

# [Peacebuilding Fund]

# ANNUAL PROGRAMME<sup>1</sup> NARRATIVE PROGRESS REPORT

### **REPORTING PERIOD: 1 JANUARY – 31 DECEMBER 2009**

<i>Submitted by:</i> United Nations High Commissioner for Refugees (UNHCR)	<i>Country and Thematic Area</i> <sup>2</sup> Peacebuilding Fund (PBF) Liberia Priority Plan: 2.1 Fostering National Reconciliation and Conflict Management
Programme No: 66675 MDTF Office Atlas No: 54675 Programme Title: Community Empowerment: Peace, Human Rights, and Civic Participation (CE)	Participating Organization(s):
<i>Implementing Partners:</i> Catholic Justice and Peace Commission (JPC)	<b>Programme Budget (from the Fund):</b> USD \$ 932,400
Programme Duration (in months):Start date <sup>3</sup> :07 Oct 2008End date:31 March 2010 (original)31 December 2010 (revised)• Operational Closure Date <sup>4</sup> , if applicable:	
Budget Revisions/Extensions: List budget revisions and extensions, with approval dates, if applicable	

 <sup>&</sup>lt;sup>1</sup> The term "programme" is used for programmes, joint programmes and projects.
 <sup>2</sup> E.g. Priority Area for the Peacebuilding Fund; Thematic Window for the Millennium Development Goals Fund (MDG-F); etc.

 <sup>&</sup>lt;sup>3</sup> The start date is the date of the first transfer of funds from the MDTF Office as Administrative Agent.
 <sup>4</sup> All activities for which a Participating Organization is responsible under an approved MDTF programme have been completed. Agencies to advise the MDTF Office.

# NARRATIVE REPORT

#### I. Purpose

The main objectives and sought-after peacebuilding impact of the project are two-fold and as follows:

- Empower individuals and communities to constructively prevent [potential] violent conflict on all levels of society by addressing negative behaviour and power structures which lead to discrimination and exclusion.
- Ensure individuals and communities are prepared to constructively engage with opportunities coming from the PRS or other actors.

Specifically, the CE Programme provides the necessary tools and community motivation for individuals and communities to ensure the above. The CE Programme tools, and the linkages which inform and mobilise the communities-at-large to maximise the use of the tools, seek to remedy the "absence of trust of leadership" and bring about the "inclusive, transparent, accountable governance" highlighted in Liberia's PBF Priority Plan.

By the close of the project in the end of 2010, through the completion of over 500 Community Empowerment workshops, over 15,000 Liberians in the most conflict-prone communities of Nimba, Grand Gedeh, and Lofa counties will have received these essential tools for peace and development. The eight-day CE workshops are based on the five-day curriculum of the Inter-Agency Network for Education in Emergencies ("INEE") Peace Education Programme, plus three days covering Civic Participation and Problem Solving. Roll-out of the workshop in each communities; these includes complementary activities which further inculcate the workshop outcomes into the communities; these include radio programmes, graduation ceremonies, and establishment of Community Opportunity Plans at the end of each community's workshop. The programme is implemented by a well-established National NGO, the JPC. The selection of the implementing partner specifically targeted this NGO due to its position and reputation in the country and the opportunity to empower – through operations and programme experience – this active, national member of Liberian Civil Society.

The specific outputs of the project over the full project period (through March 2010) are as follows:

- JPC trained and equipped to implement CE Programme
- 40 facilitators trained and equipped to become ToT
- 90 GoL/UN/CSO stakeholders in the target counties are fully aware of CE Programme and ways it can be utilised to enhance their work
- 15,000 community members trained in Community Workshops
- Opportunity Plan developed after each training at the community level
- All Communities where Workshop is implemented are abreast of the Community Workshop graduates, content, and the Opportunity Plan
- 5 minute trailer (to radio programme) on CE Programme (narrated by a high-profile, national KEY person) played at least five times in target communities
- 3 hours of radio programmes per target community broadcast with discussion regarding Community Workshop and the "Opportunity Plan"

• 500 standout community workshop participants trained and equipped to become community workshop facilitators and form the PB Support Network to support the MIA PB Focal Point, whereby an established and sustained Peacebuilding Support Network exists.

