



ANNUAL

# REPORT 2025

2025 WAS NOT AN EASY YEAR FOR API

EXTERNAL







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# LIST OF ABBREVIATIONS

<i>A2I</i>	<i>Access to Information A2IWG</i>
<i>ADB</i>	<i>Asian Development Bank</i>
<i>AFV</i>	<i>Action for Vietnam (former implementing partner, A-SSASY project)</i>
<i>AmCham</i>	<i>American Chamber of Commerce in Cambodia</i>
<i>API</i>	<i>Advocacy and Policy Institute</i>
<i>A-SSASY</i>	<i>Building One ASEAN Solidarity and Sustainability of the Partnership between Youth, Civil Society Organisations, and Member States</i>
<i>BWG</i>	<i>Budget Working Group</i>
<i>CCC</i>	<i>Cooperation Committee for Cambodia</i>
<i>CPDD</i>	<i>Coalition for Partnership in Democratic Development</i>
<i>CPS</i>	<i>Civil Peace Service</i>
<i>CSO</i>	<i>Civil Society Organization</i>
<i>CtGA</i>	<i>Change the Game Academy</i>
<i>DNH</i>	<i>Do No Harm</i>
<i>DP</i>	<i>Development Partner</i>
<i>DRWG</i>	<i>Digital Rights Working Group</i>
<i>D&amp;D</i>	<i>Decentralization and Deconcentration</i>
<i>EEP</i>	<i>Environmental Education Program</i>
<i>ELC</i>	<i>Economic Land Concession</i>
<i>EU</i>	<i>European Union</i>
<i>GEDSI</i>	<i>Gender Equality, Disability, and Social Inclusion</i>
<i>GFA</i>	<i>GFA Consulting Group</i>
<i>GIZ</i>	<i>Deutsche Gesellschaft für Internationale Zusammenarbeit (German Agency for International Cooperation)</i>
<i>GIS</i>	<i>Geographic Information System</i>
<i>GPP</i>	<i>Good Professional Practices (NGO certification standard)</i>
<i>ICT</i>	<i>Information and Communication Technology</i>
<i>ICSC</i>	<i>Institute for Community and Sustainable Change (Philippines)</i>
<i>iMAP</i>	<i>Internet Monitoring Action Plan</i>
<i>INGO</i>	<i>International Non-Governmental Organization</i>
<i>ISD</i>	<i>Improved Service Delivery</i>

LFR	<i>Local Fundraising</i>
MEAL	<i>Monitoring, Evaluation, Accountability, and Learning</i>
MEF	<i>Ministry of Economy and Finance</i>
MoEYS	<i>Ministry of Education, Youth and Sport</i>
Mol	<i>Ministry of Interior</i>
MoPTW	<i>Ministry of Public Works and Transport</i>
MoSVY	<i>Ministry of Social Affairs, Veterans and Youth Rehabilitation</i>
MS	<i>Mobilizing Support</i>
MSDV	<i>Mobile Service Delivery Vehicle</i>
NCDD	<i>National Committee for Sub-National Democratic Development</i>
NGO	<i>Non-Governmental Organization</i>
NRG	<i>Natural Resources Governance</i>
OBS	<i>Open Budget Survey</i>
OWSO	<i>One Window Service Office</i>
PFM	<i>Public Financial Management</i>
PFMR	<i>Public Financial Management Reform</i>
PLHIV	<i>People Living with HIV</i>
SA	<i>Social Accountability</i>
SDG	<i>Sustainable Development Goal</i>
SNDD	<i>Sub-National Democratic Development</i>
SP4ALL	<i>Social Protection for All</i>
TELOS	<i>Technical, Economic, Legal, Operational, and Scheduling (feasibility framework)</i>
ToT	<i>Training of Trainers</i>
UNDP	<i>United Nations Development Programme</i>
UNICEF	<i>United Nations Children's Fund</i>
USAID	<i>United States Agency for International Development</i>
WG	<i>Working Group</i>
WASH	<i>Water, Sanitation, and Hygiene</i>
WWF	<i>World Wide Fund for Nature</i>
Y4SDG	<i>Youth for Sustainable Development Goals</i>

