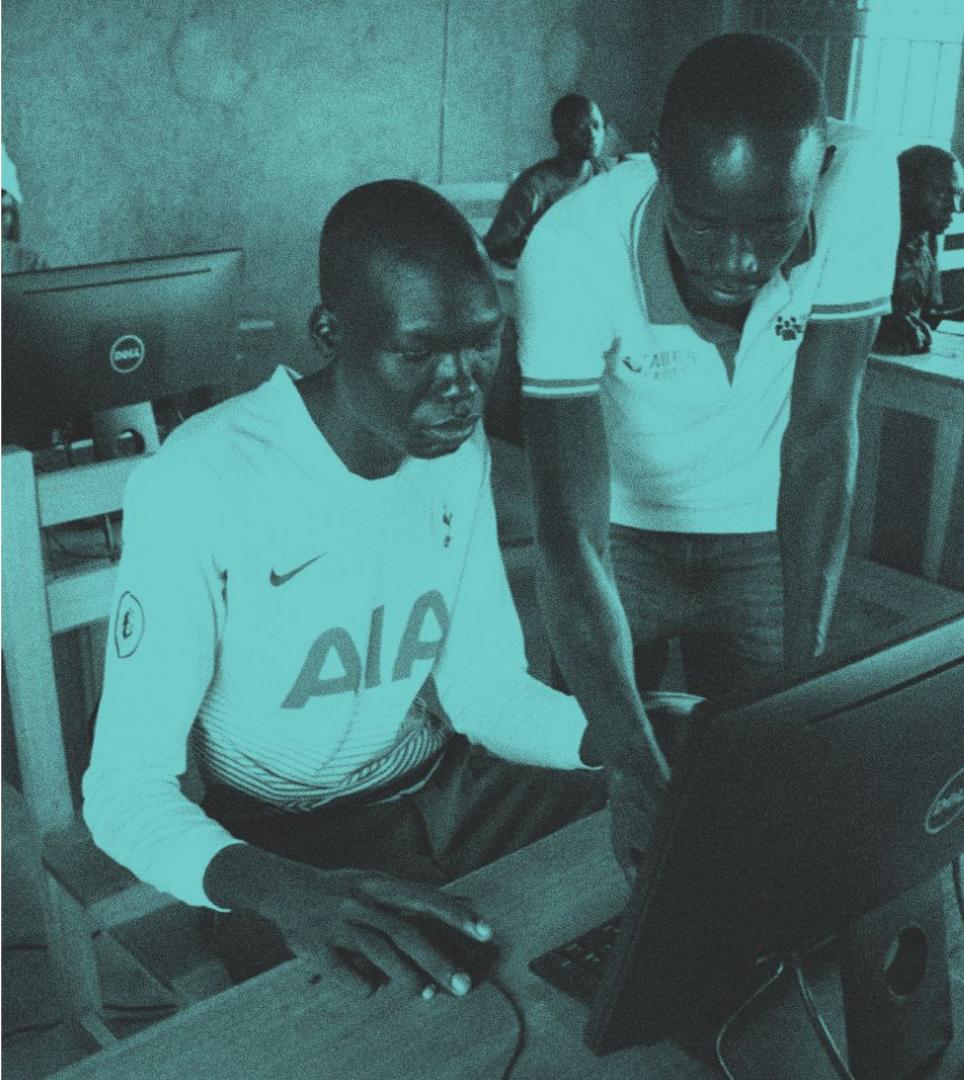


COHERE



Strengthening and funding refugee led organisations

At Cohere we want to see a world in which everyone has control over their own future. Especially refugees. Our mission is to unleash the potential of refugees to determine their own futures on their own terms. No one chooses to live a life of dependency. That's why our vision isn't to transfer aid. It's to transfer power.