### Project relation to the PBF Priority Plan:

The Liberia PBF Priority Plan articulates one of Liberia's major challenges as "Poor leadership and the misuse of power." This challenge, which perpetuates the precarious position of Liberia's peace, derives from the country's history of social divisions, structural cleavages, exclusion, and violence. The problem not only demonstrates a failure "to create inclusive, transparent, accountable governance, political mobilization along ethnic lines, and the absence of trust of leadership," but has an important corollary effect on other conflict factors highlighted in the PRS. Land Conflicts, Mismanagement of Natural Resources, and perceived and actual divisions due to the relationship between the State and its Citizens are all accentuated in geographic areas hardest hit by the recent conflict, like Liberia's southeast and Lofa County. The degree and likelihood to which these conflict factors may develop into full-fledged conflict are inextricably linked to the use and misuse of power, and the leadership decisions taken and followed by communities.

This problem is particularly significant in today's Liberia, a country on the brink of development. Today's Liberia faces massive shortages in material and human resources, yet the PRS and subsequent donor conferences, appeals, and drives have signalled the dawn of a new era – of the opportunity to actually access progress.

However, the reality of Liberia demonstrates a country currently unequipped to put into action the PRS's central and oft-repeated goal of "Rapid, Inclusive, and Sustainable Growth." As a result of poor leadership and misuse of power, progress and funding resulting from the PRS risks to morph from development opportunity to potential conflict. It is in this light that Liberia, facing a history of divisions, exclusion, and violence, from the upper echelons of Government to the grassroots, must make a change. In order to do so, Liberians require the proper tools to constructively overcome peacebuilding and development challenges. They require the tools to ensure needless conflicts are avoided, while existing conflicts are constructively addressed. These are the tools delivered in the above-described CE Programme.

### II. Resources

#### Financial Resources

Beyond the PBF funding, in total US \$ 337,749 were contributed by UNHCR and JPC. UNHCR's contribution to the project is US\$ 283,351, representing an increase of US\$ 60,303 over the original submitted project. JPC provides US\$ 54,398 through in-kind assistance. This is unchanged from the initial project submission. Additionally, Yale University/ Innovations for Poverty Action (IPA) is contributing indirectly through its Rigorous Impact Evaluation ("RIE"). Yale University benefited from US\$ 45,000 from the PBF in order to carry out the baseline assessment and start-up the RIE. The remainder of the RIE budget could run up to US\$ 200,000 and will be funded entirely by Yale University and/or the Blattman/Annan's donor partners (e.g. World Bank).

In terms of "Budget revisions", there have been no revisions to the amount requested or required from the PBF during this reporting period.

### Human Resources

- National Staff committed to the project:
  - o JPC:
    - Funded by PBF: 46 Programme staff; 6 Operations/Admin
    - Funded by JPC: 3 Operations/Admin (plus additional part-time support through three regional offices)
  - UNHCR:
    - Funded by UNHCR: 1 Programme staff, full-time; 5 Programme staff, part-time; 2 Operations staff part-time.
- International Staff committed to the project:
  - o JPC:
    - Funded by JPC: 1 Programme staff (Peacebuilding expert), part-time.
  - UNHCR:
    - Funded by UNHCR: 1 Programme staff, 2 Operations staff, all part-time.

## **III. Implementation and Monitoring Arrangements**

The project has been implemented by JPC under the standard UNHCR sub-agreement applicable to all UNHCR Implementing Partners. Monitoring of the programme's substantive elements has been overseen by the CE Programme Master Trainer, a UNHCR staff based in the field office in Nimba. The Master Trainer is assisted by peacebuilding focal points in each of the UNHCR field offices and the branch office in Monrovia. Three UNHCR international staff (one Nimba-based and two Monrovia-based) also closely assist the monitoring and reporting process. Operational staff in charge of the financial monitoring are based in Monrovia and include one international officer and three national officers. In other words, UNHCR performs all monitoring through actual on-the-ground interaction with the JPC.

### Implementation mechanisms

The programme coordinator based in the JPC National Office in Monrovia assumes the responsibility to ensure implementation of planned activities, including timely supply of materials and reporting to National Office and UNHCR. The programme coordinator is assisted by three assistant coordinators in each of the field offices (Lofa, Nimba and Grand Gedeh). The CE Programme Master Trainer is covering all project sites and is in charge of quality control for the entire project as related to its intended impact and results. The Master Trainer provides technical support to JPC, including training for Peace Education facilitators and closely monitors activities in the field.