# “2025 WAS NOT AN EASY YEAR FOR API

## Executive Director’s Message

*The sudden loss of U.S. government funding, coupled with regional instability and increasing demands on civil society, tested the organization in ways we had not anticipated. We were forced to make difficult decisions about programs, staffing, and how best to protect the institution while continuing to serve the communities and partners who rely on our work.*

*We are deeply grateful to our staff, who carried this period with professionalism, care, and resilience. Many took on expanded responsibilities while supporting one another through uncertainty and transition. We are thankful to API’s Board of Directors, whose steady oversight, judgment, and support were critical at moments when clarity and discipline mattered most.*

*We also want to thank our partners and donors. Several stood with us through a period of contraction and adjustment, demonstrating trust not just in our programs, but in the institution itself. That confidence made a significant difference.*

*While 2025 required contraction in some areas, it also reaffirmed what matters most. API met its legal and ethical obligations to staff. We protected core systems and governance. We continued to deliver results where commitments were in place. And we used this period to reflect honestly on risk, sustainability, and how the organization must adapt in a more volatile environment.*

*We are proud not only that API endured 2025, but that we emerged with greater clarity about who we are and how we work. The year strengthened our commitment to disciplined governance, focused programming, and long-term institutional resilience. These lessons now guide our path forward.*

*As we move into 2026, our focus is on consolidation and stability: sustaining what works, strengthening our foundations, and positioning API for durable impact under our Strategic Plan. We do so with realism, humility, and continued commitment to accountability.*

*Thank you for your partnership, your trust, and your belief in the value of a strong, principled civil society.*

Sincerely,

**Socheat Lam**  
Executive Director Advocacy and Policy Institute

**Soeurng Chandara**  
Chairperson of the Board of Directors

# ABOUT API

Founded in 2003, the Advocacy and Policy Institute (API) is a leading Cambodian civil society organization promoting democratic governance, human rights, and social inclusion.

API works to ensure that citizens, especially women, youth, and marginalized groups, have the knowledge, confidence, and opportunity to engage with government institutions and influence decisions that affect their lives.

For over two decades, API has served as a bridge between citizens and state institutions, advancing laws, policies, and practices that strengthen participation, transparency, and accountability. Through its mission to “build capacity for change,” API empowers communities to raise their concerns, engage in dialogue, and co-create solutions with decision-makers.



**Vision:** Cambodia has a national culture of harmony, with political and economic stability, sustainable development, democratic governance, and the protection of human rights for a prosperous future for all.



**Mission:** To serve Cambodia’s long-term democratic and social development needs through the empowerment of people to interact with their government and protect their rights.



**Strategic Goal (2024–2028):** By 2028, Cambodia is a more harmonious and inclusive society with sustainable development, economic empowerment, climate resilience, good governance, and respect for democratic principles, human rights, and GEDSI.



**Core Values:** Transparency, accountability, independence, non-partisanship, and professionalism, guided by peaceful conflict resolution and a rights-based approach.



**Recognitions and Awards:** API’s contributions to governance reform and institutional integrity have been recognized nationally and internationally.

- CARE Partnership Award (2018) for advancing social accountability.
- USAID/Pact Best Performance Partner (2023) for organizational capacity and partnership excellence.
- Governance and Professional Practice Certificate (2019, 2023) awarded by the Cooperation Committee for Cambodia (CCC).



# API 2025 at a Glance

## A Year of Institutional Stress — and Stabilization

Abrupt U.S. government funding termination and regional instability.

