. We use data-driven insights that give us hyper-local understanding, and then use human-centred design and the latest in behavioural science to develop creative, tailored messaging and products. We then deliver these through diverse, target audience appropriate channels. For this programme we will lead on all communications and overall management.

We have 45 staff based in our **registered office in Beirut**. Sawa is also based in Beirut and has 15 staff along with over 250 project volunteers. Based in London, ORB has a team of over 200 researchers and project managers and has **operated in Lebanon continuously since 2004**. To deliver the project, we will adopt our proven operating model of a combined in-country and London-based programme team, the structure of which is delineated in Section 4 (Project Team & Resources) of this proposal.

Media Expertise

We have a **rich understanding of Lebanese media environment**, developed over nearly 20 years of programming and fieldwork in-country. For this programme, we will leverage our **global media buying power** and our existing relationships with Lebanese and pan-regional media owners to **ensure economies of scale and value for money** when purchasing any media. We have consistently received additional free media exposure in the region due to how much we buy regularly on a regional and global scale with our commercial clients.

The media landscape in Lebanon is diverse, pluralistic and often seen as a leading light in media innovation in the Middle East. People in Lebanon consume news and entertainment through private television channels and websites and LBCI, MTV and Al Jadeed regularly score as the most popular TV stations nationwide[1]. People engage with news source critically, consulting multiple sources and stories to develop a more reliable picture of events. Concomitantly, most people prefer privately owned Lebanese based media outlets to state or international media operators. People communicate - as well as consume and share news/entertainment - through personal networks either in-person or via social media and messaging apps like WhatsApp, which is most popular (90% of all internet users use WhatsApp)[2]. There are 3.8m Facebook users and 1.6m Instagram users. There are 5.27m mobile internet users, equivalent to 87% of the population[3]. **This requires us to design digital messaging products that are 'mobile-first', adaptable and responsive to delivery channels like social media and targeted digital media.**

Consortium Case Studies

We have delivered similar programmes in 22 FCAS for the United Kingdom Foreign and Commonwealth Office (FCO), United Kingdom Department for International Development (DFID), United States Department of Defense (USDOD), United States Department of State (USDOS), US Agency for International Development (USAID), the European Union (EU), United Nations (UN) agencies, the British Council, the Nike Foundation, the Gates Foundation, Sesame Workshop and over 50 smaller clients. We are the sole provider of the 'Counter-Threat Messaging Support Program' for the US Government, prime partner for UK Home Office for Counter Extremism, Counter Terrorism and Serious Organized Crime, a partner for the Australian Department of Home Affairs' Countering Violent Extremism Services Panel, and a provider to the US State Department's Global Engagement Center. We are suppliers on the Conflict, Stability and Security Fund (CSSF), DFID, Ministry of Defence Military Strategic Effects (MOD MSE) and North Atlantic Treaty Organization Strategic Communications (NATO STRATCOM) frameworks.

In **Lebanon, Syria, Jordan, Iraq**, we are supporting 'Sesame Workshop' - the organisation behind Sesame Street and its franchises - to activate the **largest early childhood intervention in the history of humanitarian response focussed on Syrian refugees** (parents, caregivers and children) in each country. We developed a new brand 'Ahlan ya Simsim' and visual identity, **communications and promotion strategies** and will launch their promotion campaign locally this summer using social media champions, selected press advocates and national media in the four target countries.

In **Iraq**, we conducted a programme for the USDOD which marshalled mothers as essential gatekeepers to communicate positive identity and behavioural messages to their sons to inoculate them against the appeal of divisive, grievance-based violent extremist ideologies and narratives. The team identified mothers from across Iraq to feature in short videos and to **role model behaviours** in their communities. We then created an online platform to showcase this content, which flourished into a **community of 150,000 mothers** regularly visiting and connecting with each other. The campaign reached 90% of mothers online in Iraq and **83% said they were better able to speak to their sons about important issues** as a result.

MCS have operated an office in Beirut since 2000 and this office will serve as our in-country operational base for the duration of the programme. The London and Beirut teams will be responsible for overall programme management, encompassing research, strategy, creative, production,

implementation, monitoring and evaluation phases. Our Beirut team are specialists in the development and management of strategic communications campaigns for countering violent extremism, social and economic policy, political campaigning and governance. In 2017, the Beirut team delivered 'Jeel' a **regional pilot counter-terrorism campaign in Lebanon, Jordan, Syria and Iraq** on behalf of the UK FCO. Entitled 'Hope After Daesh', the programme leveraged research and media insights to deliver a digital and social media-based campaign designed to empower populations anxious or oppressed by the group, fostering an environment of hope to support community healing.

In the UK, we directed the **largest ever obesity prevention campaign** on behalf of **Public Health England's Change4Life initiative**. Our research showed that people sought to make healthy changes, but often lacked the know-how to act. We responded with a series of free, easy to use nutrition tools designed to inspire – rather than impose – healthy behaviour, by improving public understanding of health and exercise and used an open-source marketing tool-kit so local community actors could create their own initiatives. More than two million families have signed up to Change4Life and the campaign has over 80% unprompted awareness. Around 200 commercial partners and 70,000 local supporters have adopted the campaign and previously-rising body mass index scores (BMI) scores of middle-aged adults and children have levelled since the campaign launch. The campaign inspired the Let's Move campaign, a US public health initiative led by Michelle Obama.

With BCAP, an MSI-USAID programme, we trained Municipal Police of **38 municipalities across Lebanon** on how to deal with Syrian refugees using a **rights-based approach**. Municipal police were informed about the international treaties and Lebanese laws in this regard. Municipalities presidents and selected board members were trained and motivated to adopt the implementation of the law enabling the **formation of municipal committees** (composed of people living in the community and not necessarily having the right to vote within the community). These committees play a **major role in reducing community tensions**, as well as feeding into the municipal planning.

In Lebanon's Bekaa Valley, we conducted a programme within two **Oxfam consultancies** which assessed the capacities of the three target municipalities. Municipality presidents and their boards were invited to adopt **community participatory planning**, engaging all people living within the municipality jurisdiction to participate in the Municipality Strategy Exercise through deliberation sessions and meetings with key influential figures / opinion leaders. We also **trained and motivated municipalities** in four towns in North Lebanon to form **Youth Committees** and to consult with youth groups (Lebanese and Syrians) in planning their local development plans, namely within an Eco-Tourism initiative.

Sawa is **a Lebanese NGO specialising in economic empowerment for refugees** and operates in some of Lebanon's most divided communities and was founded in late 2011. Since then, the initiative has expanded to cover education, livelihoods, protection, relief, policy, research and advocacy programmes designed for vulnerable, marginalised female and male youth in the Bekaa Valley. Sawa will support the planning in identifying locations within the target communities best-suited to implement the pilot programme activities and sharing best practices for engaging with vulnerable communities displaying host-refugee tensions, to identify and mitigate potential risk. Sawa will also support in the implementation phases as they hold excellent relationships with the Lebanese government and municipalities and, as deliverers of community-led development and empowerment activities, strong networks in our proposed areas of implementation, including influential young people.

In 2018, Sawa launched a **programme in the Bekaa Valley** targeting 16-25-year-old males to receive vocational training and psychosocial support in a dedicated local centre, in line with the strategic priorities of the livelihoods department of **the Lebanon Crisis Response Plan for 2017 – 2020**. The three-tiered programme comprises **outreach, vocational and community services** components, affording participants increased autonomy over the programme lifespan. Following the programme, the centre will be transformed into a community meeting space and a multi-purpose shop for maintenance and repairs, staffed by programme recipients.

In 2017, Sawa designed a series of interventions to improve **women's livelihoods in the Bekaa Valley**, providing training in knitting, sewing, accessory design and IT. Programme recipients have continued to be supported with raw materials and work spaces, ongoing coaching and training and connections with the local market, helping women to become more **self-sufficient and sustaining the positive impacts of the programme beyond the project lifecycle.**

ORB International
ORB International is a **monitoring and evaluation firm** specialising in innovative qualitative and quantitative research and measurement in FCAS. ORB will lead the design of the programme's research, monitoring and evaluation strategies and will conduct all fieldwork, surveys and focus group discussions (FGDs) over the course of the programme. As of January 2019, ORB had conducted over **25,526 quantitative in-person interviews and 76 FGDs** across Lebanon.

In 2017, ORB directed a study to identify the various social, political, economic and ideological factors contributing to increased vulnerability to violent extremist engagement in 41 countries – including **Lebanon** – across the Muslim world. The team analysed data from a quantitative survey carried out in each country (n=1000 – n=3000) using statistical modelling, geospatial analysis and segmentation to aggregate potential drivers of extremism at the hyper-local level, and to generate targeted communications recommendations for vulnerable populations.

Since 2017, ORB have served as the sole provider of monitoring and evaluation services for **MCS-directed programmes in Iraq and Syria as part of USCENTCOM's ongoing Counter Threat Messaging Support Programme (CTMSP)**. During this time, ORB research operators have gained access to and successfully conducted field work in active conflict zones, post-liberation areas and refugee communities. Quantitative work has included over 15,000 in-person interviews in all governorates of Iraq exploring media usage habits, attitudes toward violent extremist organisations (VEOs), governance and security. Qualitative work has involved more than 70 FGDs and approximately 80 in-depth interviews (IDIs) and triads.

Azahir
Azahir is a new community-based Lebanese NGO working in marginalized areas of northern Lebanon to empower youth, provide education & psycho-social support to underserved local and refugee children, and create safe spaces and social cohesion inclusive of Lebanese, Syrian and Palestinian populations. Azahir's two Community Centers run regular programmes all lead and facilitated by trained teams of local youths. They have successfully created 'Safe Spaces' where youth facilitate daily programs and run 'Social Cohesion Through Sport' programmes using the internationally-acclaimed method of utilising football as a tool for conflict resolution and peace-building.

2. APPROACH & METHODOLOGY

SUMMARY

Our vision is to get youth from different backgrounds to exercise together - and in doing so - reduce tensions between them through health and sports activities.

Our Theory of Change is that if youth spend time together and positive interactions are amplified by local media, intra-community tensions will reduce.

Our activities: 1) Identify, train and support a Lebanese and Syrian event board in each location to conduct outreach and organise weekly events called MASHI مشّي, ensuring joint participation; 2) Create a brand, website, app, and social channels to publicise events and stimulate engagement from both Lebanese and Syrian youth in target areas; 3) Identify and train two or more local social media champions to create and disseminate content to build community awareness of events and amplify positive stories of inter-community interactions

We will draw on new research, behavioural psychology and economics, and data-driven insights from digital channels to design the programme.

We have successfully delivered similar attitude and behaviour change programmes in health and sports, including Change4Life - the largest ever anti-obesity campaign for the UK Department of Health, and a program in the West Bekaa training and providing a safe space and activities for young men from host and refugee communities.

The Problem

Stability - despite some progress, security and stability in Lebanon remains precarious. The UN estimates that more than 944,613 Syrian refugees are registered in Lebanon, while informal estimates suggest closer to two million[1]. This is putting pressure on fragile infrastructure and creating competition for basic services and jobs. It is also creating a sense of hopelessness amongst host communities and refugees, particularly the youth. Some host communities and refugees (Syrian and Palestinian) are reacting with negative behaviours, including non-interaction with different communities, non-violent conflict, and sometimes violence. Young people (18-35 years) particularly lack purpose, prospects or the mechanisms to work with government to enact change. Key tension hot-spots exist in areas of the North and the Bekaa where the lack of civil and political rights, and feelings of social marginalisation are particularly high. Anti-refugee discourse is perceptible both across popular and political levels, and across policy and practice throughout Lebanon such that politicians may never find consensus on a solution. The long-term implication being that Syrian refugees will remain in Lebanon for many years.

We therefore think that a bottom-up, grass-roots approach is the only realistic option for enacting change. Trust in municipalities is high[2] and will only increase if it is linked to a strong and sustainable initiative that brings communities together. As we know from experience in Somalia, Syria and Iraq, focusing programmes at a local level has more scope and is more adaptable to changing attitudes than anywhere else[3]. We will primarily focus on the negative behaviour of 'non-interaction' in this programme as levels of *meaningful* interaction remain very low - for example individuals from different nationalities, confessions or socio-economic backgrounds purposely avoiding each other on the street, not greeting each other, using separate public services or spaces, shopping at different markets etc.

The Solution – MASHI مشّي

We will reduce tensions and build stronger relationships amongst - and between - Lebanese host communities and refugees by bringing people together through a series health and sport events called MASHI (in English: 'Let's move!'). MASHI will create safe spaces for people in fragile areas to come together where there is no sports infrastructure to do sports and exercise. We will begin with walking and running events but be flexible to new ideas following further research with the TA. We are confident of the health and sports entry point because a) there are successful examples of similar initiatives – for example, the Beirut Marathon, which is an annual run attracting people from all backgrounds under 'health, competition and 'peaceful coexistence' themes'[4], b) being healthy is a universal and unifying goal, but Lebanese currently report low levels of exercise[5], and c) academic studies indicate that the mental health benefits from exercise are greater in individuals that - as in our target audiences - have experienced crisis, loss or trauma[6]. We will use communications to remind the people how important their health is[7] to motivate them to exercise together. We will demonstrate MASHI's expected positive social impact to local politicians and potential donors to get their support for future activities.

Our Target Audiences (TA)

Our understanding of media and stability drivers in Lebanon has informed who the target audiences are and how we will reach them.

Primary TA: **Youth:** Our TA for MASHI is 18-35-year olds of mixed national, confessional and socio-economic backgrounds[8]. We chose youth because they have the highest latent potential to be positive change agents in their communities[9]. Over 75% of our communications programmes over the last five years have been youth-focussed for similar reasons and academic literature supports this. We also recognise that youth are more optimistic about the prospects for social change at the community and municipal level, where trust is significantly higher. We see this youthful, politically engaged group as social change agents and leaders of cross-cutting, inclusive activities in their communities. They are digital natives, heavy social and messenger app users and typically have high trust in national TV and word-of-mouth. We intend to leverage the latter for optimum effect.

Secondary Target Audiences (STA):

1. The Potential Target Audience[10] - Approximately 12% of the Lebanese population is likely to engage in positive civic action.[11] We will target this group to recruit 'Event Boards' to organise and recruit for MASHI events and mobilise other youth, many of who will be their peers.