In terms of the administrative and financial management, the Admin/Finance assistant based in the JPC National Office in Monrovia is responsible for ensuring compliance with the UNHCR financial regulation. The Admin/Finance assistant is assisted by three Admin/Finance clerks in each of the field offices. They are obliged to submit periodic financial report to the Admin/Finance assistant in the JPC National Office.

#### **Procurement procedures**

With regards to procurement procedures, JPC follows established UNHCR procurement procedures. There was no international procurement and all domestic procurement procedures strictly adhered to the UNHCR procurement guidelines and procedures with assistance of UNHCR Supply and Programme staff. However, financial verification by UNHCR found instances of unauthorized procurement. UNHCR advised JPC to comply the UNHCR financial procedures.

#### Monitoring system

In terms of programmatic monitoring, this is multi-faceted. There is the above-mentioned regular monitoring by UNHCR PB focal points located in all UNHCR field offices where the CE Programme is being implemented (Nimba, Grand Gedeh, Lofa). There is also international UNHCR staff with PB expertise in Monrovia who provide regular support, monitoring, quality control, and guidance to the JPC staff. Additionally, program management meetings are held at the end of every month to assess progress made in the implementation process, as well as to develop strategies to respond to emerging challenges.

The Master Trainer spearheaded use of M&E tools which have already been developed and used in other country operations using the CE Programme's curriculum and methodology. These include: 1) Focus group discussions (three times/year) with a cross-section of targeted communities to enquire as to programme awareness and behaviour change; 2) Structured observation sheets for programme monitors and facilitators; 3) Feedback evaluation forms for participants, and; 4) On-going reporting as to incidents and trends of violence in targeted communities. Based on these reports and meetings, the Master Trainer and PB staff suggest and ensure changes and adjustments in the programme roll-out.

In terms of administrative and financial monitoring, the regular UNHCR sub-project monitoring and reporting procedures are in place. This includes quarterly formal sub-project monitoring reports linked to the disbursement of funding tranches. Throughout the year, there has been a great deal of close work between the JPC and UNHCR operations staff in order to bring JPC up to speed and ensure their understanding of the UNHCR project requirements, procedures, and standards, including several field office visits by the UNHCR national programme officer and the programme assistant (financial control) officer to provide direct coaching.

#### External Evaluator

The project is subject to the Rigorous Impact Evaluation ("RIE") during and beyond the project period. The RIE has been carried out by Yale University/Innovations for Poverty Action (IPA), lead by the Professor Chris Blattman and their local partner, National Ex-Combatant Peace Building Initiative (NEPI). The Yale/IPA and NEPI team has worked closely with UNHCR and JPC in order to provide quality and substantial impact analysis in order to determine the value added, importance of replication and expansion, and needs to adjust the programme to maximise impact. Due to the stringent criteria and procedures surrounding the RIE, Yale/IPA and NEPI took a key role in the final selection and ultimately led the randomisation of the beneficiary communities after the initial communities were selected by local leaders, authorities, and protection/human rights stakeholders in the target areas. Information in the form of updates, pointers and memos communicated by Yale/IPA and NEPI team has been a great help for the JPC and UNHCR throughout the reporting period.

## IV. Results

During this reporting period, the project hit the ground running with implementation of the Peace Education workshops. 7,535 citizens including 3,312 women were trained in 238 Peace Education workshops in Nimba, Grand Gedeh and Lofa counties. The achievement of implementation of project activities was equivalent to 58% against the target of 12,900 set out during this reporting period. More specifically, the following outputs were achieved in this reporting period:

- 238 Peace Education workshops were conducted and 7,535 community members; 3,265 were trained in 103 workshops in Nimba; 1,588 were trained in 29 workshops in Grand Gedeh; 2,682 were trained in 86 workshops in Lofa.
- 238 Opportunity Plan were developed and presented to communities at the graduation ceremonies.
- 3 hours of radio programmes were broadcasted and finalized by the end of September 2009.

As described in the above section, qualitative achievements will be further monitored and evaluated under the RIE over the project period by Yale University/IPA and NEPI team. However, the preliminary finding noted positive behavioural and attitudinal changes at both individual and community level.