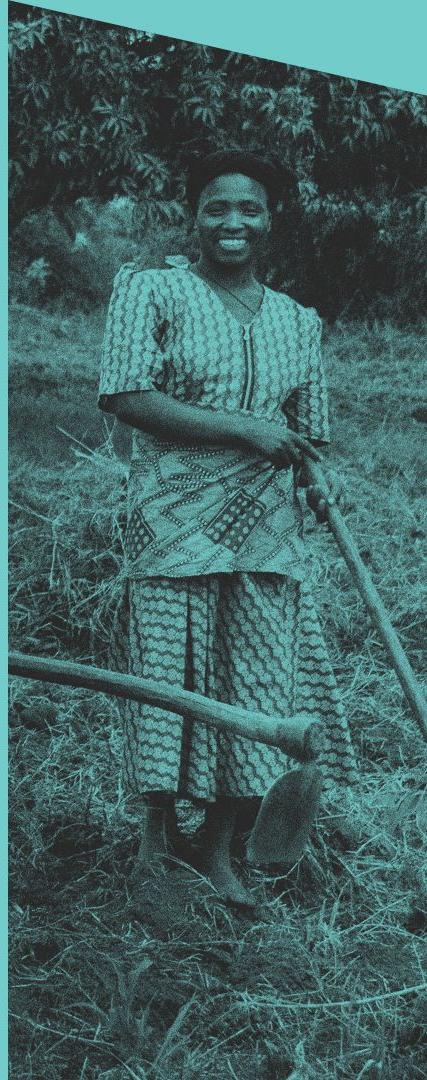
CO

OUR Strategic plan

This is not Cohere's plan alone, it lays out a grand vision shared by the refugee led organisations we are partnering with.

This strategy outlines our ambitious plan to support refugee leaders and innovators as they take an ever more significant role in the humanitarian response to refugee crises.

**TRANSFER
POWER,
TRANSFORM
COMMUNITIES.**





100 Million

The number of people forced to flee their homes around the world is heading towards 100 million.

As the world becomes more connected in crisis as well as in progress, it is time to move away from out-dated concepts of humanitarian aid, towards a model that values the role of refugees in forging a better future for their communities.

In protracted refugee crises, **refugee leaders have the capacity to meet the needs of the most vulnerable** and set ambitious integrated development strategies for their communities.



We are COHRE

Cohere is transforming communities by transferring power within the response to refugee crises. To make the most effective and sustainable change within communities, we work closely together with local refugee led organisations (RLOs), who know exactly what's needed to address the challenges their communities face.

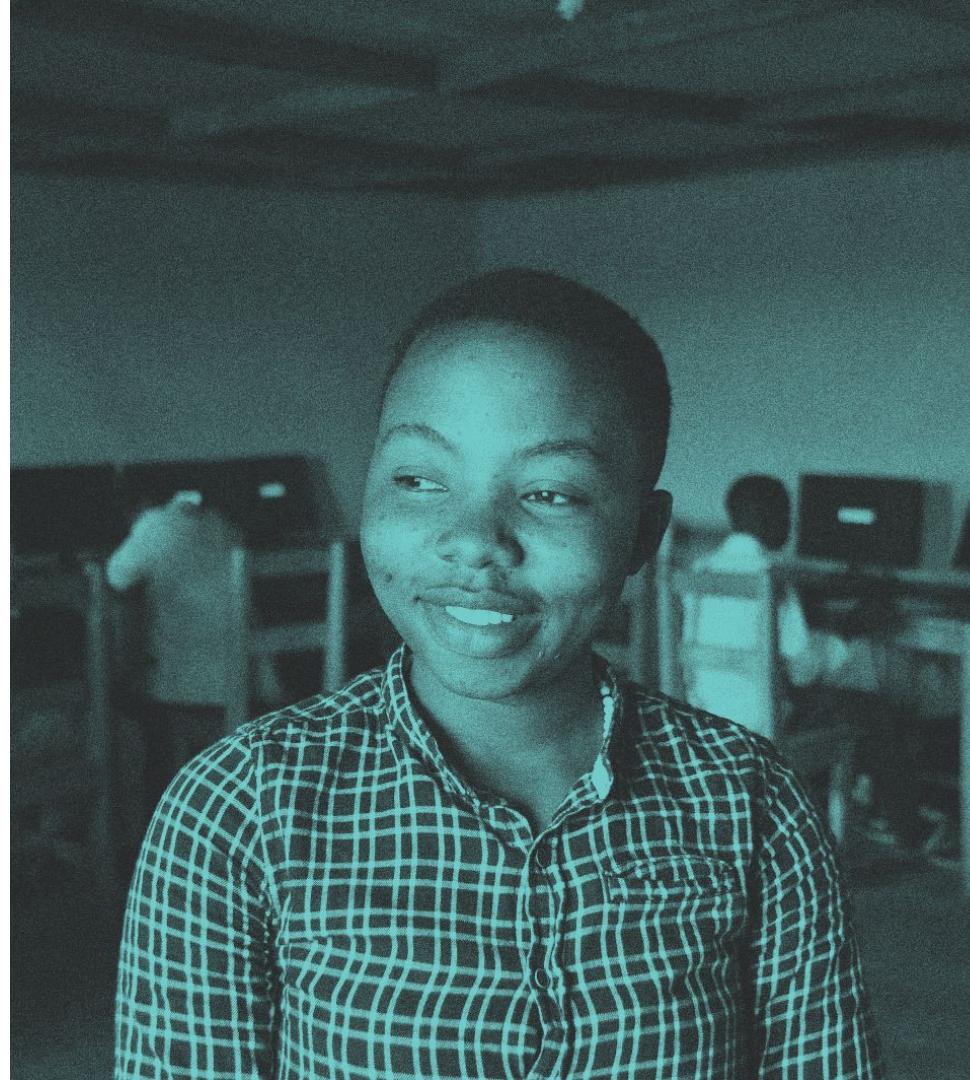


RLOs are building stronger communities and forging a path towards self-reliance in refugee hosting areas. We would like their lead to be followed - for local leaders to make the decisions that affect refugee communities.