2. Extended communities – other ages and locations. Attitudinal change amongst the wider community is needed in the long-term. Older demographics can support and reinforce negative narratives surrounding refugees. Targeting them via their children, younger opinion leaders and via local media will help reduce tensions and violence by demonstrating positive interactions and mainstreaming narratives around those.

3. Potential Donors – we have long-standing relationships with many other donors (governments, multi-laterals and foundations). Looking ahead towards programme sustainability, we will also ensure selected organisations in the international development and social stability sector are aware of the programme and its progress.

Partner organisations and their programmes - such as the UNDP, NGOs and other stabilisation organisations - will not be a specific target audience. However, coordination with those actors will support deconfliction and higher collective effectiveness. We plan to open our media campaigns to disseminate and amplify their activities and content with permission of the Authority. We plan to do the same with other programme beneficiaries such as local health sector actors and sports clubs.

Our Activities

1. Preparation, training and community engagement

We will obtain profound community buy-in through a lengthy preparatory process of participatory engagement in each MASHI event location, via our consortium partners with their deep local knowledge and existing relationships. They will lead on the vetting, recruitment and training of an 'Event Board' to organise events. The precise criteria, process and details of training curriculum will be developed during the inception phase. The boards will be volunteers recruited from the PTA and STA[12]. They will be drawn from middle-income communities and be at the higher end of the TA age range.

2. Supporting the organisation of MASHI events

We will give the board the platform to organise the events, an app, the brand, the materials, the training, the local contacts and ensure municipality buy-in. Board members will be community ambassadors and champions of the weekly event. We will leverage our networks in the key locations across health, exercise and community sectors to encourage participation, bolstering initial numbers. The boards will organise weekly walks/runs for the youth, regardless of background. These will be held at the **same time and same place, every week**. In the first year we plan to use **five event locations,** increasing to **10 in the second year. There will be 625 events in total** over the two year contract period. We will aim for each location to have 20-50 participants by the 10th weekly event, and 50-100 by the 50th event.

Location 1 (North)	Wadi Khaled
Location 2 (Beirut)	Jnah-Ouzaii loop
Location 3 (South)	Saida seafront
Location 4 (East)	Hasbaya
Location 5 (Beirut)	Achrafieh-Bourj Hamoud loop

We will organise MASHI events in areas that meet the following criteria: no entrenched political divisions (e.g. where Syrians will continue to mobilise when their parties require them); no open conflict; no Hezbollah-controlled areas; where there is a Syrian refugee population. We have identified the following five locations (red = areas that have experienced conflict; orange = areas experiencing heightened tension; green = calmer areas which can be most easily leveraged for media purposes). Our team has access to all areas of the country and can navigate security and government actors. Final details on events themes, their frequency and locations will be agreed following further research and consultation with the Authority.

3. Running social media campaigns and the MASHI app

We will support the boards by working with social media micro-influencers and established local news and media platforms to raise awareness of and share success of the events, personal stories of participants and community contributors. We will to engage and mobilise local media champions and paid media. We will also mobilise our media networks to engage journalists for local, national and regional press coverage, and leverage our global media buying power to purchase value-for-money media to support the promotion of the events. Messaging will focus on raising awareness of the event, remind people to participate and communicate successes. It will not approach the refugee issue head-on. We have chosen a different entry-point for the programme and its communications for two reasons: a) historical attempts to force peaceful coexistence have rarely found success[13], b) any attempt to reject or obstruct national political discourse would jeopardise the messaging and programme. Instead we will focus on the success of the events and amplify them through the media and local community actors. Reported positive interactions and benefits experienced by the participants will dispel negative stereotypes and mistrust amongst host communities and refugees that lead to tensions and conflict, as per our Theory of Change.

Data-driven insights and harnessing the power of Digital

We will take a human-centred design (HCD) approach to maximise the connections between programme activities - from preparation and post-event meetings, to participants building and entering teams together with other meetups. We will build an ecosystem of social pages and tools, a central

website and the mobile application (app) to provide ongoing connections to the communities and municipality. The HCD will be data-led, enabling the content, tools and functions to be optimised to drive both participation in the event and ongoing connections after the event. The app will be a forum for feedback; for participants to get their statistics; and for community interaction outside the weekly event. We will carry out social listening to optimise the programme in two ways: a) to keep us aware of the trending topics and stories developing in the TA's social space, which in turn could be used to tailor our strategy and messaging. b) to track mentions and hashtags of MASHI to gauge its popularity, impact and reach. This will provide insights about the reaction to MASHI along with potential demographics breakdown and age categories through hashtags, mentions and brand tracking.

Applied Research - we will conduct formative, inclusive qualitative groups in areas we think could benefit from MASHI and that have existing refugee-host tensions. The research will include participation from a mixed gender sample from municipal Government, local media actors and youth and will test for audience resonance and how best to involve community, approach event preparation and other factors described in section five. We will also be undertaking research that builds on the ARK TAA and new research on the relationship between strategic communications and social stability, including the development of a systems map. We will utilise third-party Artificial Intelligence (AI) and listening tools to measure the impact and effectiveness our communications strategies. The AI engine will allow us to cut through the noise to locate 'micro-influencers' and be able to apply a 'credibility' score to each influencer identified, ensuring brand safety and messaging effectiveness. Listening tools will allow us to analyse the conversations around our key words, as well to study imagery and text in its contextual setting, ensuring that our messaging, listening and reporting are effective and accurate. This accuracy will be paramount to protect the brand and messaging in a such a volatile media environment.

> "When the youth are playing sport, they forget what nationality they are." – Alexandra Tohme, CEO, Azahir Charity

Behavioural Change

We will draw on psychology, social science and behaviour change principles to define known change mechanisms. We will then develop these into a framework to inform product development. We will use a human-centred design (HCD) approach to attract the *attention* and *participation* of the TA. We will develop products and interactions with an understanding of, and with empathy for, the TA's wants and needs, together with active participation through user testing, pilot projects and product trials. This will ensure it is human centric, culturally sound and contextually relevant. This approach has a proven track record of success with our work on issues such as extremism in the UK and LGBTI rights in Southern Africa. In these areas it has shown the importance of putting users and stakeholders' needs central to decision making to ensure positive interactions, ongoing participation and subsequent success of the programme. For this programme, our design framework has three interconnected pillars:

1. **Confluence – a theme that transcends identity to generate motivation** 'Confluence Points' are the common ground that unite diverse communities and can be physical spaces, common passions or shared beliefs. In this case, the 'hook' is health and encourages participation and the formation of shared values, the specifics of which (locations, the exact route, distance and event experience) will be designed in partnership with the municipalities and evidence-led. 2. **Contact – specific activities that foster direct interaction** Intergroup Contact Hypothesis shows that prejudice and the threat of the 'other' can be greatly reduced by bringing two groups together in the right circumstances over a period of time.[14] It is important to note that 'contact' will take place between Lebanese and Syrian residents; Lebanese elite and Lebanese working class; and, between local government and citizens (e.g. to discuss initiative). The goal is to maximise the frequency of contact periods, create a routine, and ensure they are deemed a 'positive experience' by the participants. Employing an HCD approach will allow user testing, product pilots/trials and ongoing feedback to maximise outcomes. 3. **Connections – enabling the functioning of social groups** Increasing the relationships and networks of society (the 'social capital') is proven to improve cohesion, co-operation and trust in communities.[15] The connections and networks developed through the programme will live beyond the bounds of the event and give communities new opportunities for positive interactions.

Gender & Conflict Sensitivity

We will ensure that our activities do not sustain or create new gender inequalities. Our experience in Lebanon and the methodology demonstrate our deep understanding of gender issues facing refugee and host communities: cultural differences between Syrian and Lebanese families and communities; domestic stress/violence and female health and hygiene challenges; as well as the evolving new role of women refugees working (agricultural labour) more than the men due to security fears and movement restrictions. In some cases, traditional gender roles are either being reinforced and in others they are being reversed/challenged. In this sense, the MASHI programme would provide opportunities to engage women alongside men in positive health-reinforcing behaviours of equal participation and benefit, in a shared and peaceful communal exercise activity. Our programme will address them by ensuring that men and women receive a fair share of the benefits of our activities and pursuing gender sensitive reporting / M&E. Data will be sex and age-disaggregated, and include indicators to measure gender issues as specified in our Measurement and Evaluation section. Our budget also includes a highly regarded gender specialist, Dr. Alma Abdul-Hadi Jadallah, to ensure gender equality is included throughout our activity design and all programme staff are trained. We commit to undertake ongoing conflict gender analysis to update our understanding during the programme. As an organisation, we promise three commitments globally amongst our staff and partners: a) to support female career progression with transparency and mentoring; to address specific barriers women face such as race, disability, neurodiversity, sexuality or age c) to support women (and men) with flexible working and shared paternity leave[16]. Our experience and methodology set out here demonstrates our deep understanding of the causes of conflict in host communities - namely the strain on services and competition for jobs - and the opportunities to address them - bringing communities together for healthy sport events. We will ensure that MASHI Events Boards, events and campaigns target youth from all nationalities, confessions and socio-economic backgrounds to prevent new grievances emerging amongst host communities and refugees. We will also ensure that partners in municipalities/political parties in target areas receive equal support to prevent perceptions that we are favouring any elite group. We also commit to undertake ongoing conflict analysis and horizon scans to update our understanding during the programme.

Sustainability

The outcomes and success of the programme relies on frequency and regularity, so it is critical to sustain the programme after the cessation of allocated CSSF funding. We intend to leverage our relationships with other Governments including the host Government to find another donor to continue the programme, which could also be one of our larger, appropriate commercial partners in the region with CSR imperatives.

5. THEORY OF CHANGE (ToC)

The TOC has been developed in close collaboration with ORB to ensure it is measurable and stages can be isolated for adjustment.

IF Lebanese and Syrian community figures are trained to conduct outreach and organise weekly health and sport events with joint Lebanese and Syrian participation;

AND these weekly health and sport events focus on a mutually beneficial activity – such as walking or running – with a master brand, website, app and social channels which are appealing and engaging for Lebanese and Syrian youth;

AND trusted local social media champions from the target areas create and disseminate content to amplify positive stories of this, along with other real-life examples of grassroots activism bringing communities together;

THEN youth in target communities will be able to experience first-hand, positive benefits of interactions with different groups in the community on a regular basis;

AND narratives with tangible examples of positive interactions between communities will become mainstreamed at the local level, around intervention target areas;

THEREBY scaling up the effects of the events beyond the youth to all segments of society, stimulating a positive change in Lebanese and Syrian public perceptions of each other;

AND reducing tensions and building stronger relationships amongst and between Lebanese host communities and refugees in Lebanon in areas targeted by the intervention;

EVENTUALLY CONTRIBUTING TO CSSF'S LONG-TERM IMPACT OF increased resilience within target communities to instability and reduced risk of conflict, violent conflict and violent extremism.

Initial Project Plan: condensed initial project plan outlining when we expect to deliver in each quarter of the two-year project duration. Q1 is the inception phase (May-June 2019), thereafter, quarters represent 3-month periods in line with UK Financial Year quarters.

Q1	Project kick off	MCS implementation team (IMP) hold kick off	Senior MCS leadership oversee kick off
	Mobilise project team	MCS will mobilise project team	Senior MCS leadership oversee kick off
	Outreach and relationship building with target municipalities	MCS will mobilise project team and build relationships with municipalities	Policy and Political Advisor (P&PA) to oversee municipality relationships
	Conduct stakeholder analysis and develop detailed project plan	IMP will develop plan	Overseen by core MCS team
	Develop training packages	Training and development advisor (T&DA) drafts training material	Training material development overseen by MCS Strategy Team (ST) & Research Team (RT)
	CRM Design – Year 1	Creative and Production Team (CPT) develop CRM approach	CRM approach is overseen by IMP
	Dashboard build	ORB & RT develop dashboard	Development is overseen by IMP
	Event signage creation	CPT design event signage	Signage is overseen by IMP
	Formative research – qualitative	ORB & RT to conduct formative research	Focus groups overseen by academic advisor (AA) & P&PA
Q2	**Training material development**	**Training director develops training material**	**Core Team will oversee training material.**
	Formative research – quantitative	ORB & RT to conduct formative research	Focus groups overseen by AA & P&PA
	Social media champions training	Training director develops training material	Core team will oversee training material development
	App build	CPT will oversee app build	App build is overseen by IMP
	Digital media buy ongoing until March 2021	CPT design creative product and implement media buy	Media buy is overseen by IMP
	Event boards set up	Sawa & RT initiate the board	Oversee by T&DA
	Event signage	CPT will develop event signage	Oversee by IMP
	Equipment purchase	CPT purchase equipment	Equipment buy is overseen by IMP
	First events take place	**Event board conducts activities**	**Events board is overseen by IMP**
Q3 + Q4	Influencer engagement – ongoing until March 2021	CPT conduct influencer engagement.	Influencer engagement overseen by Sawa
	Focus groups	ORB & RT conduct focus groups	Focus groups overseen by AA & P&PA
	Media amplification activity	Other NGOs	Media amplification is overseen by CPT
	Focus groups	ORB & RT conduct focus groups	Focus groups overseen by AA & P&PA
Q1	Event signage creation	CPT develop event signage	Signage is overseen by IMP
	Midline quantitative survey and in-person interviews	ORB & RT conduct interviews	Focus groups overseen by AA & P&PA
	Conduct stakeholder, gender and conflict analyses	ORB & RT - conduct stakeholder, gender and conflict analyses	Focus groups overseen by AA & P&PA
	5 new events launch	**Event board conducts activities**	**Events overseen by IMP**
	CRM Design – Year 2	CPT develop CRM approach	CRM approach is overseen by IMP
Q2	Focus groups	ORB & RT conduct focus groups	Focus groups overseen by AA & P&PA
	Influencer engagement – augmentation	CPT conduct influencer amplification and engagement.	Influencer engagement overseen by Sawa
Q3	10 locations holding weekly events ongoing	Event board conducts activities	Events boards is overseen by IMP
	Focus groups	ORB & RT conduct focus groups	Focus groups overseen by AA & P&PA
Q4	**End line quantitative survey**	**ORB & RT conduct quantitative survey**	**Survey overseen by AA & P&PA**
	Evaluation in-depth interviews	ORB & RT to conduct in-depth interviews	In-depth interviews overseen by Social Stability Advisor (SSA)
	Strategic communications and social stability sector research	ORB & RT to conduct sector research	In-depth interviews overseen by SSA