- Individual capacity to respond to conflict has increased immensely. This was observed during interview conducted in the three counties of cross section of participants who attended the CE workshops in the counties.
- Community member's knowledge of peaceful co-existence increased and level of tribal tolerance also increased. For instance, participants are constructively engaging each other and helping to clean. Cooperative activities to address common issues, such as constructing community latrines, brushing farm to market roads and town roads and cleaning the public place are also observed. Some community members who benefited from the peace education workshops are constructively working together as a group on peanut and rice farms.
- Women and youths have never been consulted before when the community took important decisions. Now they have a forum to speak up and express their opinions and concerns in some communities.
- Communities have established structures such as Conflict Prevention/Resolution Committee to use the knowledge gained from the workshops. That creates an ideal opportunity to strengthened local capacity for sustainable integration and local ownership.

### Delays in programme implementation and the nature of the constraints

Despite the positive outcomes and outputs mentioned above, the level of programme implementation remained at 58% in this reporting period. The delays were mainly caused by two reasons. First, as noted in the previous reporting period, the commencement of the project was delayed due to mobilisation of the funding at numerous levels (mainly PBF and UNHCR HQ). Second, repeated delays in submission of financial reports from JPC, which are a pre-requisite for the disbursement of funding, caused further delays in disbursements. Contributing factors include centralization of management and resources by the JPC National Office and systemic weaknesses in obtaining financial reports from the field offices. UNHCR provided periodic advice and coaching. However, enhancing administrative capacity of the JPC remained a challenge. Another constraint has been logistics. Rainy season took a toll on motorbikes and delayed the provision of maintenance services, spare parts, and gasoline for motorbikes for field staff -

main facilitators affected to the timely implementation of the workshop. However, logistical difficulties has been largely resolved in the second half of the year through addressing issues in monthly Implementing Partner meeting held at UNHR Monrovia office as well as closer communication between the JPC and UNHCR field offices.

## Key partnerships and collaborations

The relevance of partnership with the Government is at the fore of sustainability of the CE Programme. It is particularly related to the MIA, as the line ministry most directly linked to community-level decision-making. Local leaders – traditional and district/town-based – led the site and beneficiary identification process, and are among the key workshop participants themselves. MIA staff have been trained on the basics of the programme and were supposed to assist in monitoring the workshop implementation and advising on adjustment of workshop roll-out in order to maximise impact. However, the involvement of MIA has been so far minimal.

## V. Future Work Plan

In the following reporting period, the project will continue to carry out 138 Peace Education workshops for 7,465 people to achieve the project target of 15,000. Alongside with the Peace Education workshops in communities, facilitator training will be conducted for 500 outstanding persons selected among exparticipants of the community workshops. Additional effort will be made to link up those facilitators with MIA PB Focal Point by forming sustainable Peacebuilding Support Network throughout the field. For detailed work plans, please see attached Annex 1 and Annex 2.

As it became clear that UNHCR would not meet the target of 15,000 trainees by the established target date of 31 March 2010, UNHCR requested to the PBF Joint Steering Committee (JSC) that the end-date be moved to 31 December 2010 without any additional funding, as savings were made through UNHCR contributions to the project and initial delays in implementation. The request was accepted and the end-date of the project was set to 31 December 2010. In addition to this new time frame, the new administrative structure will be put in place in 2010; UNHCR will enter a new contract with JPC Regional Office Gbarnga (overseeing Lofa and Nimba County implementation) and JPC Regional Office Harper (overseeing Grand Gedeh County) and the remaining budget will be reallocated to both offices according to the size of operation. Both of these Offices are autonomous from JPC National Office when it comes to handling/administration of funds under the CE Programme. JPC National Office will concentrate on advocacy work. This arrangement will streamline administrative/ financial process and accelerate the implementation toward the target of 15,000 in the next reporting period.

## **VI.** Performance Indicators (optional)<sup>5</sup>

<sup>&</sup>lt;sup>5</sup> E.g. for the UNDG Iraq Trust Fund and the MDG-F.