Cohere

Cohere supports refugee leadership so that refugees can lead the positive changes that affect their communities.

- We have been **working with refugee communities in East Africa since 2008**, implementing education and livelihoods programmes with a range of donors and partners.
- We have partnered with refugee leaders since 2012 and are **currently working with 33 refugee led organisations (RLOs)** in Kenya, Uganda and Nigeria
- In 2019 we won UNHCR's Innovation Award under the Partnerships category for a "Capacity Strengthening and Sharing Course" designed with and for leaders of RLOs.
- Through meaningful partnerships **we reached 24,479 community members in 2021**.





Coming together

At the beginning of 2022, Xavier Project joined forces with Urban Refugees to become Cohere. We realised that by sharing resources and expertise we could do more to support the growth of refugee-led organisations, all whilst reducing costs. This way more money can go directly to our refugee-led partners. We want them to be in the driving seat.



CO

Partners



OPEN SOCIETY
FOUNDATIONS



Winner of UNHCR
Innovation Award 2019



UNHCR
The UN Refugee Agency



USAID
FROM THE AMERICAN PEOPLE

EDUCATION
CANNOT
WAIT

giz

Deutsche Gesellschaft
für Internationale
Zusammenarbeit (GIZ) GmbH

YOUR
FUTURE,
YOUR
TERMS.





What is a refugee led organisation?

Refugees often form community groups in areas they have fled to. These refugee led groups or organisations (RLOs) play a vital role in responding to the humanitarian needs of their communities.

Refugee led initiatives are diverse in size, structure and purpose - examples include NGOs, social enterprises, community or youth groups, and rights based groups. The number of RLOs is unknown, but we estimate there are **hundreds of RLOs in East Africa**, evidenced by **153 applications** to a recent call for proposals in Kenya and Uganda.





Why should refugees lead?

RLOs are the first and last line of defence for their communities. This was made clear during the COVID-19 pandemic when many humanitarian actors have been unable to deliver services and RLOs stepped up.

The limitations on traditional humanitarian actors to operate during the COVID-19 crises provided an opportunity for RLOS to demonstrate that they **can respond effectively as primary actors providing support services to their communities.**



YOUTH VOICES COMMUNITY

Youth Voices Community-YVC, is a Refugee Led Organisation focusing on giving a voice to refugee and vulnerable local youths in Nairobi by helping them share their stories, building their capacity and engaging in advocacy.

They intend to achieve this in 2022 - 2026 by:

- Supporting Accelerated Education Programme approach for slightly older refugees who may still be eager to access education.
- Supporting school fees levies payments for primary school refugees.
- Livelihoods support for vulnerable refugees during the Covid19 crisis
- Advocacy campaigns for the rights of refugees.
- School placements for out of school refugees.
- Teaching new arrivals on how to integrate with the host community by teaching them English and introduction to basic computer packages.



Why fund refugee led initiatives?

More people around the world are displaced (80 million people, 2019). Yet funding for humanitarian assistance is decreasing.

Refugees have limited agency in most aspects of their lives due to their circumstances, often with no opportunity to find employment.

Refugee led organisations are ready to respond to the needs of their communities and can often do so with lower implementation costs than traditional NGOs (~40%).

However, despite the humanitarian community committing to localisation, few donors have followed through. Less than 0.5% of humanitarian assistance funds reached RLOs in 2020.

Cohere is committed to disrupting traditional humanitarian funding flows and reducing wastage by channelling funds to RLOs and advocating for this approach to be adopted more widely.



TOMORROW VIJANA

Tomorrow Vijana, a Refugee Led Organisation (RLO) based in Rwamwanja Refugee Settlement in Uganda, has transformed from being a group of refugees teaching each other English, to being an established community organisation.