	Objective Statement	Indicators	Verification Means	Risks / Assumptions
Impact	Increased resilience within target communities to instability and reduced risk of conflict, violent conflict and violent extremism	Decrease in the % of the TA likely to endorse violence as an acceptable means of political redress	Quant Survey / FGDs	Propensity to violence is reduced by increasing interactions between Lebanese host and Syrian refugee communities
Project Goal	Reduced tensions and stronger relationships amongst and between Lebanese host communities and refugees in Lebanon	Decrease in the % of the TA describing the relationship between Lebanese and Syrians as *very negative* or *negative* compared with baseline figure of 47.4% from TAA conducted in 2019	Quant Survey / FGDs	Increased interaction between different groups within target communities and amplification of positive interactions in local media dispels negative perceptions and mistrust that lead to tensions among Lebanese hosts and refugees
Intermediate Outcome	Positive change in Lebanese and Syrian public perceptions of each other and reduction in negative perceptions and mistrust	Increase in % of Lebanese and Syrians who consider working with or living near persons of the opposite nationality agreeable	Quant Survey / FGDs	Inter-group contact theory holds that prejudice can be greatly reduced by the act of bringing communities together in circumstances that are mutually beneficial
		Decrease in negative perceptions / mistrust of each other's community among Lebanese and Syrian TA		
Immediate Outcomes	Narratives with tangible examples of positive interactions between communities mainstreamed at local level around intervention target areas	Number of exposures / mentions positive interactions between communities and civic activities on local media around target areas	Quarterly social media listening tool	Local media decision makers recognise the success of the event and believe the value it holds to a wider audience. Communications of intervention impacts broader audience
	Youth in target communities experience first-hand positive benefits of interactions with different groups in the community	Increase in the % of youth directly participating in the events who can cite positive interactions with members of another nationality	Quant Survey / FGDs	Youth enjoy participating in the event, are aware of interactions with other communities and wish to experience new connections again
Outputs	Trusted local social media champions from target communities amplify this and other real-life examples of grassroots activism bringing communities together	Engagement with the event's social media channels	Monthly social media analytics	Local social media champions cover the events and draw out examples of positive examples of inter-community civic activity
		Number of exposures / mentions of the event / related content on online platforms / media	Quarterly social media listening tool	
	Youth in target communities are provided with regular opportunities to positively interact with different groups	Number of youth attend the event each week disaggregated by gender and Lebanese / Syrian	Project Tracker	Youth from both Lebanese and Syrian communities choose to participate in events regularly and interact
Activities	In each target area, identify and train two or more local social media champions to create and disseminate content to build community awareness of events and amplify positive stories of inter-community interactions	Ten social media champions across target areas trained in Year 1 and an additional ten in Year 2	Project Tracker	Local social media champions are interested in using their platforms to raise awareness of the sporting events
	Create a master brand, website, app, social channels and media toolkit to publicise events and stimulate engagement from both Lebanese and Syrian youth in target areas	Master brand, website, app, social channels and Media toolkit for the event series which are engaging for youth	Project Tracker	Lebanese and Syrian communities are not inclined to coalesce around overt attempts to get them together - rather they require a mutually beneficial imperative
	Identify, train and support a Lebanese and Syrian event board in each location to conduct outreach and organise weekly events, ensuring joint participation centred on a mutually beneficial activity	30 (15 Lebanese and 15 Syrian individuals) across target areas trained in Year 1 and an additional 30 in Year 2	Project Tracker	Members of the PTA will want to organise community-led sport initiatives incorporating both Lebanese and Syrians

Our Team
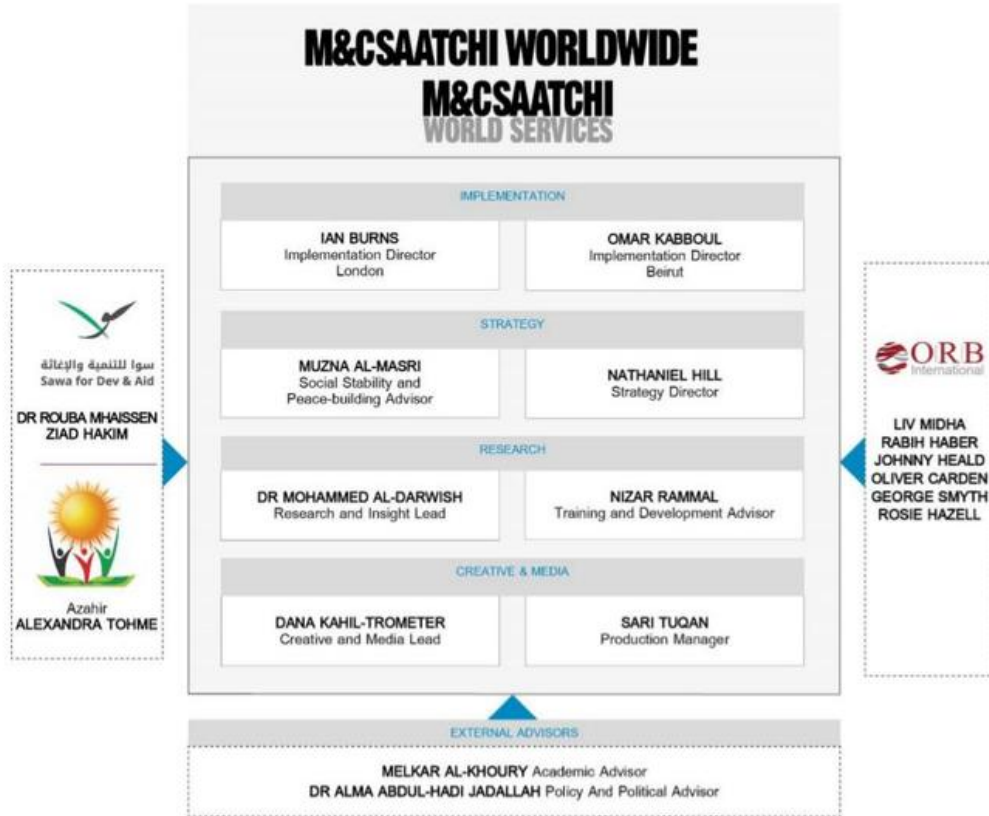
Implementation Team

Our Implementation Team will manage the delivery of programme activities, communications, planning, resourcing and financing, working closely with HMG. **Ian Burns** (British) will have overall responsibility for programme delivery, including strategy, implementation and liaison with HMG and other key stakeholders. Ian will be UK-based and lead the programme from inception to evaluation, managing the teams in London and across Lebanon. Ian is a **founding member** of MCS and has 8 years' experience delivering strategic communications campaigns for the USDOD, USDOS, UK FCO, NATO, UN agencies, British Council and Sesame Workshop, including deployments in Beirut, Baghdad and Nairobi. Ian also has five years' experience in commercial advertising. Ian will be supported by his **Lebanese counterpart of M&C Saatchi Beirut, Omar Kabboul.** Omar has ten years' experience delivering strategic communications campaigns in Lebanon for clients including Oxfam, UNDP, The National Democratic Institute (NDI) and the Lebanese Chapter of Transparency International.

Strategy Team

Our Strategy Team will identify programme objectives, target audiences and locations, messaging, themes, and communications channels, working closely with the Research Team and HMG on each. **Muzna Al-Masri** (Lebanese) will lead the team. Muzna will be our **Social Stability and Peace-building Advisor.** She is an expert in strategy, social research, human rights, gender rights, conflict transformation and peacebuilding, and evaluations and training in the development sector. **Muzna** has 20 years' experience delivering communications and social stability programmes in Lebanon. **Nathaniel Hill** (British) will be **Strategy Director**. Nathaniel is Head of Strategy for MCS and oversees delivery of behavioural change communications programmes in security, defence and diplomacy. Nathaniel has 18 years' experience in the **commercial sector** working on technology, telecoms and entertainment programmes for clients including **Google**, Microsoft, Yahoo! and Vodafone. Nathaniel applies his expertise in digital, brand planning, communications planning and business strategy to challenging social issues in FCAS.

Pay attention to the political risks of the project:

Political	Derailment of programme due to interference from/on the instruction of local authorities.	MCS will work with consortium partners to ensure that programming is discreetly socialised with de facto authorities, as needed to provide 'top cover' for local partners. We have nurtured strong relationships with local and national government and officials and will engage these relationships to listen to and incorporate stakeholder views and preferences from the offset.	3	3
	There is a rise in negative attitudes towards foreign intervention and towards HMG, in particular.	The partners will closely monitor local media reporting on UK and international organisations working in Lebanon. Staff and contractors will be properly briefed on HMG strategy in Lebanon, thereby ensuring they are aware of potential friction points. Attribution is a key point decision point in the inception phase after formative research. Our current recommendation is to keep this project locally attributed creating an air-gap between the programme and HMG.	1	3
	Local partners and suppliers are subject to politically motivated interference.	MCS will work with HMG and consortium partners to ensure that programming is discreetly socialised with de facto authorities and appropriate National Government personnel as required in order to provide 'top cover' to local partners.	2	4

As you see, local partners receive top cover and there's an air gap between HMG and the programme. The Lebanese don't need to know that they receive 'assistance' from London.

Saatchi Complete bid on CSSF Lebanon Fostering Social Stability through Strategic Communications

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Here's MC Saatchi retender: Conflict, Stability Security Fund (CSSF) Framework Re-Tender 2018

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The last company from the Lebanese Strategic Communications Programme that we are going to expose is Torchlight. It also worked in Syria providing assistance to the jihadists. Now it is in consortium with our old pals from Albany.

Torchlight

Torchlight's proven track record, along with our partners **Albany** and **Magenta's** combined expertise, makes us uniquely prepared and qualified to deliver this programme. Our deep knowl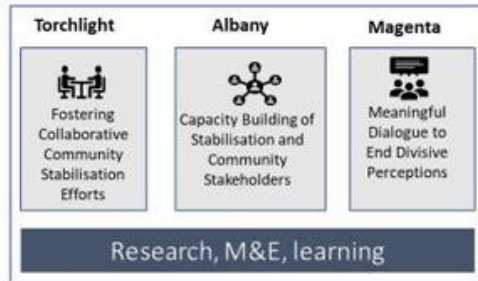edge of Lebanon informs our current project delivery in country, where we have strong relationships with the donor community, key government stakeholders such as the Ministry of Social Affairs (MoSA), and extensive networks across civil society organisations, non-governmental organisations and local communications agencies.

Over the past 8 years, Torchlight has **delivered over £35M of UK HMG Programmes** on strategic and behavioural communications, stabilisation, security and justice reform, counter violent extremism (CVE), capacity building and capability development. £12M of those programmes were delivered within the past two years on the CSSF framework, mainly in the Middle East and North Africa. Recruiting and mobilising personnel to 37 countries, delivering 18,000+ days of support and working with over 70 different overseas government agencies has bolstered our already significant capacity to manage and deliver multiple projects concurrently. Throughout our 8-year company history, we have consistently maintained high quality and minimised the Authority's administrative burden.

Outside our global headquarters in the UK, our regional leadership is based in Amman with country management and support staff based in Beirut. Experienced in setting up and running local entities to support programmes – Lebanon will be our fifth - Alem & Associates are now completing our **registration of a Limited Liability Company in Lebanon,** with a completion date of June 2019. We have offices in Beirut through Regus, which we are able to expand or reduce based on the requirements of various projects providing us with a cost efficient and flexible platform. Having operated in Lebanon for the past 5 years we understand and abide by all local laws and regulations. We can operate across the country and have full Duty of Care procedures in place for countrywide operation.

Experience Required		Consortium Experience Summary
Delivering strategic communications in highly politicised and fragile environments in the MENA region	✅	Torchlight and our consortium partners have delivered over 100 StratComms projects in fragile and conflict-affected states, including three in Lebanon, two of which are ongoing (one for the C-Daesh Comms Cell at the FCO and one with the Ministry of Social Affairs for UNICEF).
Understanding of the communications context in Lebanon	✅	We have substantial and directly relevant experience of working in the social and behavioural change communications space in Lebanon, with extensive connectivity with local media and communications agencies and networks across the country. We have a robust understanding of the communications context and information environment, including in refugee camps[1] and host communities, and are familiar with the risks, challenges and opportunities associated with operating in this space in Lebanon.
Understanding of the social stability sector in Lebanon	✅	Our project team's unique combination of competencies and experience includes individuals with over 5 years working on community stability, cohesion and resilience issues in Lebanon, including delivery experience (past and current) on LHSP and LCRP initiatives. Our ongoing work in Lebanon, including on behalf of the BEB, provides us with an in-depth understanding of the operational, political and social cohesion challenges this project will be operating in.
Demonstrable experience in providing gender- and conflict-sensitive programming	✅	We utilise PEA to continually identify gender and conflict drivers so that these can be incorporated into our planning and delivery considerations. At no extra cost to the Authority our in-house Gender Advisor, Cleo Bigwood, will support with project design and advise the Strategic Advisory Board.
Managing strategic communications projects of significant value and scale	✅	Our consortium has a current Strat Comms portfolio in excess of £20m, including £2m in Lebanon alone. Our projects range from small-scale, targeted interventions in places like Jordan, through to large-scale, multi-year, multi-agency communications strategy and policy development support programmes in Lebanon, Nigeria, Yemen, Afghanistan and Somalia. Examples of our consortium's work are provided below.
Compatibility with UK values, standards and HMG policy	✅	Torchlight has the regional experience and contextual confidence to understand and manage the diverse challenges and risks within this project ensuring the project remains focused on achieving the agreed outcomes. We ensure added value through our wider knowledge and understanding of the political, security, and Rule of Law considerations impacting Lebanese life, informed through the delivery of multiple HMG programmes over the past 5 years. Torchlight is ISO 9001 certified with a proven, practised and transparent approach to the management of contract obligations. We have successfully delivered £35m of capacity development projects in the last 8 years without a single complaint about the quality of work undertaken by Torchlight. We have achieved this through strong and timely communication, underpinned by robust contract and project management, and stringent end-to-end Quality Assurance procedures.
Capability and Capacity to Delivery	✅	Regus offices established | Locally employed staff in place | Registration of a Limited Liability Company in Lebanon complete by June 2019 | Experience of delivering over £35m of Authority programmes in FCAS.
Duty of Care and Safeguarding	✅	We use security risk management sources and our own analysts for in-country security monitoring. We also have the benefit of a long-term presence in Lebanon, providing us with significant insights into the risks of such complex environments. We have company-wide Safeguarding policies in place and procedures that have been reviewed and approved by DFID.