# VII. Abbreviations and Acronyms

UNHCR	United Nations High Commissioner for Refugees
JPC	Justice and Peace Commission
INEE	Inter-Agency Network for Education in Emergencies
MIA	Ministry of Internal Affairs
PRS	Poverty Reduction Strategy
IPA	Innovations for Poverty Action
CE	Community Empowerment: Peace, Human Rights, and Civic Participation
RIE	Rigorous Impact Evaluation
PBF	Peacebuilding Fund
PB	Peacebuilding
NEPI	National Ex-Combatant Peace Building Initiative
JSC	Joint Steering Committee

**CE Project Work Plan 2010** 

Implementer: JPC Regional Office in Gbarnga Project Location: Nimba and Lofa County

Output(s)	Detailed description of activities related to the Output(s)	Responsibility (ies)	Completion Dates
All outstanding community workshops completed	Community workshops in progress-Nimba-24 and Lofa-24	National office, Pro Coor. And county coor.	Jan. 6- Feb. 28, 2010
<ul> <li>Block three phase two workshops completed with 1,600 beneficiaries in Nimba</li> <li>First level Facilitators training completed with 400 beneficiaries in Lofa and Nimba</li> <li>Community workshops completed with 928 beneficiaries</li> </ul>	Conduct of community mobilization, workshop and procurement of workshop materials and equipment and their distribution to field-Nimba and Lofa. First level facilitators training conducted in Lofa and Nimba Compile report for the first period of implementation	Reg. off; Prog. Asst. Prog and Facilitators Master Trainer, Reg. off; Prog. Asst. Prog and Facilitators	Mar May 31, 2010
<ul> <li>Community workshops completed with 768 beneficiaries</li> </ul>	Community mobilization, procurement and servicing of bikes and conduct workshops -Block four –Nimba	Reg. off; Prog, Asst. Prog and Facilitators	Jun. 31, 2010
<ul> <li>Second level Facilitators training completed with 400 beneficiaries-Lofa and Nimba</li> </ul>	Second Level Facilitators training-Nimba and Lofa	Master Trainer,Reg. off; Prog, Asst. Prog and Facilitators	
<ul> <li>Project Staff, facilitators and other stakeholder reflection complete with Project's areas of impact, lessons learnt, constraints, weakness and strengths established after the first six months</li> </ul>	Hold the first phase retreat/reflection	Master Trainer,Reg. off; Prog, Asst. Prog and Facilitators	
<ul> <li>Community workshops completed with 480- Lofa and 480- Nimba beneficiaries</li> </ul>	Community mobilization, procurement and servicing of bikes and conduct workshops -Block four –Nimba and Block-five- Lofa	Reg. off; Prog, Asst. Prog and Facilitators	Jul. 31, 2010
<ul> <li>Facilitators training completed with 200 beneficiaries-Nimba and 200 beneficiaries- Lofa</li> </ul>	Second Level Facilitators training-Nimba Third Level Facilitators training-Lofa	Master Trainer,Reg. off, Prog, Asst. Prog and Facilitators Reg. off, Prog, Asst. Prog	
<ul> <li>Community workshops, completed with 480- Lofa and 736- Nimba beneficiaries</li> <li>Facilitators training completed with 200</li> </ul>	Community mobilization, procurement and servicing of bikes and conduct workshops -Block five –Nimba and Block-five- Lofa Third level workshops-Lofa	Reg. off; Prog, Asst. Prog and Facilitators Master Trainer,Reg. off; Prog, Asst. Prog and Facilitators	Aug. 31, 2010