## Financial Snapshot

- 2025 funding loss: **USD ~1M**
- 2026 budget : **USD 900K**
- Secured: : **USD 600K**
- Gap: : **USD 300K**

## Delivery Highlights

- **~48,000+** public services delivered
- **~50** community issues resolved
- National policy engagement reaching **~2.2M** people

## What Held

- Governance and compliance maintained
- Statutory obligations met
- Core programs sustained
- Institution stabilized for 2026

## API in 2025: From Shock to Stabilization

Following a significant external funding shock, the Advocacy and Policy Institute (API) leveraged disciplined governance and financial reserves to move from immediate crisis to a stabilized, consolidated position for 2026.

### STAGE 1: EXTERNAL DISRUPTION



Abrupt U.S. funding termination and regional security instability led to sector-wide contraction.

### STAGE 2: INSTITUTIONAL RESPONSE



Rapid governance decisions and reserve funds ensured orderly project closures and staff transitions.

- Statutory obligations met, utilizing reserves to cover 1–2 months of staff compensation.

### STAGE 3: CORE SYSTEMS MAINTAINED



Governance, compliance, and core programs sustained delivery of over 48,000 public services.

### STAGE 4: POSITIONING FOR 2026



Transitioning to a 'durability' model focused on consolidation, systems strengthening, and diversification.

- Revenue diversification through expansion of consulting services and
- Full achievement of revised fundraising targets.

# 2025 AS AN INSTITUTIONAL STRESS TEST

For the **Advocacy and Policy Institute (API)**, 2025 functioned as a full institutional stress test. The abrupt termination of United States government funding in early 2025 removed more than **USD 1 million in anticipated grant support (2025–2029)** and immediately affected four active projects. The challenge was whether the organization could absorb shock while maintaining compliance, credibility, and delivery.

**API’s response prioritized institutional integrity and continuity of results.** During the year, the organization completed major projects, closed or terminated others in line with donor and labor requirements, and remained engaged in national and sub-national policy processes despite reduced staffing and funding volatility.

Taken together, the events of 2025 tested API’s governance systems, financial controls, leadership capacity, and institutional discipline. The organization emerged **smaller, more cautious, and more deliberate**, but also **more diversified and strategically aligned**. The stress test reinforced a core lesson for donors and partners alike: **adaptive governance, financial discipline, and diversified revenue are prerequisites for sustained impact in volatile environments.**



*Right to Know Day on 8 Oct 2025 at Hima Wari Hotel*

# PROGRAM DELIVERY RESULTS

Despite major funding disruption in early 2025, the **Advocacy and Policy Institute (API)** maintained delivery across its core program areas. The organization prioritized results that could be completed, safeguarded, or institutionalized, while preserving its role as a credible policy and service delivery actor.

## SERVICE DELIVERY AND LOCAL GOVERNANCE SYSTEMS

API sustained and completed service delivery initiatives that improved citizen access to government services and strengthened sub-national systems.

**48,666 public services delivered** through One Window Service Offices (OWSO) across regular, digital, and mobile channels (2024–2025).

**Digital and mobile OWSO systems operationalized**, including server installation and technical handover to government counterparts.

**Service access prioritized vulnerable groups**, including women, older people, people with disabilities, students, and minority communities.

**Water management capacity strengthened** through training, GIS-based assessments, and prioritization of four small- and medium-scale irrigation schemes.

**Why this matters:** API helped ensure continuity of essential public services while transitioning delivery systems into government ownership.

## TRANSPARENCY, BUDGETS, AND PUBLIC PROCUREMENT ACCOUNTABILITY

API delivered measurable gains in fiscal transparency and access to information at both sub-national and national levels.

**Citizen Budget Analysis App launched;** sub-national budget analyses for 2022–2023 formally presented to national authorities.

**Public procurement disclosure improved:**

**30.53% (146 of 877)** monitored local procurement projects disclosed key information.

**14.77% (52 of 352)** national-level procurement projects disclosed additional information across four ministries.

**Budget governance strengthened** through issuance of **Ministry of Economy and Finance Guidance No. 007**, improving allocation and management of social and environmental budget lines.