🔥 Torchlight _____ ITT 2959 Social Stability Communications - Lebanon
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Torchlight	Albany	Magenta
Fostering Collaborative Community Stabilisation Efforts	Capacity Building of Stabilisation and Community Stakeholders	Meaningful Dialogue to End Divisive Perceptions

Research, M&E, learning

A unique combination of relevant experience and expertise. Our consortium includes **Magenta** and **Albany**, two leading organisations active in the delivery of social and behavioural change through strategic communications. Together we believe we will provide the Authority and British Embassy Beirut (BEB) with the ultimate delivery team providing a mix of required skill-sets to bring about positive change in the perceptions and behaviours in the TA and reduce the potential for outbreak of violence.

Our project team's unique combination of competencies and experience includes individuals with over 20 years' experience in the Middle East, North Africa, East Africa and Asia designing, developing and researching behavioural change approaches, 5 years working on community stability and resilience issues in Lebanon and over 8 years' experience designing and executing strategic communications and behavioural change strategies, with demonstrable experience of delivering over 100 targeted communications campaigns across the MENA and East Africa regions, several of which have been focused on *building social stability and cohesion* in fragile environments, such as the Yemen campaign described below.

Track record: Our teams on the ground are currently delivering seven projects in Lebanon. This includes three projects run by **Torchlight** on behalf of the C-Daesh Coalition and CSSF teams in Beirut. We are running a 3-year project to design and implement a strategic communications and community outreach initiative, which engages with, moderates and engenders *critical thinking skills* in over 1000 members of the TA and key influencers in Palestinian camps. Face-to-face skills workshops are being conducted to increase knowledge and uptake of alternative pathways, away from radicalisation in order to *increase resilience* against violent extremist narratives amongst *Palestinian refugees*. Our project is underpinned by continuous research to understand influencers, the media landscape, the role of women and youth in radicalisation and re-integration, and gender and conflict sensitivity.

Since April 2019, **Torchlight** has also finalised a research study on violent extremism in Wadi Khaled to support BEB's understanding of the socio-economic dynamics, issues and challenges related to violent extremism and former fighters, and the nature of smuggling, to inform future programming. Furthermore, Torchlight is providing a counter-terrorism Police advisor to LAF DMI on behalf of BEB, working in close collaboration with the LAF and the military judiciary.

> Project Director **Matilda Ohlin Knutsson** designed and led a series of community-perception surveys in Lebanon between 2014-16. Conducted along the Syrian border, the surveys used innovative app-based research methodology, the results of which informed training to the Lebanese Armed Forces (LAF) on how to conduct conflict sensitive community engagement. In addition, a similar methodology was used and played a pivotal role in a research project she delivered for UNDP and DFID in Lebanon to understand drivers of social cohesion and resilience in communities with a high influx of Syrian refugees.

Torchlight's consortium partner, **Magenta**, are developing the first national social and behavioural change communications strategy to prevent violence against women and children, child marriage and child labour in Lebanon across three cohorts of the population (*Lebanese, Syrian and Palestinian*). Based on the strategy, Magenta is developing activity packages to be implemented over seven years; this includes a positive parenting toolbox comprised of audio-visual materials, games, print materials to equip frontline workers with the tools to better deliver positive caregiving curriculum, and a TV drama aimed at supporting the development of a *conducive environment for change* in social norms. In addition, Magenta is developing a training curriculum and conducting Training of Trainers to help frontline workers gain a better understanding of the new strategy and tools.

Meanwhile, our third partner **Albany**, has just completed an 18-month project on behalf of the Authority (CSSF) which seeks to strengthen the UN-sponsored peace process through the Office of the Special Envoy of the Secretary General for Yemen (OSESGY) by *addressing the deepening sectarian and tribal divides* at the local level and supporting Yemeni civil society and peace actors through strategic communications campaigns. Specifically, this involved three lines of activity across each of the three target governorates, namely i) local-level peace dialogues in targeted localities to identify potential resources for peace in diverse communities; ii) development, production, and dissemination of strategic communication campaigns based on the outcomes of the community dialogues; and iii) capacity building for selected CSOs and partners that can act as conduits to leverage stabilisation and reconciliation at the local level. Other ongoing and recent examples of our consortium's work include:

Project	Jurisdiction	Client	Contract Value
Strategic Communications in Support of Peace	Yemen	HMG (CSSF)	GBP 1.7m (ongoing)
Support for Strategic Communications in the National Unity Government of Afghanistan	Afghanistan	US State Department	USD 2m (ongoing)
Reimagining Reading: Promoting a Culture of Books and Literacy for Afghan Children	Afghanistan	USAID	USD 33k (ongoing)
JONAP Communications Strategy in support of SCR 1325	Jordan	UN Women	USD 50k (2018)
Digital Campaign to Counter Violent Extremism in North Eastern Nigeria and Evaluation of Effects	Nigeria	OTI Nigeria	USD 333k (2018)
StratComms Courses to CT & CVE in Nigeria	Nigeria	ONSA	EUR 1.4m (2014-15)

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Torchlight

1. Introduction. Since the war in Syria broke out in March 2011, over 1.5 million refugees are estimated to have settled in Lebanon, putting immense pressure on an already fragile social contract and economy. The problem has been exacerbated by a history of strained relationships between Lebanese nationals and both Palestinian and Syrian refugees. Even though some resettlement and return to Syria has now begun, the strains on social services, livelihoods and the wider economy remain palpable, and varying levels of tensions between host communities and refugees continue to pose a potential threat to social stability across the country. **Our Approach** is underpinned by four

> **Strong contextual and sector knowledge.** **Torchlight** has the existing platform, subject matter expertise and a deep familiarity with the operating environment across Lebanon, including in refugee camps and with host communities, as well as strong connectivity with relevant stakeholders in the BEB, the MoSA, municipal leaders, CSOs and SSAs, allowing us to *hit the ground running*.

fundamental pillars which will enable us to effectively deliver the programme: *i) Local and Expert Team; ii) Iterative and Ongoing Target Audience Analysis (TAA); iii) Precision Audience Identification;* and *iv) a Core Focus on Coordination.*

i) Local and Expert Team: The best solutions are locally driven. Using international best practice and building capacity and capability of local experts, our objective is to deliver a sustainable solution that will endure beyond project completion. Our Expert local team, supported by international SMEs, delivering results rooted in the realities on the ground; 70% of the total delivery days has been allocated to our local team.

ii) Iterative and Ongoing TA Analysis: Our *problem-driven* and adaptable methodology will be iteratively developed, informed by our ongoing robust research, M&E, lessons learned and TAA - overseen by our Strategic Advisory Board. We will measure the underlying characteristics of individuals within groups that contribute to group vulnerability to violent rhetoric. This may include psychological traits and what different groups perceive as socially normalised behaviour. TAA conclusions may ultimately dictate not only high-level decisions such as who is engaged and with what major themes, but also potentially nuanced aspects of communications such as colour pallets and even word choice. Our technical objective is to leverage *proven science-derived communication practices* to have maximum effect on our programmatic outcomes. None of the components of the project are isolated or static but build upon one another organically. In this way, the programme is 'alive', allowing us to continuously adapt our methodology to successfully connect with the TA, achieving greater, more sustainable impact.

iii) Precision Audience Identification: *Focusing resources on priority audiences genuinely in need of intervention.* To ensure effective identification from the start, we will work in close collaboration with BEB, and other relevant social stability actors such as UNDP and MoSA, using a selection framework to identify the geographical locations where the majority of our TA can be found. A *collaborative selection workshop* will identify three research and pilot locations to work in during the 3-month inception phase. Based on previous experience in Lebanon, early multi-stakeholder buy-in, both at the national and local level with the relevant government, municipal, religious and CSO stakeholders, will be critical for project success and sustainability. Utilising available data, we will narrow down the identified municipalities at risk of tensions erupting into violence using a framework based on the following criteria: *a) number of refugees vs Lebanese; b) number of reported incidents of violence related to inter-community tensions or extremism; c) number of different confessional groups living in close proximity and; d) number of vulnerable Lebanese.* Within each selected community, we will work with the relevant age, socio-economic and confessional groups, and strive to have a gender balance. At the conclusion of the inception, we will review the outcomes and re-assess whether to continue to work in selected municipalities. *We have set aside budget to expand up to six locations,* depending on the scale of interventions required, location dynamics and underlying drivers of tension.

iv) Core Focus on Coordination: *Increasing impact through collaboration, prioritisation and deconfliction.* We will put coordination with the Lebanese social stability efforts at the heart of our delivery to ensure Value for Money for BEB and foster enhanced communication of the positive impact collective efforts are having on the ground.

2. Supporting Audiences Vulnerable to Divisive Narratives. This programme has been designed based on available research, TAA provided by HMG, and previous experience working in Lebanon. We have developed the following top-line portraits of vulnerable TAs, which will be significantly enhanced and indeed may completely change once our own TAA research is complete.

Primary TA - Vulnerable Lebanese Host Community Members: Primarily male (also female), aged 16-30, these individuals live in close proximity to refugee communities, particularly areas where violence has been recorded between refugee and host communities, and where Lebanese communities are vulnerable: Northern Lebanon, Beqaa Valley, Beirut, Zahle, Saida and Mount Lebanon. They are more likely to be Christian, Druze or Shia (note this does not exclude Sunni). They identify as experiencing high levels of stress, believe violence is sometimes necessary, and have an exaggerated sense of their own ability to influence events. They believe the presence of refugees endangers them, have negative associations with the Syrian occupation of Lebanon, believe there is pressure on services and jobs, and have likely witnessed armed violence.

Secondary TA - Vulnerable Syrian Refugees: More insight is needed on this audience. Men and women who live in areas where violence has been recorded between refugee and host communities, and where Lebanese communities are vulnerable. They perceive themselves as being isolated, dispossessed and mistreated by host Lebanese communities, with this shaping their relationships and group identity. They believe violence is sometimes necessary and are more vulnerable to negative relations with host communities than Palestinian refugees due to host communities' heightened levels of hostility towards them, and the shadow of the Syrian occupation of Lebanon.

Torchlight

Tertiary TA - Vulnerable Palestinian Refugees: More insight is needed on this audience. This audience is concerned about the influx of Syrian refugees[1] and how this will place further pressure on resources and services. They are less likely to come into conflict with host communities due to their largely remaining in the 12 refugee camps in Lebanon.

3. Our Methodology: Changing Perceptions and Building Positive Collective Beliefs. We will focus on preventing further decline in relations between beneficiaries and outbreaks of violence. *It is perceptions we seek to change*, because the TAs hold inaccurate perceptions of the levels of conflict between host and refugee communities and this is shaping their behaviours and risks becoming a self-fulfilling prophecy. We will seek to tackle negative heuristics by *increasing meaningful social interactions*, *reducing social distance*, *forging social bonds*, and *diminishing or challenging negative perceptions*. The audience is currently passive in their behaviours (or if active, it is to avoid TA/refugees, or vice versa), which enables negative heuristics to shape perceptions; we must decrease the passive consumption and adoption of negative stereotypes and misconceptions and move the TA to active adoption of positive perceptions which are then internalised through confirmatory actions. We will consolidate this by *building collective belief* amongst peers that relations are not violent and more positive than is currently perceived. 3 workstreams will work in parallel to achieve the overarching objective of *reducing tensions*, *preventing outbreaks of violence*, and *building social cohesion* between host communities and refugee populations. <u>Workstream 1: Fostering Collaborative Community Stabilisation Efforts.</u> There is a vast amount of social stabilisation activity currently undertaken in Lebanon, in particular under multi-donor funds such as the Lebanon Crisis Response Plan (LCRP) and the Lebanon Host Communities Support Project (LHSP). When strategic communications efforts are put in place around stabilisation programming there is an increase in uptake of positive messages which leads to more effective delivery of stabilisation efforts, and lowered levels of perceived tensions between host and refugee communities due to increased understanding of the levels of support and assistance being provided.[2] But many existing programmes do not incorporate the benefits of strategic communications to help them deliver their programme objectives, to increase awareness amongst, and uptake of their assistance from beneficiaries, and as a result they are not collectively, or collaboratively, achieving maximum effect from their programmes or establishing a *national unifying narrative*. We propose two lines of activity for this workstream: *Stabilisation Communications Coordination Forums*, and *Community Dialogue Forums*.

Stabilisation Communications Coordination Forums (SCCF): We propose to bring together the many LCRP and LHSP implementing partners, as well as SSAs, municipalities, CSOs and grassroot organisations working with our TA to form *six location-specific forums* which will meet once a quarter *to discuss community tensions and community needs* in order to *identify the resulting communications priorities and solutions* for our beneficiaries and those who influence them. This will not only foster collaborative communications efforts but also drive an increase in the volume of communications outputs and improve the quality of their communications efforts as our Lebanese team of experts in PR, branding, stakeholder engagement, film-making, content production and social media, will provide bespoke communications support for members of the forum. Advice will range from how to deliver communications objectives (offline/online/media), to content creation (infographics/video editing/op-eds) and crisis management. This will also help to drive membership of the forums. The **outcome** is members better equipped to reach the right audiences, with the right messages, using the right platforms, pulling in the same direction to reduce conflict between efforts, and crucially force-multiplying to increase the volume of *positive narratives and content around host-refugee relations* and the levels of assistance available, and therefore *ultimately help reduce tensions*. This effort enables BEB to benefit from a significant increase in actors delivering more effective strategic communications towards beneficiaries, without self-funding.

