

**PROJECT RISKS**

NATURE OF RISK	LOCATION	LIKELIHOOD	IMPACT	RISK (likelihood x impact)	RISK OWNER	RISK MITIGATION
Narrowing of space for civil society, including the ability to implement activities, conduct research and monitoring	Syria	Medium	High	High	HMG ARK	<ul style="list-style-type: none"> <li>-ARK (working closely with HMG) will continue to track the operating space for CSOs in the geographic areas HMG has highlighted. Project design is highly flexible to allow areas or phases to replace those experiencing significant deterioration.</li> <li>-Project will operate in a low-profile manner and conform to local operating conditions.</li> </ul>
Deterioration in security/operating situation in target areas	Syria	High	Medium	High	HMG ARK	<ul style="list-style-type: none"> <li>-ARK has been tracking the evolution of the conflict for the past six years and will continue to do so, identifying trends to anticipate required project shifts.</li> <li>-Project has been designed to be flexible so new areas or phases can replace those experiencing significant deterioration.</li> </ul>
Loss of border access and/or internet access	Syria	High	Medium	High	ARK HMG	<ul style="list-style-type: none"> <li>- Existing networks in Syria are trained and self-sufficient.</li> <li>- Technology, virtual training platforms, and local procurement reduce dependency on supply lines to Turkey and Jordan.</li> <li>- Existing networks equipped with satellite-based internet devices.</li> </ul>
Citizens reject implementation of peacebuilding activities given active conflict environment	Syria	Medium	High	High	HMG ARK	<ul style="list-style-type: none"> <li>-ARK's detailed understanding of the operating environment and choice of partners increase likelihood that appropriate, community-relevant activities will be implemented and therefore accepted by Syrian citizens.</li> <li>- Project has been designed to be flexible to allow other areas or phases to replace those experiencing challenges.</li> </ul>
Targeted physical attack by extremist or regime elements against staff, activities or networks (including kidnapping)	Syria	High	High	High	ARK	<ul style="list-style-type: none"> <li>- Project has been designed to be flexible so new areas or phases can replace those experiencing challenges.</li> <li>- Stringers and ARK field officers have received physical and IT security training.</li> <li>- ARK and partner networks are cellular, redundant, and can adapt to the loss/disruption of individual elements.</li> </ul>
Other actors claim responsibility for project success	Syria	High	Medium	High	ARK	<ul style="list-style-type: none"> <li>- ARK has included an ongoing communications component in the project that will produce content appropriately attributing success to moderate local groups, to reduce likelihood and impact of hijacked successes.</li> </ul>
Loss of operating space due to expanded extremist or foreign actor areas of control.	Syria	Medium	Medium	Medium	HMG ARK	<ul style="list-style-type: none"> <li>- ARK will coordinate closely with HMG to understand its tolerances for working in areas held by extremist groups.</li> <li>- Project has been designed to be flexible so new areas or phases can replace those experiencing challenges.</li> </ul>
Restricted movement of cash/Hawala or reduced inability to pay networks/field officers inside Syria	Syria	Medium	Medium	Medium	ARK	<ul style="list-style-type: none"> <li>- ARK now largely works with Syrian entities that have offices or representatives out of Syria and hence payments are made through these Turkey/Jordan/Lebanon based entities.</li> <li>- Hawala payments have been reduced to a minimum as ARK's Syrian partners adapt to overcome these hurdles.</li> </ul>

						<ul style="list-style-type: none"> <li>- ARK has offices across the region and a main office in Dubai. It is therefore able to utilise a number of options in the manner and geography it makes payments from.</li> <li>- This project will not have direct employees in Syria but rather consultants who are linked to a consultancy firm based in surrounding countries and can legally be paid without using Hawala.</li> </ul>
Beneficiaries use new skills to support sectarian division	Syria	Medium	Medium	Medium	ARK	<ul style="list-style-type: none"> <li>-Engagement with beneficiaries will be iterative, with capacity building and mentoring opportunities used to reinforce moderate, tolerant values.</li> <li>- Extensive independent monitoring in Syria will also enable oversight of beneficiary activity.</li> </ul>
<b>OPERATIONAL RISKS</b>						
Work in Hasake becomes impossible from Turkey	Turkey	High	Medium	High	ARK HMG	-ARK has offices in Beirut and Amman and will run this work from there, ensuring that its partners also adhere to similar structures and do not undertake this work from Turkey.
Partner failure to implement, fiduciary risk and associated damage to project results, reputation of UK or ARK	Syria	Medium	High	Medium	ARK HMG	<ul style="list-style-type: none"> <li>-ARK has selected partners that have a strong track record in implementing similar projects in Syria on behalf of governments or INGOs.</li> <li>- ARK will maintain a strong management relationship with partners to identify and solve any problems as they arise.</li> <li>- ARK makes payments once deliverables have been provided, and uses third party monitoring and robust M&amp;E systems to ensure appropriate execution of services, and quality and quantity of deliverables.</li> </ul>
Deterioration in Turkish government attitude towards implementation makes operating from Turkey unsustainable	Turkey	Medium	Medium	Medium	ARK	<ul style="list-style-type: none"> <li>- ARK has the appropriate registration and legal documents to work from Turkey at present.</li> <li>- ARK has legal, established offices in Beirut and Amman, with adequate space for the project team to relocate to either location in the event that working from Turkey is no longer advisable.</li> </ul>
Seizure/loss of programme equipment to armed actors, criminals or extremist	Syria	Medium	Low	Low	ARK	<ul style="list-style-type: none"> <li>-ARK expects to provide minimal equipment to partners and beneficiaries as part of this project. Additionally, ARK uses technology based platforms that reduce reputation and project risks that might ensue from theft of IT equipment including phones, computers, or hard drives.</li> <li>-ARK provides robust SOPs which mandate the movement or disabling of equipment in the event of imminent seizure by hostile entities.</li> </ul>
<b>ORGANISATIONAL RISK</b>						
Cyber threats - hacked IT platforms leading to interference and/or reputational damage	Global	High	Medium	High	ARK	-ARK has demonstrated low vulnerability to repeated attempts to penetrate its systems, by using top of the line dark-cloud internet technology including automated audit log monitoring, intrusion detection and prevention, and vulnerability scanning. This technology will be applied to all IT-related programme activities.
Concerted reputational attacks against the project or its implementer	Global	Medium	Medium	Medium	ARK HMG	<ul style="list-style-type: none"> <li>-ARK's risk management process reviews reputational, political and tactical risks, prioritising them by probability and impact, then identifying effective mitigation and management strategies. ARK has been programming in Syria for six years and has been able to effectively navigate any attacks on ongoing projects.</li> <li>-ARK and HMG to agree public lines to describe the project if needed.</li> </ul>