- Run a learning centre and satellite hubs which provide services across Rwamwanja to over 1,000 people per year.
- Cover most of their own running costs with centrally run enterprises, such as a tomato growing co-operative
- Better engagement and reach through partnerships and close collaboration with community and government agencies
- Improved participation of women and vulnerable communities

We have partnered with Tomorrow Vijana since 2013, supporting them with funding and capacity strengthening. Cohere's role has shifted to minimal support e.g. in the form of strategic guidance and the social changes seen are entirely owned by the community members themselves.



TOMORROW VIJANA's strategy

Output 1: - To have trained 250 refugee beneficiaries in Rwamwanja Refugee Settlement, in Information and Communication Technology-ICT (Intermediate Level), by the end of the year, 2023.

Output 2: - To have trained 200 refugees and members of the host community members in basic Adult Functional Literacy (English for Adults, Level 1, and 2), by the end of 2023.

Output 3: - To have trained at least 150 refugee beneficiaries with special focus on the Albino community, in financial literacy and savings mobilization via formation of income saving cooperatives, by the end of the year, 2023.

Output 4: - To equip 250 refugee and host community beneficiaries with sustainable and life-long vocational skills in home-backyard gardening, small scale poultry and tailoring skills by the end of the year, 2023.

Cohere has designed a model to elevate and transfer both power and funds to RLOs.

The model will contribute to four long-term goals highlighted below.

FUNDING



CAPACITY STRENGTHENING



COORDINATION



ADVOCACY



Create opportunities to fund RLOs at scale and mitigate the risks for both donors and RLOs.

Tailored support to ensure that RLOs can effectively respond to the needs of their communities.

Showcase the work of RLOs and connect them with other RLOs and the wider international aid sector.

Influence donor and implementing partner practices, and support RLOs to generate evidence.

Challenges & solutions

COORDINATION

Challenges faced by RLOs

RLOs need greater access to networks and coordination with donors and partners, including other RLOs.

Our models proposed solutions

Networking and coordination will be facilitated through Cohere's [RLO platform](#), which will also showcase RLO's work.

CAPACITY STRENGTHENING

RLOs have the skills, community connections, and local expertise, but they may not have governance structures or financial systems to stand up to the due diligence processes of many donors.

Cohere's capacity strengthening and sharing course, that was co-designed with and for RLOs, will form the building blocks for tailored capacity and operational support for RLOs. Modules include Resource Mapping, Governance and Proving Impact.

FUNDING

While some RLOs can access private funds, many need opportunities for sustainable and flexible sources of funding.

Funding will be channelled to RLOs in a number of ways, including intermediary funding through Cohere, direct donor funding to RLOs, or pooled and direct funding facilitated Cohere's [RLO platform](#).

ADVOCACY

RLOs are not widely recognised as service delivery partners by donors and INGOs involved in humanitarian assistance.

Advocate for funding to reach RLOs, influence private and government donor and implementing partner practices and funding pathways.

How we plan to grow

Our model is centred around equitable partnerships with RLOs and is designed to reduce Cohere's role over time, shifting power and funds to RLOs.

COORDINATION

Phase 1: Led by Cohere

Phase 2: Led by graduated RLOs

CAPACITY STRENGTHENING

Phase 1: Led by Cohere

Phase 2: Led by graduated RLOs

FUNDING

Phase 1: Distributed through Cohere

Phase 2: Funds directly to RLOs

ADVOCACY

Phase 1: Led by Cohere

Phase 2: Led by graduated RLOs

Refugee-led organisations



How we plan to grow the model

Activities with RLOs will be implemented in two phases, with successful RLOs from the first cohort graduating to lead on ideas for coordination, control of resources, sharing of best practice and results as part of phase 2.