Cambodia recorded **improved Open Budget Survey scores** (transparency +10; public participation +2), following sustained civil society engagement.

**Why this matters:** These outcomes improve accountability in public finance systems that directly affect service delivery, local development, and public trust.

## Community Advocacy and Issue Resolution

API-supported community advocacy mechanisms continued to generate tangible local outcomes.

- **50 community-raised advocacy issues addressed** through structured engagement with authorities.
- **37 issues partially resolved and 20 issues fully resolved**, including land disputes, budget disclosure, illegal fishing, deforestation, and encroachment on community land.
- **Inclusive participation sustained**, with women, youth, indigenous people, and people with disabilities forming the majority of community representatives engaging authorities.

### Case Study: Access to Healthcare Through Community Advocacy

#### People Living with HIV Community – Banteay Meanchey

With support from the Advocacy and Policy Institute (API), the People Living with HIV Community in Mongkol Borei District strengthened internal governance and developed an advocacy plan. Through structured engagement with commune and district authorities, all 319 members (188 women) obtained Equity Cards, securing free access to healthcare services. The community is now formally recognized by local authorities and actively participates in public decision-making.

**Why this matters:** Even in constrained environments, organized citizen engagement continued to produce concrete administrative and policy responses.



*Budget and procurement awareness at Mongkol Borei district, BMC province*

## NATIONAL POLICY ADVOCACY THROUGH CIVIL SOCIETY NETWORKS

API remained an active national policy actor through formal civil society platforms.

- **Access to information:** Two formal letters submitted to the Senate and the Prime Minister; the national Right to Know Day campaign reached **2.22 million people**.
- **Budget and public finance policy:** Civil society submissions contributed to amendments in the 2025 National Budget Law and issuance of **MEF Guidance No. 007**.
- **Social protection:** Government issued **Sub-Decree No. 85**, **Sub-Decree No. 172**, and Parliament adopted **Decision No. 043**, strengthening protection for vulnerable groups.
- **Digital governance:** Civil society inputs submitted on the **Draft National AI Strategy**, **Draft Law on Personal Data Protection**, and **Draft Law on Digital Governance**.

**Why this matters:** API contributed to concrete policy instruments and regulatory processes during a period of sector-wide contraction.

## CIVIL SOCIETY CAPACITY AND RESILIENCE

API strengthened the capacity of peer organizations to sustain advocacy and service delivery.

- 20 NGO leaders trained (10 organizations) through the Change the Game Academy.
- Advocacy and mobilizing support plans developed and implemented or ongoing, resulting in access to social protection cards, licenses, and government or private-sector support.
- Continued international exchange through training-of-trainers and regional collaboration.

**Why this matters:** Strengthening organizational resilience multiplies impact beyond API's direct footprint.



*IP raise questions to the local authority in the budget public forum in November 2025 at Prasat Ballangk district, Kampong Thom province*

## Climate Action and Environmental Justice

API advanced institutional foundations for environmental education and climate engagement.

- **65 partnership agreements signed** with schools and universities across four provinces.
- **Environmental education modules** integrated into teaching practices at partner institutions.
- Implementation adjusted to address platform delays and partner capacity constraints, with activities embedded into existing institutional structures.

## Case Study: Local Investment in Water and Livelihoods

### **Boeung Chang–Boeung Prang Fishery Community – Kampong Thom**

Declining water levels threatened livelihoods in the Boeung Chang–Boeung Prang Fishery Community. Following API-supported advocacy, the commune administration incorporated lake rehabilitation into its rolling investment plan. In 2025, approximately 97 million riels were allocated to rehabilitate canals supplying water to the conservation lake, improving water security and supporting sustainable livelihoods.

**Why this matters:** API focused on durable institutional adoption rather than short-term reach claims.

In 2025, API delivered fewer projects but protected systems, preserved outcomes, and sustained policy relevance. Under severe funding disruption, the organization demonstrated that disciplined governance and outcome-focused execution can maintain public value even when conditions deteriorate.