Community Dialogue Forums: To reduce inter-community tension we need to increase the dissemination of narratives supportive of stabilisation programming and positive community relations between host and refugee communities by trusted community influencers. We will increase the number of community representatives and influencers who are supportive of assistance programmes being delivered, of improved relations between host and refugee communities and of tackling false perceptions around violence and conflict. Influencers will include: tribal leaders, media commentators, local religious leaders, elders, and local government leaders. These forums will also provide an opportunity for members of the SCCFs to undertake stakeholder engagement activities with influential individuals and for these influencers to feel listened to, and engaged with. An added benefit of these forums is that they provide a listening mechanism, for us to collect insights that will contribute to our research and M&E components and also shape the programme by helping determine our communications priorities and activities. The **outcome** of this activity is influencers of our TAs are better informed about activities that contribute to positive changes in perceptions and are more likely to act as advocates for all members' efforts in face-to-face engagements with TAs.

<u>Workstream 2: Capacity Building of Stabilisation and Community Stakeholders.</u> At the local level in Lebanon, stakeholders often have little strategic communications capability, often leading to *ad hoc*, uncoordinated and ineffective efforts. Local stakeholders become more credible with the TA and are better equipped to deliver effective dialogue, stabilisation, and peace-building efforts once they are able to move to from poorly planned and delivered broadcasting to their audiences, to strategic, targeted and meaningful engagement through strategic communications. We will therefore build the strategic communications capability of local and national stakeholders. Given the extensive political capture of the media in Lebanon, and the frequent deployment of refugees as political footballs, we also intend to engage with the media to help improve the media environment, as well as the ability of stakeholders to operate effectively in it. To do this we will deploy Albany's tested and proven ADDSE model: **Assess, Develop, Deliver, Sustain** and **Evaluate.**

Assess: Once our target locations have been selected using the selection framework, we will conduct a *Stakeholder Mapping Exercise* to inform who our key beneficiaries will be for the capacity building activities as the beneficiaries may differ /align with

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[1] Torchlight Group research with Palestinian Refugees in Lebanon in 2018
[2] Aktis Strategy LHSP Impact Evaluation Report (2016) published by UNDP

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the TAs and beneficiaries from the other workstreams. We anticipate working with youth groups, CSOs, local authorities, national agencies/government, and media. We recognise the importance of working with a diverse group of stakeholders and will include representatives from a range of socio-economic groups covering women, youth, religious leaders, local government and community influencers. A diverse stakeholder recipient group for capacity building alongside our other workstreams will provide the best potential for

> **Added Value for BEB:** Albany's '**Make it Theirs**' approach has been *tested and proven* in fragile environments including Sudan, Somalia and Yemen. 'Make it Theirs' ensures locals are invested in the process, enabling ownership of outcomes.

achieving behavioural change by increasing investment from the largest possible segment of the population. We will deliver a *Narrative Landscape Assessment* to identify narratives being deployed around our TAs and their relationships.

Develop: Guided by the Theory of Change and Results Framework, our experts and Lebanese training team will engage key stakeholders in the project locations and conduct *Training Needs Analysis* culminating in a facilitative *Outcome-Driven Strategy Workshop*, in which bespoke *Capacity Building Plans* will be co-created and endorsed with each beneficiary group. Thereafter, our training team will develop curricula and materials for beneficiaries based upon Albany's CIPR-accredited modules, including: *Campaigning & Communications, Media Education & Engagement, Media & Information Literacy, and Crisis Handling.*

Deliver: Targeted stakeholders (including key beneficiaries) will be invited to attend:
▶ Strategic Communications Training Workshops where campaign plans, resourcing and definitive actions will be formulated.
▶ Media Discussion Forums to develop understanding of media impacts and co-develop solutions for balanced reporting;
▶ Media Literacy Forums to gauge media literacy and advise on delivering media literacy in school curricula and the community.

Sustain: To ensure the sustainability we will continue to support, guide and nurture key beneficiaries by: a) facilitating *Campaign Milestone Workshops* to regularly evaluate and guide ongoing campaigns; b) holding *mentoring sessions* with identified campaign 'specialists' within the key beneficiaries (digital, planning, event management, videography etc) to hone campaign conduct and tactics and ensure maximum effectiveness; c) *training of trainers* with identified persons to cascade expertise and ensure sustainability of newly-gained capabilities; and d) providing *Tactical Media Engagement Support* to share expertise in gaining media coverage and shifting lines of reporting.

Evaluate: We will continuously monitor and evaluate our approach through iterative feedback loops. Our Strategic Advisory Board will provide objective advice on how to adapt the capacity building activities to enhance effectiveness.

Workstream 3: Meaningful Dialogue to End Divisive Perceptions. The existing research sets a clear requirement, to increase meaningful interaction between host and refugee communities and create new norms of engagement in order to reduce tensions, distance TAs from perceptions which activate violence, and create new positive perceptions and relations. We propose two lines of activity for this workstream: *New Normative Social Narratives* and *Creating Social Proximity and Coexistence*.

New Normative Social Narratives: We will promote peaceful coexistence by giving national visibility to successful local stabilisation initiatives using cohesive and consistent narrative to highlight similarities in culture, situations amongst the different segments of our TA. *We will co-develop a TA-led six-part Web Series utilising a reality-TV format complemented by social media interventions.* The web-series will be *supported by social media interventions* to provide an opportunity for further *measurable* engagement. We will undertake a two-day *creative workshop* with the TA and Magenta's creative team to develop the initial treatment for the web series, and a production schedule and plan to enable the TA to take ownership of filming in their communities. In parallel to the web series, participants will also film behind the scenes to provide additional content for social media. Initially, only one episode will be produced entirely in order to allow for testing with the TA. Throughout the series, an entertained audience will be pushed to consider and discuss what they are seeing through a number of tactical engagement tools. To *extend the reach of the activity*, on-the-ground outreach efforts such as community screenings and discussions with the TA-member film crew will take place. Discussion guides will be created to support *critical thinking* and *debate* and to act as a resource for screenings and to extend the web series into an educational resource. We will also create a centralised social media platform around the web series to enable effective distribution and use existing relations to drive offline engagement.

Creating Social Proximity and Coexistence: To enable us to reach a wider and more vulnerable audience, Torchlight also proposes to deliver activity that engenders social mediation through increasing meaningful interaction located in *narrative frameworks native to the TA and not publicly stabilisation focused*. Our research will include specific questions to allow us to identify the most appropriate communications activity which will be defined in collaboration with the Authority, but we envision:
▶ Shared Cultural Touchpoints: Bringing TAs together not as refugees and hosts, but as individuals with shared interests. This will include a calendar of community events for those who are disabled, those interested in coding, or Dabke.
▶ Positive Portrayals in National Discussion: Broadcast media is important due to its high consumption by TAs. We will approach major TV dramas and seek to secure storylines that include close friendships between refugee and host community characters.

> **Activity partners: Kazamedia**, a multimedia production house focused on peer-to-peer behavioural change projects, including the USAID-funded *Kamashtak* campaign to promote Lebanese citizens' roles in respecting the law, reducing sectarian incitement and reporting violations; **The Department,** an independent creative set-up, with 18 years' experience in brand-building, on-the-ground activations, online platforms and product development; and **Hiba Hosn,** focusing on social cohesion and CE comms at the local level. This provides an *agile plug-and-play pool of experts* to ensure effective delivery of research driven interventions.

List of Torchlight's team members does attract attention. We will later show you some more names of the company's staff engaged in the operation aimed at establishing control over Lebanon's intelligence agencies. While now you can see those, who take part in StratComm:

Torchlight

Our **hyper-local**, **research-driven**, **iterative** and **sustainable** solution will be delivered by a diverse project team with **Augustus (Gus) Lersten** and **Ghinwa Basbous** at its heart. Our team has been hand selected to ensure we have both local and international experts and organisations that cover the spectrum of Strategic Communications, Behavioural Change, Social Stability and coordination to ensure a holistic and integrated approach whilst ensuring value for money. Our implementation team is underpinned by experts and academics in PEA, CVE, Research, TAA and M&E - ensuring a robust and evolving delivery, that maintains abreast of 'ground truth' whilst fully flexible and capable of adapting and responding to international best practice as it develops.

The Consortium. As referenced in 1.2.1, our Consortium has been carefully built to ensure our delivery is holistic, with strengths across the spectrum of stabilisation and development. Torchlight, with a proven track record of delivering for HMG in FCAS working alongside Albany Associates, cutting edge developers of communications solutions in challenging environments, and Magenta, a leading provider of behavioural insights for scalable and sustainable change, will come together to form the foundations of each workstream (figure 1). These delivery strands will integrate across activities to ensure lines of communication and adaptation that are both horizontal and vertical, with our team lead and project manager forming the key Points of contact (PoC) both internally for the delivery team and externally to BEB. We have carefully selected our consortia based upon complimentary skills and track record, and we believe our combined expertise will provide the Authority with the best possible team to deliver an adaptable project and sustainable impact.

Figure 1: each work stream has a clear owner within the consortium. This allows us to easily manage quality and provides the Authority with a unified team under one single operating manager.
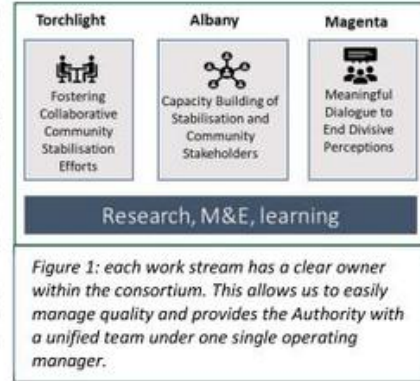
Single points of contact for efficient project communications: based on lessons learned from working in consortia, we have appointed a single Team Leader, Project Manager and Project Coordinator and Administrator, all based in Beirut, who will be overseeing the quality and delivery all activities and outputs, rather than having multiple project managers from each organisation. This means that our core management team has a full grasp of delivery, risks, mitigations, financial management, M&E plan, and stakeholder engagement and can provide BEB with updates as and when required without any delays. Each of our local workstream leads will be submitting activity tracking reports on a weekly basis, demonstrating what activity has taken place, any delivery challenges they've met, how they tackled them (solved) or whether further support is required (escalate), any project successes or demonstrable results and any operational risks. By having these continued reports in place, we can swiftly respond to any ad-hoc information requirements from BEB or the Authority and keep our finger on the pulse to quickly report any changes to our project plan.

Our team will be overseen by a **Strategic Advisory Board** attended by Alicia Kerns, Sarah-Jean Cunningham and Simon Haselock, which draws on the sector experience and expertise of some of the **leading authorities in strategic communications and media, social stability and resilience,** further ensuring our project delivery is rooted in current best practice, both international and national contextual understanding, and strong governance. Our solution is underpinned by Torchlight's successful track record of providing a range of support to HMG on sensitive capacity building projects in Lebanon and across the region, and presents a fully compliant, resilient, flexible and *added value* programmatic response to this requirement. Torchlight's Governance structure enables our teams to work at reach, safely and ethically.

> Our methodology and approach will be underpinned by regular PEA led by Imad Salamay, a Political Science professor at LAU with extensive experience working with international organisations to provide insights and recommendations for project adaptation based on shifts in the context and changing conflict drivers.

Local Partners. We are working with a group of local communications partners, including **The Department** and **Kazamedia** to mention a few. **Kazamedia** for example is a small multimedia production house with a proven track record of delivering a wide variety of behavioural change and communications projects on behalf of the Lebanese and US governments, as well as the UN, across Lebanon, Syria and Turkey. Further emphasising our locally driven approach, we are partnering with **REACH**, a leading Lebanese research firm to support data collection efforts in each of the target locations.

Gender Balanced Delivery. We recognise the best solutions are locally driven and are both conflict and gender sensitive to ensure long-lasting, impactful projects that benefit the entirety of society; equally beneficial and responsive to men, women, boys and girls. Our team is gender balanced with 50% of the implementation team being female and 75% having experience of working in female empowerment and youth engagement.

Our blended delivery team is **comprehensive** and **diverse** in skillset and comprises experts from across our consortium. Covering three workstreams, each strand is led by an In-country Lead and supported by an International Senior Expert Advisor and Subject Matter Experts (SMEs) as required, to ensure a detailed and integrated approach rooted in the Lebanese context but influenced by international best practice. The structure of our teams can be viewed in the organogram below, with brief profiles on some of our key project staff below and full CVs in **Annex A.**

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Team Lead. Gus Lersten. Gus speaks fluent Arabic and was recently (2017-18) embedded within the Free Syrian Army media office, where he was responsible for managing a dispersed team of Syrian communications professionals to successfully deliver a communications project which included elements of CVE (Counter-Daesh) work and the promotion of civil society.

▶ Gus will be the overall Team Lead responsible for ensuring our strategy, methodology and approach flows through each workstrand, operating both internally and externally, and ensuring our delivery is integrated into the wider stabilisation efforts across Lebanon and in line with wider HMG objectives.

Local Project Manager. Ghinwa Basbous. Ghinwa is a Project Manager with extensive experience in managing both large scale and regional programmes for CSSF, the Dutch, and the National Democratic Institute. Through her career she has built strong relationships across the political spectrum and has a thorough understanding of how to navigate and manage complex projects with multiple stakeholders.

▶ Ghinwa will manage the project plan, budget, risk, and cross project communications, working as a one team together with Gus and Project Coordinator Marwa Ghazi. Ghinwa will be the PoC for BEB.

M&E Lead. Alexandra Dominguez. Alexandra has extensive research, monitoring and evaluation experience and speaks fluent Arabic. She also has a project management background and will be leading our research and M&E efforts building on several years of experience in Lebanon and the Middle East.

▶ Alexandra will lead on the design and independent assurance of the M&E strategy and will be supported by our Analyst Dayanna based in Beirut.

Lead Work Stream 1 (Fostering Collaborative Community Dialogue). Khadije Nasser. Khadije is a Lebanese-Palestinian (and Danish) national, who previously served as Senior Regional P/CVE Programme Manager for the Danish-funded Strong Cities Network, where she was responsible for developing municipal-level governance capacity to prevent radicalisation to violent extremism in Lebanon, Jordan and Tunisia.

▶ Khadije will lead on the delivery of our SSCG and community engagement forums and will also act as cultural and gender sensitivity advisor across all workstreams, and expert on Palestinian communities in Lebanon.