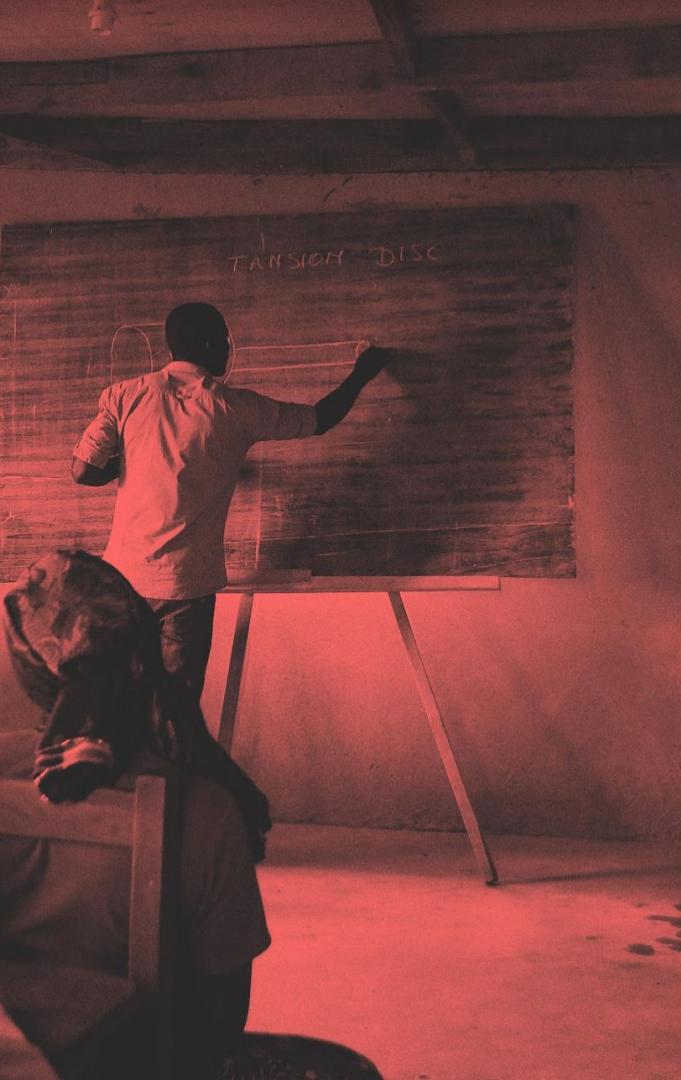
| | Phase 1 Objectives | Phase 2 Objectives | Vision |
|------------------------|-------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|
| Coordination | Small networks and groups coordinated by Cohere, and facilitated by our RLO platform. | Effective refugee led networks, RLOs managing the platform and supporting nascent groups | Refugees lead the positive changes that affect them and lead better lives. |
| Capacity Strengthening | Cohere work directly with RLOs on “capacity strengthening and sharing” course | Capacity strengthening is partially “franchised”, and co-led by RLOs working with nascent groups | By 2030, Refugee Led Organisations will be impacting more than 2 million refugees in 6 countries. It will be delivered by 300 refugee led organisations. |
| Funding | Shared projects, intermediary funding through Cohere / partners, direct funding via the RLO platform. | Some intermediary funding through Cohere / partners, more RLOs directly funded by donors both on and off the RLO platform. | |
| Advocacy | Advocacy led by Cohere and partners. | Advocacy led by RLOs and their networks. | |



How will YVC help in growing this model

- **Co-ordination:** discuss with refugee leaders on how they can improve service delivery to all nationalities in our community.
- **Funding:** they plan to launch their e-commerce platform ReDUKA
- **Funding:** Looking to apply for funding in consortiums with other RLOs
- **Advocacy:** Applying for research work, to build an evidence base for advocacy.
- **Advocacy:** Continue pioneering platforms for RLO media





How will Tomorrow Vijana help in growing this model

- **Co-ordination:** they have set up a network of six other RLOs in Rwamwanja settlement and they hope to grow this network. They seek to bring together a wide range of refugee-led organisations and leaders to do so in a coordinated, harmonized and cohesive manner in order to overcome fragmented programming in the settlement.
- **Capacity:** as the RLO with the most experience in Rwamwanja they are sharing experiences and mentoring up and coming RLOs in the settlement.
- **Funding:** they plan to invest in more sustainable income generating activities, such as their chicken project [insert pic of incubator]
- **Advocacy:** they plan to support and advocate for RLOs in order to increase voices of RLOs in one network which help the implementation of the projects and address the challenges faced by RLOs. This service aimed at helping RLOs understand their rights and express their views towards supporting their communities.

Planned activities

| Strategic Objective | Planned Activities for 2021 - 2022 | Primary Growth & Sustainability Model |
|------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|
| Coordination | <p>Support and promote the co-ordination of RLO partners and networks e.g. RELON, GRN</p> | <p>Invest in development, maintenance, software and promotion of RLO platform www.reframe.network</p> |
| Capacity Strengthening | <p>Build on and optimise the curriculum of our capacity strengthening course, and collect evidence to improve delivery and implementation</p> | <p>Promote sector-wide use of the course including to new geographies for visibility and new learning opportunities</p> |

Planned activities

| Strategic Objective | Planned Activities for 2021 - 2022 | Primary Growth & Sustainability Model |
|---------------------|----------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|
| Funding | Learn and test approaches for channelling funds to RLOs based on efficiency, project control and fiduciary risk management | Develop and nurture strategic partnerships with funders needing fiduciary solutions for funding RLOs |
| Advocacy | Improve messaging flow from evidence and human stories → advocacy and communications → systems change | Invest in building a supportive community of best practice to include a wide range of partners |



SOLIDARITY INITIATIVE FOR REFUGEES

Solidarity Initiative for Refugees (SIR) is a local community-based organization established in 2016 by a group of young refugees with the goal of using technology to equip refugees in Kakuma with the skills and tools to create a better future for themselves. The organization empowers youth in Kakuma through education access and livelihoods trainings using digital learning methods.