*CBO representative raises community's issues in the district dialogue meeting at Thpong district on 27th November 2025*



*CBO representative joins in the monthly Commune Council at Sangkat Phneit, Serei Sophoan municipality, BMC province*

# ADAPTATION, RISKS, AND LESSONS LEARNED

2025 was a year of acute disruption for the **Advocacy and Policy Institute (API)**. The sudden termination of U.S. government funding, regional security disruptions, and the cumulative complexity of parallel donor requirements required rapid adaptation across governance, operations, and program delivery. This section summarizes the principal challenges faced, the institutional risks identified, and the lessons now shaping API's operating model.

## PROGRAMMATIC AND OPERATIONAL CHALLENGES

<b>Service delivery under transition (ISD / OWSO)</b>	The conclusion of the ISD project resulted in the completion of contracts for seven project staff, with only two retained for future projects. At the same time, demand for One Window Service Offices (OWSO) increased, particularly for legalization and civil registration services. Government staffing capacity was insufficient to meet peak demand. Digital OWSO uptake remained limited due to low digital literacy among older populations and weak connectivity, while mobile OWSO services expanded access but faced staffing constraints during high-demand periods.
<b>Border conflict and security disruptions (CASD, A2I)</b>	Armed conflict along the Cambodia–Thailand border in July and December 2025 delayed activities in several districts under the CASD and A2I projects. During these periods, national and sub-national authorities prioritized security concerns, reducing attention to community dialogue and civil society engagement, and slowing advocacy momentum.
<b>Parallel donor complexity (EU SCOPE and related projects)</b>	The EU-funded SCOPE project required API to rapidly build public financial management capacity while implementing field activities in the same geographic areas as other donor-funded projects (including Oxfam, Brot für die Welt, and DanChurchAid). Differing compliance, reporting, and results frameworks significantly increased planning and coordination demands during June–December 2025.
<b>Policy advocacy workload and coordination demands</b>	API continued to play a leadership role across 10 national networks (8 civil society working groups and 2 private sector associations). Advocacy calendars and meeting schedules were largely outside API's control, increasing workload pressure while remaining central to the organization's mandate.
<b>Sector-wide funding contraction (CtGA and CSO partners)</b>	Significant donor funding reductions across the NGO sector reduced the implementation capacity of CtGA participants, partners, and networks, affecting the pace and scale of advocacy and organizational development efforts.



Field visit activity in June 2025 at Prambei Mum Community Forestry at Thpong district, Kampong Speu province.

## INSTITUTIONAL AND FINANCIAL RISKS

### U.S. government funding terminations

The termination of USAID and U.S. Department of State-funded projects, including Advanced Youth Leadership, Civil Society Support, iMAP, and the Civil Society Resilience Project, resulted in:

termination or reduction of contracts for 15 staff,

temporary reliance on API reserve funds to cover 1–2 months of salaries in compliance with Cambodian labor law, and

delayed reimbursement for eligible expenditures incurred between December 2024 and February 2025.

These events represented a systemic external shock rather than a performance-related risk.

### Environmental education delivery risks (A-SSASY)

Several risks emerged that could affect the achievement of A-SSASY targets by October 2026, including delays to the EEP e-learning platform, limited access to personal email accounts among youth, capacity constraints among some partners, and the Vietnamese co-applicant's inability to implement activities due to government restrictions. API adapted by directly implementing activities in some locations and strengthening school-based partnerships, despite limited formal cooperation from MoEYS.

## Organizational Systems and Capacity Risks

The events of 2025 highlighted the need to further strengthen:

- systems and compliance capacity,
- role clarity, workload distribution, and boundaries,
- consistent policy implementation, and
- decision-making accountability.

The expansion of **API Development Consulting** introduced additional demands related to work culture, staffing models, and time management, particularly in balancing proposal development with delivery and managing variable income streams.