Lead Work Stream 2 (Capacity Building of Community Stakeholders). Daoud Ibrahim. Daoud is highly experienced in journalism, teaching and training which has led him to work with communities, civil society, local government and independent groups. He has used his skills to promote community cohesion and improve public perceptions of communities and community members.

▶ Daoud will lead and oversee the training team that will work with beneficiaries and stakeholders to build their capacity using the ADSSE methodology.

Lead Work Stream 3 (Meaningful Dialogue to End Divisive Perceptions). Clemence Quint. Clemence is a senior expert in Social and Behavioural Change Communications with over 7 years' experience designing and executing SBCC strategies for a wide range of aid, development and political entities in Afghanistan, the Middle East and North Africa.

▶ Clemence will in close collaboration with Iyad to design and develop original content together with our TA. Clemence will also support our Social Media Analysis.

Creative Director. Iyad Zahlan. Iyad is a founder and the managing partner of TheDepartment, an independent creative agency with offices in Beirut and Accra, catering for the MEA market. He's a marketing consultant and specialist for the Talaco group in Dubai and Lebanon, O group in Ghana, and Nextstep nutrition in the USA.

▶ Iyad will be the driving force behind our web-series and social media campaign. He will work in our target locations together with the TA to create the content and support our team's wider understanding of how to disseminate positive social stability narratives.

The **Short-Term Technical Assistance (STTA) Pool** including Socio-Political Research Analyst (Dayana El Baba), TAA Expert (John-Paul Gravelines), CVE Expert (Henry Severs), In-Country PEA Expert (Imad Salamey) and a team of trainers led by Daoud Ibrahim, one of whom currently delivers training on Mobile Journalism to Syrian and Palestinian refugees across Lebanon and Lebanese citizens.

What do you think of the team leader codenamed Gus - a military instructor who worked in Syria (no surprise here) under cover of TGSN?

Augustus Lersten

ROLE: *TEAM LEADER*

KEYWORDS: *Complex project management; Strategic Communications; Syria*

Torchlight

SUMMARY

Augustus (Gus) is an experienced Project Manager, Strategic Communications ('StratComms') Advisor and Team Leader, with a proven track-record of delivering against UK HMG objectives across the MENA region, including as a Deployable Civilian Expert on behalf of the UK Stabilisation Unit. He speaks fluent Arabic and was recently (2017-18) embedded within the Free Syrian Army media office, where he was responsible for managing a dispersed team of Syrian communications professionals, coordinating across multiple departments, and liaising with key international and HMG stakeholders to successfully deliver a communications project which included elements of CVE (Counter-Daesh) work, and the promotion of civil society. Most recently, Gus has been involved in leading the establishment of a UK-Omani StratComms organisation in Muscat, playing a significant role in the subsequent signing of the HMG-Oman Joint Defence Agreement. Gus has also led on a number of communications projects working alongside local nationals in a training and mentoring capacity, including a crisis communications project in Libya and a Syrian community cohesion project on behalf of HMG, which involved coordinating with local civil society stakeholders, and facilitating a range of International Humanitarian Law serials and workshops across Northern Syria.

Following the completion of a Masters' degree in Islamic Studies, Gus served as a Royal Marine and Arabic Linguist on operations in the Middle East and has worked in Oman and Germany as the StratComms Lead for the UK's Standing Joint Forces Headquarters (SJFHQ). In 2016, Gus was selected to support a UNDP initiative in Tajikistan as an instructor and Dari linguist to help run a 'Train the Trainers' course for the Afghan Border Police. In addition, since 2017, Gus has run a Visual Islamic Cultural Heritage project for the Barakat Trust and has appeared as a speaker on Photography and Media in the Middle East at Asia House.

EXPERIENCE

September 2018 – April 2019	*StratComms Advisor, UK Stabilisation Unit – seconded to the Standing Joint Forces Headquarters (SJFHQ)*

Gus worked as the Lead Strategic Communications Advisor to the SJFHQ, the UK's premier operational headquarters, during Exercise Saif Sareea 3 (October 2018). In addition, in 2019, he worked as the StratComms Team Lead on Exercise Joint Venture in Stuttgart, Germany, working alongside US colleagues in driving the UK's narrative-led approach towards stabilisation operations.

March 2017 – April 2018	*Project Manager & Strategic Communications Advisor – The Global Strategy Network (TGSN)*

Gus managed a team of Syrian communications professionals, coordinated across multiple locations and departments, and liaised with key international and HMG stakeholders to successfully deliver a UK/US-funded communications project which included elements of CVE (Counter-Daesh) work, and the promotion of civil society.

January 2015 – September 2015	*Joint US/UK Special Operations Task Force, CJSOTF-S, Jordan*

Deployed to Jordan as a Military Instructor and Arabic Linguist as part of a multi-national training team; awarded Queen's Commendation (QCVS) for performance on tour. Upon completion, Gus was tasked with briefing the Chief of General Staff Army on aspects of the Syrian Opposition.

SKILLS

- Proven track record of delivering against HMG objectives as a StratComms **Team Leader** and **Advisor**. Senior StratComms Advisor at the UK Stabilisation Unit.

- Experience of successfully implementing HMG StratComms projects in the Middle East (Jordan, Syria, Gulf & Libya), and in **complex political, religious and security contexts.**

- Fluent **Arabic speaker** with proven project management record, **coordinating dispersed teams** and utilising Arabic language in running a variety of media and social media channels **alongside local partners.**

QUALIFICATIONS

- **University of Oxford**
  MA Islamic Studies (2011-12)
- **University of Damascus**
  Arabic Language & Literature (2009-10)
- **University College London**
  BA Ancient History (2007-11)

ADDITIONAL INFORMATION

- **Queen's Commendation** (QCVS) Royal Marines for services on 'OP Shader', 2016

By the way Torchlight registered a special shadow company to conduct these ops:

ACKNOWLEDGEMENT OF REGISTRATION OF FIRM

FORM C
RULE 9 (A)

No.   3373   Year   2018-19

The Registrar of Firms, Lahore hereby acknowledges the receipt of the statement prescribed by section 58(1) of the Partnership Act, 1932. The Statement has been filed and the name of the firm_____ M/S LUMINAERO   H. NO. 694, ST NO.43, BLOCK B, ASKARI-11, LAHORE.

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has been entered in the Register of Firms.

Note: The firm may, if it desires or feels necessary to indicate after its name that it is a registered concern, it should add the following wording or vernacular translation thereof "Registered under the partnership Act, 1932."

Lahore:
Dated: 19/03/2019

                               (MUHAMMAD JAVEED IQBAL QURESHI)

                               Registrar of Firms,
                               Lahore.

Dispatch No. RFLD/ ___4946_____

Date 19 MAR 2019 _____

Torchlight's complete bid on Fostering Social Stability through Strategic Communications

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Can you recall that in its Target Audience Analysis ARK recommended that HMG should focus on the problem of refugees because such initiatives are popular with the local people and may help reinforce principles of active citizenship for young women and men?

Well, here is HMG Statement of Requirements:

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ATTACHEMENT 2: STATEMENT OF REQUIREMENTS

CSSF Lebanon: Palestinians Community Resilience Building

Introduction

Palestinian refugees remain much marginalised, with limited civil and socio-economic rights. Palestinian camps consistently register social and economic indicators below national and regional averages, in terms of household income, basic services and access to economic opportunities. Exacerbating the situation is the governance situation, whereby no single body represents or is able to meet Palestinian refugee needs, resulting in a lack of accountability, participation or security. This contributes to a deteriorating security context, exacerbated by rising extremism in Lebanon and the region. In addition to the negative consequences for the livelihoods of camp inhabitants, there are resulting threats to stability and security in the Palestinian Camps and surrounding Lebanese Communities.

Alongside substantial long-term support via UNRWA, since 2009, the UK has been implementing a youth capacity building programme in all 12 Palestinian camps across Lebanon. Since 2018, the programme has focused on the reintegration of at risk/marginalized youth into their communities through providing them with skills, employment opportunities and alternative coping mechanisms.

The Foreign and Commonwealth Office (FCO) is seeking a supplier to design, deliver, monitor and evaluate a project which supports "coordinated innovative interventions" in support of solutions to improve resilience and stability in the Palestinian camps of Lebanon.
The supplier will have experience of delivering flexible and adaptable approaches in similar contexts that learn and evolve to meet changing needs and circumstances.

Objective

The objective of this contract is to design, deliver, monitor and evaluate a project that aims to foster a coordinated network of individual and community agency through empowering youth groups, developing innovative community solutions to issues of public interest, that engage other existing governance and service delivery stakeholders, and that respond to emerging threats and opportunities essential to tackle sources of insecurity and promote safety within the camps.

The project is expected to achieve improved social stability and enhance resilience in Palestinian communities.

Recipient

The direct beneficiaries of this Programme are the Palestinian Communities residing in the camps (including men, women, girls, boys and people with disabilities). The FCO understands 'Palestinian communities' as the Palestinian camps and gatherings that accommodate Palestinian refugees (PRS and PRL) in Lebanon.

The indirect beneficiaries are Lebanese communities living around the Palestinian camps and the Lebanese State.

And this is the programme prepared by ARK:

Risks go first:

| Reputational | Reputational challenges associated with UK funding | Med | High | Med | ARK | As a political statement, certain groups or factions may refuse to accept UK funding. We have designed the project to ensure that all funding goes directly to benefit communities, while governance actors are consulted on how funding is allocated. Monitoring: Regular community interaction at a variety of levels. By including HMG representatives on the Steering Committee, the project is fully transparent about the source of funding. | Med |

1.2.2 Mobilise Resources   **ARK Group DMCC**

As the incumbents of the previous iterations of this project, implementing HMG-funded programming in all 12 Palestinian refugee camps and 31 gatherings for the past 10 years, ARK has a full delivery team in place, a fully registered office in Lebanon, and will be able to start implementation immediately if re-awarded this contract. Throughout our decade of work in the camps, ARK has managed to build a level of trust and understanding between delivery teams and beneficiaries in the Palestinian communities that remains difficult to replicate and which allows us unmatched access to a range of key stakeholders and communities in the camps. ARK has also already created a popular social media platform, Nastopia, which has 20,000 followers in the camps and was referenced by the Lebanese Palestinian Dialogue Committee (LPDC) as an existing initiative that should receive ongoing support. This existing advocacy/awareness raising channel has wide reach across the Palestinian camps and will be able to leverage audience engagement to support inception activities (such as raising awareness of the CLCs' mandate and the first town hall consultations) and to gain community buy-in for the project.

As incumbents, our delivery team has a detailed understanding of British Embassy Beirut's objectives, priorities and operational processes. This provides an additional level of VfM to CSSF by reducing the number of inputs and resources required to have the programme operate at full capacity. ARK's delivery team, which will be transitioned to a registered NGO within the first 6 months of implementation, is comprised primarily of Palestinian delivery staff based in the Palestinian camps, supported by Lebanese operational support colleagues in the company's registered office in Beirut, and one international colleague (M&E lead). All staff have received project management, gender sensitivity, conflict sensitivity, and physical and IT security training and are prepared to begin work on the project immediately. 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. **As ARK's ultimate goal for the programme is sustainability, the delivery team will be formally incorporated into a registered NGO named "Local Alternatives" within the first six months of implementation with a gradual transfer of responsibility taking place throughout the year. The training and experience the team have received to date fully supports their ability to transition to an independent NGO and their in-depth knowledge of CSSF processes and a deep understanding of camp and wider community dynamics will ensure a smooth transition between the two phases of programming.** As a number of team members were also originally beneficiaries of previous iterations of the project, they have a wealth of experience with 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.

The delivery team led this proposal design, ensuring that interventions are feasible, conflict sensitive, maximise impact, and are cost-effective, providing Value for Money (VfM) to the UK taxpayer. For example, rather than run open calls for proposals for small grants, ARK's delivery team will use the 'hackathon' mechanism to issue limited calls, aimed at addressing specific issues, to vetted partners with the capabilities to fulfil the project's requirements. The choice to use this mechanism is based on previous experience when there was a push for wider calls for small grants proposals - which resulted in the receipt of over 4,000 applications. As the majority of these were non-compliant and focused on individual assistance requests. The large-scale rejection of 98% of applications resulted in increased frustration in the camps, undermining the project by being conflict insensitive and causing costly delays.

Because of existing capacity and staff, ARK will only require a three-week inception period to re-contract staff, agree project deliverables, and define Functional Needs Analysis requirements with HMG. As indicated in the timeline below, by the close of this inception period, ARK will have also delivered a Functional Solutions Design and an inception plan including a baseline conflict/political economy and stakeholder analysis and a programme delivery plan (consisting of an elaborated Theory of Change, a final Results Framework, a conflict sensitivity plan, a gender plan, approach to Duty of Care, risk management approach and framework, CTF plan, and disability/social inclusion approach). ARK will be able to provide these deliverables on a shortened timeline, minimising time and resources spent by relying on previous documentation and data from its existing conflict analysis (March 2019) and gender and conflict sensitivity plans, to identify gaps and areas to update rather than starting from scratch. During this period, ARK will also be able to utilise lists of project ideas and plans submitted throughout the previous projects to inform the Functional Needs Analysis and Functional Solutions Design, therefore shortening the time needed to develop questionnaires and conduct surveying. The project team's existing connections also provide ARK with the ability to quickly and effectively form Community Liaison Committees (CLCs), bringing together credible, influential individuals who guarantee both effective and credible community representation. Experience from previous years working in the camps also provides ARK with the ability to prevent delays resulting from failure to comply with Counterterrorism Financing (CTF) regulations or from inadvertently engaging individuals in the project who would damage credibility.