The mission of SIR is to support youth (both men and women equally) back to the path of regaining what insecurity, discrimination, war, and disaster took away from them. Since inception in 2016, SIR has equipped over 2500 young refugees with skills for Job linkage through partnering with organizations such as Cohere, Source Network, and REBANK

In 2020, 2,130 people were supported by their services



How we will SIR help in growing this model

- **Co-ordination:** formally partner with four other RLOs by 2024
- **Capacity Strengthening:** Reskill our personnel in organisation management, leadership, and fundraising using Cohere's Capacity Sharing Modules.
- **Funding:** Expand existing and Launch new income-generating social businesses activities to sustain our organization operational costs beyond funding circles
- **Funding:** Increase donor support and advocate for unrestricted funding opportunities to meet our organizational needs and achieve our objectives. Seek more partnerships with RLOs and other humanitarian actors to share financial responsibility.
- **Advocacy:** for inclusion and participation of RLOs in policy discussions and humanitarian coordination structures on the basis of equal partnership.
- **Advocacy:** for direct funding to local actors and active participation in localization and policy discussions



Growth Model 1: Reframe - Our RLO platform

An innovative platform co-developed by Cohere and our RLO partners will be integral to implementation and growth of our model, and will support two of our long-term goals.

The screenshot shows a mobile-optimized website for "Youth Group For Change" in "Uganda, Imvepi Settlement". The header features a circular profile picture of a tree and the organization's name. Below the header, there are three main sections: "About Us", "Gallery", and "Promo Vid".

- About Us:** Describes the organization's mission to combat environmental degradation and support community livelihoods through agroforestry and sustainable farming, founded in 2015 and recipient of the Trees Foundation award.
- Gallery:** Displays two images: one of "Reclaimed semi-arid land" and another of a building surrounded by trees.
- Promo Vid:** A video thumbnail titled "Transforming the youth of tomorrow in ...", with a play button and a caption: "Watch on YouTube entry and we submitted the proposal".

At the bottom, a footer bar includes the categories "Agriculture / Livelihoods / Basic Needs" and the text "Our first prototype of the RLO platform".



Coordination - RLOs can profile their work on the platform, share evidence and learning, and connect and network with peers. Credibility will be provided by community endorsements.



Funding - Donors and potential partners can learn about RLOs work. Funding can be facilitated through the platform, to individual RLOs or coalitions formed through the network, maximising efficiency of humanitarian funding.



Growth Model 2: Capacity Strengthening Course

Our **Capacity Strengthening and Sharing Course** supports our strategic objective to strengthen the capacity of RLOs and is key to sustaining our work long term.

Comprehensive and customisable content

The course content is designed with flexibility in mind to maximise uptake and relevance to RLOs, which will in turn further our evidence and learning. RLOs will increase impact and demonstrate proof of concept.

Promote sustainability through partnerships

Clear role for Cohere for partners primarily concerned with capacity. We will offer delivery of the course as outsourced consulting or bespoke capacity support, integrated as activities in funding proposals with partners.



Growth model 3 - Fiduciary risk mitigation

Our model coupled with our experience in managing donor funds and projects mitigate risks for both donors and RLOs.

Build on our track record with donors

We have helped donors channel funds to RLOs (GIZ, Comic Relief, UNHCR) and demonstrated risk mitigation and impact through clear and effective reporting, which we will continue to build on.

Thorough due diligence of RLOs before partnering and dispersing funds

Our due diligence process evaluates implementation and financial capacity of RLOs, enabling us to minimise risks when offering customised support to those RLOs we engage.

Capacity strengthening to equip RLOs to manage funds and deliver projects

We tailor support to RLOs based on their needs and prioritise relevant modules from our course to ensure they are in the strongest position to successfully manage funds and deliver on projects.

Growth model 4 - Advocacy strategy

Maximise knowledge sharing

Maximise opportunities from our planned “merger”, including sharing knowledge, networks and strategies.

Targeted Advocacy

Link evidence and human stories, creating a flow of messaging and targeted advocacy.

Build a community of best practice

Develop and deliver a coherent strategy to bring together implementers, donors, researchers, communicators, RLOs and other decision makers in the sector in a community of best practice to challenge the way humanitarian funds are channelled.



What have we achieved so far?