**ANNEX 1** 

beneficiaries-Lofa		Reg. off; Prog, Asst. Prog	
• Community workshops completed with 416- Lofa and 640- Nimba beneficiaries	Community mobilization, procurement and servicing of bikes and conduct workshops in phase two-Block five –Nimba and Block-five- Lofa	Reg. off; Prog, Asst. Prog and Facilitators	Sep. 30, 2010
<ul> <li>Facilitators training completed with 200 beneficiaries-Lofa</li> </ul>	Third Level Facilitators training-Lofa	Master Trainer,Reg. off; Prog, Asst. Prog and Facilitators	
<ul> <li>Documentation of community workshops and facilitators' training and retreat/reflection</li> </ul>	Writing of second quarter activity report	Reg. off; Prog, Asst. Prog	
<ul> <li>Community workshops completed with 288 beneficiaries-Nimba</li> </ul>	Community mobilization, procurement and servicing of bikes and conduct workshops in phase three-Block five –Nimba	Reg. off; Prog, Asst. Prog and Facilitators	0ct. 31, 2010
• Facilitators training completed with 200 beneficiaries-Nimba	Conduct two facilitators training of third level	Master Trainer,Reg. off; Prog, Asst. Prog and Facilitators Reg. off; Prog, Asst. Prog	
• Facilitators training completed with 200 beneficiaries-Nimba	Conduct last facilitators training of third level	Reg. off; Prog, Asst. Prog and Facilitators Master Trainer, Reg. off; Prog, Asst. Prog and Facilitators Reg. off; Prog, Asst. Prog	
<ul> <li>Professional development training for 29 community-workshops facilitators complete</li> </ul>	Conduct second level Professional Development for JPC's facilitators	Master Trainer, Reg. off; Prog, Asst. Prog and Facilitators and other relevant stakeholder	Nov. 30, 2010
<ul> <li>Project final Staff, facilitators and other stakeholder reflection complete with Project's areas of impact, lessons learnt, constraints, weakness and strengths established</li> </ul>	Hold final staff and facilitators and stakeholders' retreat/reflection on the program		
<ul> <li>Final narrative and financial reports in progress</li> </ul>	Collecting details/information for the first draft of the final narrative and financial reports from field	Prog coordinator, assists prog, facilitators and JPC Reg Cor	
First narrative and financial report draft ready for review	Compiling of the first draft of the final narrative and financial reports	Prog coordinator, assists prog, facilitators and JPC Reg Cor and Master Trainer	Dec. 22, 2010

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Implementer: JPC Regional Office in Harper Project Location: Zwedru

(a)andana	Detailed description of activities related to the Outnut(s)	Responsibility (ies)	Completion Dates
• 384 participants are trained in 12 community	<ul> <li>Conduct one week mobilization and (8 days)</li> </ul>	Facilitators, Asst. Programme	Mar Apr. 2010
<ul><li>workshops</li><li># of activities report submitted to PC</li></ul>	<ul> <li>workshop for community members</li> <li>Procurement of stationery supplies for the workshops and ensure distribution in the field</li> </ul>	Coordinator and Programme Coordinator APC	End of Apr.
	<ul> <li>Motorcycles are functional to be used in the field.</li> <li>Activities report</li> </ul>		
100 facilitators completed level one training in the	Conduct community facilitators training	Master trainer, Regional	<b>May-Jun. 2010</b>
CEP	<ul> <li>Procurement of stationery supplies for the workshops and ensure distribution in the field.</li> </ul>	Coordinator ,Asst. Coordinator and facilitators	
	<ul> <li>Motorcycles are functional to be used in the field.</li> </ul>		
800 participants are trained in 25 community workshons.	<ul> <li>Conduct one week mobilization and (8days) workshows for community members</li> </ul>	Asst. Coord. Programme coordinator. facilitators	JunAug. 2010
<ul> <li># of activities report submitted to PC.</li> </ul>	<ul> <li>Procurement of stationery supplies for the workshops and ensure distribution in the field.</li> </ul>	All Staff, Regional Office	End Jul.
	<ul> <li>Motorcycles are functional to be used in the field.</li> <li>Staff retreat</li> </ul>		
100 facilitators Completed level two training in the	Conduct community facilitators training	Master trainer, Regional	AugSep. 2010
CEP	<ul> <li>Procurement of stationery supplies for the workshops and ensure distribution in the field.</li> </ul>	Coordinator ,Asst. Coordinator and facilitators	
	<ul> <li>Motorcycles are functional to be used in the field.</li> </ul>		
• 416 participants are trained in 13 community workshops.	Conduct one week mobilization and (8days)     workshops for community members	Facilitators, Asst. Programme Coordinator and Programme	Oct Nov. 2010
<ul> <li># of activities report submitted to PC.</li> </ul>	<ul> <li>Procurement of stationery supplies for the workshops and ensure distribution in the field.</li> </ul>	Coordinator, Regional office	

**ANNEX 2** 

	≥ v= ●	Motorcycles are functional to be used in the field		
100 facilitators Completed level two training in the	•	Conduct community facilitators training	Master trainer, Regional	End Nov. 2010
CEP	• •	Procurement of stationery supplies for the workshops and ensure distribution in the field.	Coordinator ,Asst. Coordinator and facilitators	
	₽ 4 <u>1</u>	Motorcycles are functional to be used in the field.		
Final report to be submitted to UNHCR			Programme Coordinator	Dec. 2010