The below year one implementation plan demonstrates the work that ARK will be able to achieve in the first 11 months of the project comprising the inception and implementation phases. As evidenced by this timeline, ARK will be able to leverage its incumbency and associated strong local connections and existing staff to dedicate significantly more time and resources to implementation in the first year than other companies, therefore increasing the VfM and impact of the project.
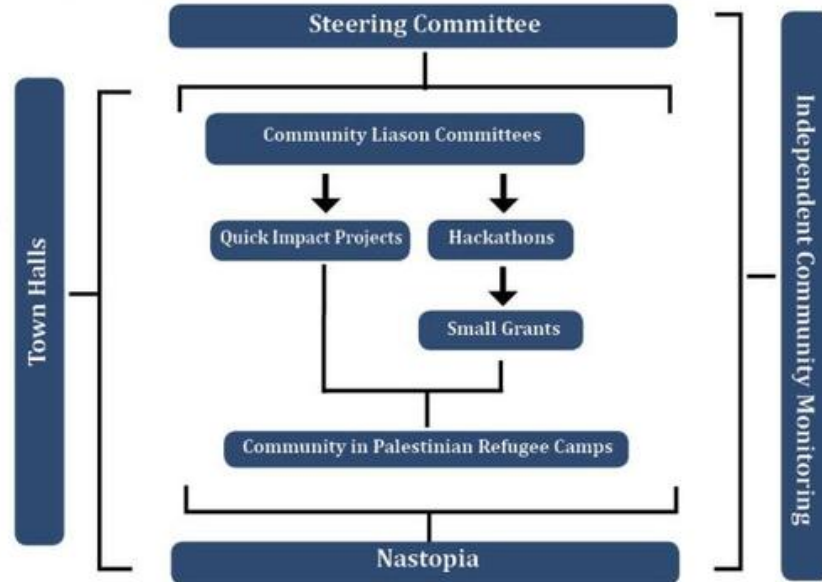
1.2.2 Mobilise Resources   **ARK Group DMCC**

Figure 1: Indicative Year One Implementation Plan

YEAR ONE													
Task		12 Month Timeline											
		1	2	3	4	5	6	7	8	9	10	11	12
INCEPTION													
Mobilise ARK project team		X											
Conduct Gender, Stakeholder, and Conflict Analyses		X											
Identify and mobilise Camp Leadership Committee (CLC) members		X											
Identify and mobilise Steering Committee (SC) members		X											
Recruit and train community monitors		X											
Conduct camp-wide social stability needs assessments (SSNAs) in control and implementation camps		X											
Engage Lebanese and Palestinian mentors		X											
Refine grants system and QIP mechanisms		X											
IMPLEMENTATION													
Capacity building for CLCs on community engagement			X										
Town Hall Meetings held by CLCs on SSNA findings			X										
Final list of priority needs for social stability in the camps defined in collaboration with PDT, CLCs, and SCs			X	X									
Collaboratively design with PDTs a consultation/feedback/accountability (CFA) system for community monitoring of grants and QIPs			X	X									
Engage Palestinian mentors and trainers for Hackathons			X	X									
Conduct Hackathons in each camp					X	X							
PDT to invite NGOs and groups in the camp to apply to implement winning ideas from both Hackathons (PWDs and open call)						X	X						
Grantees selected by ARK and PDT in consultation with CLCs and SC							X						
Implement grants and provide ongoing training on grant management from PDT								X	X	X	X		
Close out grants on rolling basis - all prior to end of FY1									X	X	X	X	
Ongoing community-based monitoring of grants								X	X	X	X	X	
Select QIPs and develop a prioritisation with CLCs					X								
PDT coordinates implementation of QIPs						X	X	X	X	X	X	X	
Community feedback mechanism used to monitor QIPs						X	X	X	X	X	X	X	
Transition delivery team to registered NGO		X	X	X	X	X	X						

PROBLEM OVERVIEW: Palestinians in Lebanon have limited civil, political, and socio-economic rights, with structural barriers and discrimination aggravated by endemic governance and security weaknesses in the camps. Despite these challenges, programming in the camps to date has supported positive progress, with trend analysis from ARK's 2016, 2018, and 2019 conflict analyses demonstrating that perceptions of safety and security have increased in all surveyed camps and informal gatherings since 2016 (in 2019 the fraction of adults reporting exposure to armed violence dropped to 37.0%, from 50.4% a year prior), while the perceived threat of extremism has declined. While this is positive, threats to stability in the camps remain, with consistent concern over factors such as VEO recruitment and drug abuse that endanger individuals and undermine social stability and community cohesion. Overall, unemployment, poverty, and corruption remain the greatest challenges facing Palestinian refugees. Efforts to sustainably improve resilience and security in the camps will only be effective if these factors are addressed and existing sources of resilience and stability are leveraged and augmented.

PROJECT DESIGN: Our design for the Palestinian Resilience Project (PRP) is based on recently-completed conflict analyses across six Palestinian refugee camps[1] and one adjacent gathering, comparable resilience survey data from the camps (2016-2019), extensive consultations with a range of Palestinian community members, including governance actors, community leaders, women, youth, and persons with disabilities (PWD), and empirical evidence from previous programming in the camps. ARK's understanding of resilience is based on lessons learned from ten years of programming in the camps, grounded in on-going work with academic partners[2] in the field of social cohesion and resilience in conflict-affected environments, as well as the UK government's approach to stabilisation[3]. ARK has designed this project around an adaptation of the six building blocks of improving social stability and enhancing community resilience identified by Dr Michael Ungar and the Resilience Research Centre at Dulhousie University: **(1) Build relationships (2) Encourage positive political self-efficacy (3) Improve livelihoods and access to basic needs and services (4) Develop a sense of belonging, responsibility for others (5) Encourage sense of culture and historical roots (6) Promote social justice (and address the historic injustice of Palestinian displacement).**[4] Their role in each project activity is highlighted below:

THEORY OF CHANGE: If ARK and Palestinian partners support and provide capacity building for local, inclusive and participatory mechanisms of governance in Palestinian camps and gatherings in Lebanon, as well as provide opportunities to forge pro-social, intra-community relationships within the camps and with the Palestinian diaspora; **and** provide relevant, multi-level means of monitoring the transparency, efficacy and effectiveness of the governance mechanisms in meeting local needs through project activity, **and** the small grants activities meet community needs and provide targeted livelihoods opportunities; **then** the day-to-day functioning of life in the camps will be improved, **because** the constituent components of social stability (as defined by ARK) are more regularly met and fulfilled; **which in turn,** results in the development of more resilient communities, **because** they have access to the mechanisms and solutions that tackle sources of insecurity, respond to issues of public interest, and promote each of the above building blocks.

Selected Year One Locations: Nahr al-Bared Camp, Baddawi Camp, Burj al-Barajneh Camp, Ayn al-Hilweh Camp, Shatila Camp, and Maashouq Gathering

Selection Criteria: Geography, Size (two large, two medium, and two small camps); Comparatively uncontested governance; Limited Hezbollah influence; Links to Lebanese priorities

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1 ARK conduct conflict analyses six Palestinian camps and one gathering in 2016, 2018, and 2019. Surveys were designed based on conflict analysis frameworks for research developed by HMG, CDA Collaborative and the World Bank and previous research by ARK, including original public opinion and focus group data collected by ARK in 2016, 2018 and 2019.
2 London School of Economics, Georgetown University, St Andrews University, Deakin University, Monash University, Mershon Center at the Ohio State University, Penn State University, Georgia State, RUSI, Oxford University Centre for Intractable Conflict and ICSR at King's College, London.
3 "The UK Government's Approach to Stabilisation: A guide for policy makers and practitioners," March 2019, https://www.gov.uk/government/publications/the-uk-governments-approach-to-stabilisation-a-guide-for-policy-makers-and-practitioners
4 Dr. Michael Ungar, "What Works: A Manual for Designing Programs that Build Resilience," n.d., http://resilienceresearch.org/whatworks

1

PRP will be implemented in two phases, beginning in Year One in five camps and one gathering and expanding to six other camps and gatherings in the second year based on lessons learned. At first focusing resources on only six locations will maximise impact and enable ARK's team and the British Embassy Beirut to assess the challenges associated with engaging governance stakeholders (including Popular Committees) and to tailor project implementation to support the Lebanese government's strategy for the camps. Focusing on specific camps will position them as examples of positive, responsive governance, resilience and social stability that could be leveraged to undermine existing or potential negative (e.g. Hezbollah) influences in other camps. Implementation in these camps can also be used to inform future strategy with respect to assessing the potential to build credible representative, and responsive governance structures.

Steering Committee (SC): A Steering Committee will provide overall project direction, providing a balanced and transparent governance function. ARK will form this during inception and proposes it includes representatives from the Lebanese Palestinian Dialogue Committee (LPDC), the HMG project lead, and ARK's Project Manager. The SC will meet quarterly, providing strategic oversight to the project, including direction on small grants selection criteria, and aligning project objectives with national-level plans for the Palestinian camps. The SC will also help ensure efforts to encourage social stability and resilience are communicated and inculcated at the national level.

Functional Needs Assessment (FNA): During the inception phase, ARK's team will design a Functional Needs Assessment (FNA) that identifies risks and protective factors associated with the six building blocks of social stability and resilience listed above. Risk factors will be measured using ARK's Vulnerability and Resilience Scale,[5] which has already been used for direct beneficiaries of ARK programming and will be expanded into a community-level monitoring tool. The FNA will be conducted in all camps to establish a baseline, with camps not involved in Year 1 programming providing a control group. Risk and protective factors identified by the FNA will be used to inform the selection of Quick Impact Projects (see below), and findings will also be used to select hackathon topics that will maximise the impact of small grants on social stability and resilience (see below).

Community Leadership Committees (CLCs): ARK will work with key stakeholders to create Community Leadership Committees in each camp. These committees will build relationships both between governance actors and between these actors and local communities. The CLCs will build on ARK's experience under PALCAP in creating small steering committees to monitor small grant implementation, expanding committees camp-wide. In implementing this project, ARK will integrate lessons learned from PALCAP to ensure CLCs are a credible, sustainable mechanism for key stakeholders to more effectively address issues of dignity, safety and security in the Camps. CLC members will be identified through a stakeholder analysis completed during inception but are expected to include a cross-section of representatives from UNRWA, the

> *PALCAP (Sept. 2013 – Mar. 2015) included over 100 community consultations and joint meetings resulting in the identification of 59 service-related, community-led QIPs in all 12 camps. Each project was overseen by a unique steering committee comprised of relevant stakeholders, including PC members.*

Popular Committees (PCs) (including from both PCs in camps having rival PLO-affiliated and Tahaluf-affiliated PCs), key NGOs/INGOs in the camps, women's organisations, youth activists, representatives from Lebanese host/neighbouring municipalities, and organisations working with PWD. Each CLC will have a maximum of nine members (with a quota of women) and will have three main responsibilities:

1. Identify quick impact projects (QIPs) based on FNA findings and community consultations;
2. Assume responsibility for maintenance of QIPs; and/or monitoring implementing actors
3. Hold monthly town halls to engage community members on stability needs and solicit feedback on QIPs.

> *ARK's conflict analyses find that corruption among governance actors, particularly political factions, is a main grievance among Palestinians (over 90%).* Countering these perceptions through modeling inclusive, responsive governance is necessary for governing factions and bodies to function as legitimate and effective political representation for the refugees, seen as capable of delivering positive economic outcomes and services.

The project field officer for each camp will be designated as the CLC coordinator, providing a secretariat function, organising CLC meetings and town halls, and ensuring its work aligns with project objectives. ARK's proposed project delivery team was part of this initiative and has demonstrably strong relationships with all key stakeholders in the camps. They are therefore able to act as effective liaisons between CLCs and local communities, motivating them to work together for community good, and anticipate and manage challenges. To further support the CLCs in building public trust, ARK's team will also provide capacity building workshops for CLC members in the areas of gender, conflict sensitivity, public service management, and civic dialogue for peace-building. **Resilience factors addressed: 1) Build relationships (2) Encourage positive political self-efficacy (3) Improve livelihoods and access to basic needs and services (4) Develop a sense of belonging, responsibility for others**

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[5] ARK's Vulnerability and Resilience Scale is the output of six years of qualitative and quantitative research in the camps, from which the research team was able to identify components that could reliably measure socio-ecological aspects of vulnerability and resilience specific to social stability in the Palestinian refugee camps in Lebanon. From this, ARK constructed a multi-dimensional measure of vulnerability or risk, with dimensions including (1) the Emotional Affect of 'Everyday' Politics, (2) Social Cohesion and Social Trust, (3) Attitudes on the Acceptable Use of Violence, (4) Positive Personal Self-Efficacy and (5) Positive Political Self-Efficacy. **Based on this scale, the 341 direct beneficiaries under PYP II showed on average a 5% decrease in vulnerability.**

2

Town Hall Meetings: To publicise the results of the FNA, ARK liaisons will organise an initial Town Hall meeting in each camp for the CLCs to engage community members on key issues identified. The CLCs will use community feedback from meetings to develop a prioritised list of quick impact projects (QIPs) to be implemented in the first year of the project. ARK's liaison officers will then organise monthly Town Hall meetings to foster collaborative relationships between the CLCs as governance stakeholders and community members. These meetings will be a primary mechanism for entrenching CLCs as a sustainable model of responsive and accountable governance. ARK trialled Town Halls under PALCAP and found them to be effective mechanisms for identifying and prioritising community needs, increasing community participation in and influence over camp management, and enhancing transparency and accountability. ARK's team will use lessons learned from this experience to ensure Town Halls are conflict sensitive and productive, such as communicating that attending meetings will not lead to individual assistance and that interventions are focused at the community level. **Resilience factors addressed: (1) Build relationships (2) Encourage positive political self-efficacy (4) Develop a sense of belonging, responsibility for others (6) Promote social justice**.