With funding from **Open Society Foundations**, we released a call for proposals from RLOs in Kenya and Uganda in February 2021.

Out of 153 applications, we selected 18 RLOs for partnership in 2021.

We have expanded our “Capacity Strengthening and Sharing Course” from 8 to 18 modules. Topics include: setting and communicating a vision, strategic planning, governance, finance, safeguarding, fundraising.

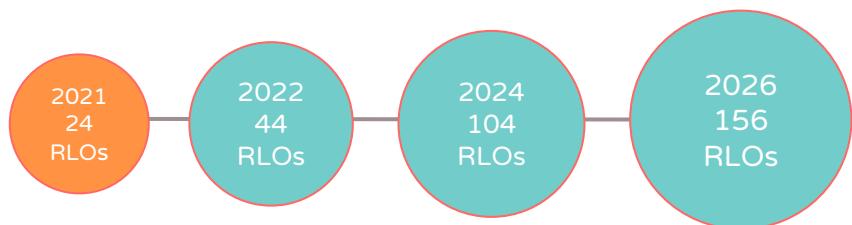
Together with some of our RLO partners we developed the prototype of the RLO platform which will support coordination and funding of RLOs.





The growth we expect to see

We have mapped a thoughtful and ambitious plan to scale our model to 2030. Over the first three years we will incrementally grow the number of locations and RLO partners we work with in a sustainable way.



Our **\$6 million** fundraising target will provide direct funding and support to **100+ RLOs** across **5 countries** by 2024, impacting **550,000 people**. As the model scales, RLO partners will source additional funding directly from donors.





Scale up model

| Targets | 2021 | 2022 | 2023 | 2024 | 2026 | 2028 | 2030 |
|------------------------------|--------|--------|---------|---------|---------|-----------|-----------|
| RLO Partners | 24 | 44 | 60 | 104 | 156 | 229 | 301 |
| Total reach of RLOs (People) | 24,536 | 76,791 | 152,508 | 298,378 | 591,931 | 1,214,666 | 2,226,395 |
| Countries | 2 | 3 | 3 | 5 | 5 | 6 | 6 |

| Target Funding for RLOs (\$) | 2021 | 2022 | 2023 | 2024 | 2026 | 2028 | 2030 |
|-------------------------------|---------|-----------|-----------|-----------|------------|------------|------------|
| RLO funding from Cohere | 190,000 | 705,000 | 1,300,000 | 2,040,000 | 2,895,000 | 4,400,000 | 5,620,000 |
| RLO funding from other donors | 420,000 | 1,215,000 | 2,510,000 | 5,420,000 | 11,665,000 | 25,650,000 | 49,665,000 |
| Total funding to RLOs | 610,000 | 1,920,000 | 3,810,000 | 7,460,000 | 14,560,000 | 30,050,000 | 55,285,000 |

| | | | | | | | |
|----------------------------------------|---------|-----------|-----------|-----------|-----------|-----------|-----------|
| Funds Required (inc Cohere Costs) (\$) | 440,000 | 1,080,000 | 1,745,000 | 2,800,000 | 3,975,000 | 5,885,000 | 7,485,000 |
|----------------------------------------|---------|-----------|-----------|-----------|-----------|-----------|-----------|

Funding requirements

Based on our scale up model, Cohere requires a total of **\$6 million** in funds to provide direct funding and support to more than **100 RLOs** across **5 countries** by 2024, impacting **550,000 people**.

We have already secured 12% of this total. To achieve our scaling plan we need to convert additional partners to this way of funding RLOs.

2021 Seeking \$440,000 to fund 24 partners across 2 countries, impacting 24,500 people

2022 Seeking \$1.1 million to fund 44 RLOs across 3 countries, impacting 76,000 people

2023 Seeking \$1.75 million to fund 60 RLOs across 3 countries, impacting 152,000 people

2024 Seeking \$2.8 million to fund 104 RLOs across 5 countries, impacting 300,000 people

During the same period we hope to see and support the flow of **\$9.5 million** to our partner RLOs via other sources.



Fiduciary risk mitigation

Cohere has a proven track record with donors

We have helped donors channel funds to RLOs (GIZ, Comic Relief, UNHCR) and supported RLOs to generate meaningful impact, demonstrating this through clear and effective reporting

Due diligence of RLOs before partnering and dispersing funds

Our due diligence reviews and evaluates the best way for us to transfer funds to RLOs. It also informs the basis of a risk matrices that we monitor for each RLO.

Capacity Strengthening to equip RLOs to manage funds and deliver on projects

We tailor support provided to RLOs based on their needs and prioritise capacity strengthening modules to ensure they are in the strongest position to successfully manage funds (e.g. financial management, risk mitigation), as well as deliver on proposed projects (e.g. M&E framework design).

Impact measurement & learning

Accountability and Impact

Cohere will act as accountability partners for the RLOs that we work with as we support them to prove their impact. Where needed we will train RLOs on M&E tools and demonstrating impact as part of our capacity strengthening course. This training will enable refugee leaders to design their own results frameworks, prove impact, share their results widely and further advocate for this way of working.

Learning and Feedback

Our model tests new approaches in humanitarian support and we will evaluate the effectiveness of our strategies. We have early stage data on the effectiveness of RLO approaches but a lot more is needed. We are committed to sharing all our learning and will partner with refugee led research projects such as the Refugee Led Research Hub of East Africa. Further, we will be able to collate impact data from RLOs, expanding our scope of learning.



Why fund our work?

Committed to shifting funds to RLOs: While our model depends on a level of intermediary support at first, the model ensures that the relative cost of our involvement reduces over time as RLOs develop and are able to take the lead.

A history of advocating for RLOs: We have been at the forefront of advocating for refugee leadership in East Africa and working directly with RLOs since 2012. We lead the refugee Leadership Sub-Group in Kenya and the INEE localisation task team, among others.

Partner for the long term: We invest in long term partnerships and our model aims to provide support to RLOs long after they have graduated from our capacity strengthening course. We will continue to mentor through challenges and advocate with and for RLOs.

Work flexibly with refugee led initiatives: Cohere is committed to working with all refugee led initiatives which include RLOs as well as other refugee led initiatives with different structures e.g. community groups, campaigns and rights or issues based groups.

A presence on the ground across East Africa: With 2+ full-time staff in each of the 5 locations where our RLO partners are based, we can respond rapidly to the needs and plans of each RLO.

Reforming Our NGO

A few highlights from our strategy for anti-racism and decolonisation



Governance: We will elevate the role of our refugee advisory panel. The panel will have as much control over strategy, decisions and resources of the organisation as any of our other boards. We will establish an international board, which will be made up of representatives from each of the national boards as well as the refugee advisory panel.



Inclusion and Anti-racism: We will recruit for a diverse team. This will demand a re-focusing of job qualifications, such as a leaning towards potential over traditional credentials. This way we will be able to recruit people from marginalised groups,



Leadership: Our organisation will be increasingly led by our front-line workers. We will dissolve the concept of Cohere leading RLOs in favour of a mutual partnership, in most cases led by refugees themselves rather than humanitarian aid workers.



Funding: We will ensure that there is local ownership of all the funding we raise and consequently expend. This means control of resources as well as control of the ideas and framing of success for such funding.



Partnerships: We will believe in the desire and the capacity of refugees to play a key role in developing their communities, including supporting the most vulnerable, and contributing to society as whole.

New Models: We will also contribute to new structures that can bring about change more quickly than reforming a traditional NGO structure, such as www.reframe.network

Advocacy : We will use all our experiences in everything written above to influence change within the humanitarian sector and beyond



HR strategy

Cohere promotes a culture of life-long learning for our team. As we go into our next strategic planning period of 2022 - 2026, the learning and growth for our existing team members will be crucial. Team members will need to be flexible as we embark on scaling our impact. No two working weeks will be the same.

We will invest in internal capacity strengthening initiatives for current team members, such as coaching, mentoring, field visits, job shadowing and peer learning bubbles.

We will invest in external opportunities for learning and growth.

We will recruit ambitiously and for the future. We will look for exceptional candidates who will contribute to our vision and base recruitment on potential and personalities over and above qualifications. Once we have attracted exceptional recruits we will do our best to keep them.

See our annex on HR strategy and capacity development plans for more details





What happens when you support our model...

Learn more about RLOs in our network

We will share more details about the great work and achievements of RLOs in our network.

Funders can choose whether to fund specific RLO activities or spread their support across our network of RLOs.

Funders can choose to be introduced to our network and join our platform.

Discuss Cohere's role

Funders will discuss Cohere's role depending on the type of support being provided and the needs of the RLOs being supported:

Structure of capacity strengthening and co-ordination support

Arrangements for facilitation of funding to RLOs

Our call to action

RLOs and refugee leaders all around the world should play a significant role in humanitarian response and in transforming the societies of which they are an integral part.



Through our model and innovations that put refugee leaders at the centre, we will contribute to much needed changes to the way humanitarian aid reaches the most vulnerable.

Join us.



Thank you.
Asante.
Merci.
Weebale.
Mahadsanid.
Murakoze
Urakoze.

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