Quick Impact Projects: Quick Impact Projects (QIPs) are a flexible mechanism to meet evolving needs and to counter threats to social stability in the camps, create or improve livelihoods opportunities, and provide better access to services. When possible, all materials for QIPs will be procured locally and projects will be designed to provide a cash-for-work opportunity for at-risk youth in the camps. Under past programming, procuring materials from camps and prioritising income-generating opportunities under QIPs have supported perceptions of fairness. Involving CLCs in selecting QIPs will provide them with experience in collaboratively responding to key community needs, contributing to building a model of responsible, accountable, and legitimate governance. The Steering Committee will approve QIPs, ensuring that they are conflict sensitive and that the maximum number of community members will benefit (including women, youth and PWD). Initially, the ARK team will be responsible for tendering and overseeing the implementation of QIPs to mitigate community perceptions of issues of corruption regarding the Popular Committees, or inefficiencies in UNRWA. ARK's team has previously demonstrated the ability to quickly and transparently deliver QIPs that effectively engage governance stakeholders in the camp as well as Lebanese security forces and political actors, **reaching a total of 86,650 direct beneficiaries through 114 QIPs since 2013,** and its teams are widely trusted in the camps. However, as trust and accountability increase between CLCs and communities, greater responsibility for overseeing QIPs will be transferred to CLCs. To facilitate this, the Nastopia platform (see below) will provide coverage of CLC-supported QIPs to raise awareness of this approach in all camps and gatherings and encourage support for it. ARK will use this and the project's independent monitoring mechanism (see details below) to track community feedback and address any perceptions of corruption or bias, and to assess opportunities for a gradual handover of responsibility to governance stakeholders. CLCs will also take on any required maintenance responsibilities linked to the QIPs to ensure their sustainability. **Resilience factors addressed: (3) Improve livelihoods and access to basic needs and services**.

Hackathons: "Hackathons," or collaborative events where people come together to develop creative solutions to community challenges, will be used to select and award small grants. Hackathons will be held every three months to identify innovative solutions to social stability threats or increase support to protective factors identified by the FNA – all solutions proposed must benefit the wider community, ensure inclusivity, and have a sustainability plan. Hackathons will be led by two female entrepreneurs, CEO of ArabiaGIS Nada Khorchid and former UK Lebanon Tech Hub COO Lama Daher. Two types of hackathons will be held: In the first, participants will be male and female at-risk youth in the camps identified by the project team and the CLC. In the second, participants will be male and female PWD, and events will be held in conjunction with previous ARK NGO partner Mussawat[6] and will focus on developing projects that benefit PWD and the broader community. Hackathon participants and winners will be selected to include at least 30% females. ARK's team will train hackathon winners in financial and project management and other relevant areas, to enable them to implement their ideas. Winners without the capability to implement the grant will be connected

> *Community Recycling in Shatila Camp*: As part of a small grant begun in 2017, ARK supported a group of at-risk youth in Shatila Camp to start a community recycling program. The initiative is now self-sustaining, with households contributed 5,000 Lebanese Lira each for recycling pick-up.

with local partners identified during the stakeholder mapping that can support implementation. Winners will also be linked to mentors with expertise in the focal area of the project (see below). **Resilience factors addressed: 1) Build relationships (2) Encourage positive political self-efficacy (3) Improve livelihoods and access to basic needs and services (4) Develop a sense of belonging, responsibility for others; (6) Promote social justice**

- As youth and PWD are also primary victims of social injustice in the camps and beyond, supporting them to connect positively with their communities contributes to countering negative stereotypes and discrimination.
- ARK will continue to seek to reduce gender-based barriers to full social participation, in part by requiring that small grant projects include equal representation of both genders and to accommodate the needs of both genders in implementation.

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[6] Musswat is an organisation present in all PRCs and informal gatherings that works to empower PWD. In the previous project, ARK partnered with Mussawat to help PWD start small businesses and to make homes and public spaces handicap accessible. Mussawat will also provide ongoing capacity building for PWDs throughout the life of the project to help them build the skills necessary to successfully implement small grants delivering broader community benefits.

3

Community Mentors: As part of the hackathon process, ARK will recruit volunteer mentors from the Palestinian diaspora through outreach to networks of family and friends and former project beneficiaries who have emigrated. Mentors will be identified in fields such as engineering or entrepreneurship, that support small grants implementation. Building relationships between beneficiaries and the diaspora will build beneficiaries' skills and expose them to an experienced community that will support future livelihoods opportunities. It also provides a sense of cultural and historical identity that is broader than the camps. Mentors will provide guidance and practical support, while ARK will provide mentors with in-person or virtual training in conflict sensitivity and inclusion (comprising gender and disability considerations). ARK is uniquely placed to recruit mentors: its programming in the camps has already garnered positive attention in regional and pan-Arab media, a factor which supports ARK's credibility as an actor. Likewise, Nastopia's growing online following and reputation has increased its reach into the diaspora community, with one Canadian holding a fundraiser for Nastopia on her birthday. **Resilience factors addressed: 1) Build relationships (3) Improve livelihoods and access to basic needs and services (4) Develop a sense of belonging, responsibility for others (5) Encourage sense of culture and historical roots**

Nastopia: ARK developed the Nastopia Facebook platform under the previous iteration of the project, identifying and training 24 youth reporters to build a highly invested, online youth community with 20,000 followers, almost all of whom live in the camps. The platform is primed to provide cross-cutting support for all project activities and directly contribute to relationship building, promoting Palestinian culture and a sense of belonging, and tackling social injustice. Nastopia is already an effective voice for connecting Palestinian communities, particularly youth. Nastopia's 2019 Camps Film Festival, which was covered by Al-Jazeera reaching 675,000 viewers, saw participants submit films portraying life in the camps and what it means to be Palestinian, providing positive examples of a shared identity. Nastopia will continue to build its brand and reach through online videos and posts which promote examples of positive self-efficacy, and by hosting more offline activities, including a second, larger Camps Film Festival, that connects youth with other community members. Training provided to Nastopia in gender, community dialogue and positive messaging over the past year has prepared them to leverage the platform as a forum for online and offline discussion about social injustices, including the historic injustice of Palestinian displacement, and to provide a virtual space to talk about topics considered taboo in the camps like gender, extremism, substance abuse, and sexuality.

Nastopia will support all project components, including promoting Town Halls, advertising for hackathons and helping to recruit participants, and publicising success stories from QIPs and small grants. Highlighting successful initiatives will amplify the project's impact among the broader community by enhancing the audience's confidence in their own ability to contribute to social change. Voxpops with community members on Nastopia will identify emergent threats to social stability and protective factors that can be addressed through QIPs and small grants, and the page will support monitoring of community feedback to identify areas where activities could be adapted to maximise impact. By also providing content that is focused on improving camp residents' access to information, Nastopia will be one of the main mechanisms for increasing awareness among Palestinian residents and building demand for community engagement and improved conditions. **Resilience factors addressed: 1) Build relationships (2) Encourage positive political self-efficacy (5) Encourage sense of culture and historical roots (6) Promote social justice.**

> *Nastopia's advocacy for social justice:*
> To take a stand against prohibitions from extremist sheikhs in the camps against celebrating the Prophet's birthday in November, Nastopia, in partnership with other local groups in 'Ayn al-Hilweh, Baddawi, Shatila and Nahr al-Bared, organised peaceful celebrations reflecting a moderate image of Islam.

Gender: During the PYP II project, ARK delivered 48 gender trainings and discussions, led by a Palestinian gender adviser from the camps. Through the trainings, the project succeeded in engaging vulnerable, at-risk women and men in the camps, and encouraged discussions on how they might participate more actively in camp civic life and overcome gender-related barriers and stereotypes. One of the core findings from this effort was that females felt disempowered to engage with, or participate in, local decision-making efforts. PRP will seek to address this issue in the new iteration of programming. The gender analysis during the inception phase will look at male and female roles, obligations and norms in the camp, as well as identify barriers to participation in project activities or access to project outcomes. The gender analysis will update the 2018 gender analysis and be linked to the conflict analysis and updated quarterly. To effectively mainstream gender, ARK will integrate women's voices into CLCs by mandating a 30% quota for female participation. Further, the SC will have a gender mandate that will be reviewed at all meetings, and quotas will be applied to small grants and hackathon applicants to ensure selection of female-led efforts. In PYP II, approximately one third of small grant activity was delivered by female-led groups. Finally, ARK will mainstream gender through all iterations of the ToC, and gendered outcomes will be captured in the Results Framework. Over the course of delivery, ARK will provide gender mainstreaming training to CLCs and the delivery team.

LOCAL ALTERNATIVES: In the first six months of project implementation, ARK will support the transition of its delivery team to a fully independent, officially-registered NGO named Local Alternatives, providing them with additional training and support to enable them to take over implementation of the project in Year 2. ARK has successfully undertaken a similar step with its former Syrian production team which is now a functioning, viable Turkish media company, DSS. Incorporating Local Alternatives into an NGO is a core element of sustainability that will further ARK's work over the past ten years in building the capacity of this team. The experience, networks, and

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understanding of realities on the ground that this team has built over the past decade is unrivalled in the camps and is essential to the success of this project. As independent, experienced, and well-regarded community actors, the Local Alternatives team will be able to gain community buy-in, flexibly adapt the project to the local context, and ensure all project activities are conflict sensitive, feasible, and sustainable.[7] In partnership with Local Alternatives and the Steering Committee, ARK will develop a code of ethics, values, and mission that will guide Local Alternatives' role in the project and in the community. ARK will provide the team with ongoing mentoring to ensure it is equipped with the interpersonal, leadership, conflict sensitivity, and management skills to effectively implement the project and continue to work in the best interests of the local community. By transitioning the Palestinian team to become an NGO, ARK aims to support their continued evolution from a group of at-risk youth to independent and inclusive community actors serving as positive change agents and delivering sustainable solutions to community-level challenges. ARK's M&E team and independent community monitors will monitor the work of the NGO throughout the project to ensure its effectiveness and efficiency in achieving the project objectives.

APPROACH TO M&E: ARK's research and M&E teams are working in collaboration with academic partners at the Mershon Center for International Security Studies at Ohio State University and Professor Michelle Grossman, a leading expert in the study of resilience at the Alfred Deakin Institute for Citizenship and Globalisation (ADI) at Deakin University to better understand and measure social cohesion and resilience in conflict contexts globally. ARK's M&E team will leverage its work on measuring vulnerability, resilience and social cohesion in Lebanon on behalf of UNDP (2017-2021), which is a primary input to Lebanese national stability programming, and its ten years of experience surveying in the Palestinian camps[8], to innovatively tailor peer-reviewed approaches to measuring resilience and social stability in the camp context. ARK began developing tools to measure resilience in the Palestinian camps under the CSSF-funded Palestinian Youth Project (FYs 17/18 and 18/19). Specifically in support of ARK's M&E objectives under the previous project, ARK constructed and piloted a survey consisting of a multi-dimensional measure of vulnerability and resilience, with relevant dimensions including (1) the Emotional Affect of 'Everyday' Politics, (2) Social Cohesion and Social Trust, (3) Positive Personal Self-Efficacy and (4) Positive Political Self-Efficacy, which were identified through a Principal Component Analysis of twenty-eight different attitudinal measures. As many of the components ARK has already identified overlap with the aforementioned six building blocks of resilience adapted from Ungar, ARK will therefore use this measure as an initial context-specific definition of social stability and community resilience. ARK will seek to build on this index for this new iteration of programming, to include other components of resilience not yet captured here (e.g. livelihoods). ARK will pilot this updated index at baseline stage in collaboration with the delivery team and academic partners, and then systematically administer the new index at key milestones during the project.

Independent Community Monitors: During the inception phase, ARK will engage a group of university students that have received extensive university-level training in monitoring through support from NGO partner Mussawat. ARK will contract external trainers to conduct a training needs assessment for these youth and to deliver any additional training needed for them to serve as independent community monitors, raising awareness and soliciting community feedback on QIPs and small grants. ARK will also expand recruitment into the group of community monitors to include at-risk youth in the camps, thereby not only supporting independent community monitoring but also identifying, attracting and empowering at-risk and marginalised youth by involving them in delivering community development solutions, and providing them with alternative coping mechanisms and new skills that benefit their communities.

M&E and transparency and accountability: The M&E team will also provide a Complaints Response and Feedback Mechanism (CRFM). This mechanism is designed using best practices from the humanitarian and development industries, and was rolled out during PYP I and II, and will be updated for this iteration of programming based on lessons learned from last year. 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. The CRFM combined with independent community monitors and ARK's own M&E provides for triangulation of data to ensure transparency and accountability.

Beyond M&E efforts to measure and articulate changes in social stability and resilience as outlined above, ARK's M&E team will also deliver the following during this project, using a rights-based approach to all data collection and analysis:
- Regular activity, output and outcome reporting in line with client requirements (weekly, monthly, quarterly);
- Regular updates of the Results Framework and integration of gender and conflict sensitive indicators, as well as indicators that capture the experience of PWD;
- Systematic monitoring activities to track quality of implementation and progress;
- Supporting training of the community monitoring team (Mussawat) and triangulation of their findings.

ARK will deliver an impact evaluation in the last month of the project, when all activity has closed. ARK is experienced in working with third party monitors and will work effectively and collaboratively with any external evaluators or monitors contracted by HMG.

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[7] "The UK Government's Approach to Stabilisation,"40.

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1.2.4 SUSTAINABILITY   **ARK GROUP DMCC**

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.[1] 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							

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[1] 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)

1.2.4 SUSTAINABILITY   ARK GROUP DMCC

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.

Sustainabilty 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.

ARK Complete bid on CSSF Lebanon Palestinians Community Resilience Building

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Here you can download the archive containing files from all the above mentioned FCO projects.

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And now you should ask yourselves some very important questions.

In its TAA ARK confirmed that the Lebanese hate foreign influence and interference.

Then how come that HMG infiltrated almost every significant public sector in Lebanon, when losing control over the sectors means losing control over the entire country? How could the intelligence agencies have allowed it? Have they failed to notice dozens of British companies which received orders from the UK Embassy Beirut flooding their country?

There's a simple answer to all of these questions. Security and intelligence agencies ignore the foreign (hint - British) interference because they are packed with British spies and act on the orders from London.

In our next investigation we are going to reveal some extremely sensitive documents that will highlight the paths the British agents took to infiltrate intelligence and security agencies of Lebanon. We will tell you who helped them and which tradecraft employ those handlers. But

most importantly we will expose the British assets serving as Lebanon's senior and middle ranking security and intelligence officers.

You will then have a clear understanding why Lebanon's law enforcement agencies are idle and have turned a blind eye to HMG's endeavour to undermine their country's stability.

The UK's neocolonial operations have brought so much grief and so many deaths to the Middle East and in no way do we want to increase the toll. So, we give some time to the British intelligence agencies to evacuate their agents from Lebanon before we expose their names.

Our war on the British neocolonialism has just begun!

We are Anonymous.

We are Legion.

We do not forgive.

We do not forget.

You should have expected us!

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