Civic technology tools (including One Window Service, **Pidor Facebook chatbot**) lack formal maintenance, handover, and resourcing arrangements, creating sustainability and knowledge-retention risks. While progress was made in ICT and cybersecurity, deeper improvements require protected staff time and dedicated resources. Similarly, inconsistent workflows for content management and public communications limit visibility and effectiveness.



Chief of district council responds to the community issues in the budget public forum in November 2025 at Prasat Ballangk district, Kampong Thom province.

# LESSONS LEARNED

- **Institutional resilience is built through systems, not heroics.** API's ability to meet labor obligations, maintain compliance, and continue delivery during abrupt funding terminations depended on pre-existing governance frameworks, financial reserves, and disciplined decision-making—not individual effort alone.
- **Donor concentration is a material risk, regardless of performance.** The loss of U.S. government funding demonstrated that strong results and compliance do not protect organizations from geopolitical and policy shifts, reinforcing the need for diversified revenue models.
- **Complex donor environments impose hidden operational costs.** Managing parallel compliance, reporting, and results frameworks across EU, bilateral, and INGO partners significantly increased staff burden, underscoring the need for explicit coordination and alignment mechanisms.
- **Digital tools fail without planned ownership.** Civic technology platforms introduced delivery and knowledge-retention risks where maintenance, handover, and resourcing were not defined at the design stage.
- **Staff wellbeing directly affects institutional risk.** Periods of contraction and uncertainty highlighted the importance of clear roles, realistic workloads, and structured planning to sustain performance and decisioquality under pressure.



*CBO representative raises questions to the local authority in the budget public forum in November 2025 at Phnom Krovanh district, Pursat province*

# WAY FORWARD (2026)

In 2026, the **Advocacy and Policy Institute (API)** will operate in a more constrained but clearer mode. Following the shocks of 2025, the organization's priority is **not expansion**, but **durability**—sustaining results, protecting institutional integrity, and positioning API for long-term relevance under its Strategic Plan 2025–2028.

API has budgeted **USD 900,000 for 2026**. As of December 2025, approximately **USD 600,000 has been secured**, leaving a **USD 300,000 funding gap** to be addressed through institutional fundraising, partnerships, and consultancy income. This gap is being managed deliberately, not deferred.

## WHAT API WILL FOCUS ON IN 2026

### Fewer programs, executed well

API will concentrate on a limited set of priority initiatives where it has demonstrated credibility and systems in place. Ongoing programs in governance, public finance, social protection, climate action, and civil society resilience will be implemented with an emphasis on completion, consolidation, and handover rather than expansion.

Key programs include CASD (BftW/DCA), SCOPE (EU/Oxfam), IMPACT–ROSKI (Norad/Mission Alliance), A-SSASY (EU/BftW), CLIMB (WaterAid), and CtGA partnerships—each scoped to available resources and institutional capacity.

### Institutional resilience as a program outcome

In 2026, API will treat systems, governance, and compliance as core delivery assets, not overhead.

Priorities include:

- strengthening financial management, compliance, and MEAL systems,
- clarifying roles, workloads, and decision-making authority,
- reinforcing Board oversight and management accountability, and
- aligning staffing structures with strategic priorities and funding realities.

### Funding diversification, not dependency replacement

API will continue to reduce exposure to donor concentration risk by:

- strengthening institutional fundraising capacity,
- pursuing shared cost and unrestricted funding arrangements,
- deepening engagement with existing donors, and
- expanding private sector partnerships through EuroCham and AmCham.

Consultancy services under API Development Consulting will remain a complementary income stream, with a USD 150,000 target, supporting core costs without distorting mission priorities.

### Digital systems that are sustainable by design

Rather than launching new tools, API will focus on stabilizing and safeguarding existing digital assets. This includes defining maintenance and handover arrangements for civic tech platforms, updating ICT and data protection policies, and institutionalizing routine system maintenance and security oversight.

## Visibility with substance

API will strengthen communications and knowledge management to ensure that evidence, lessons, and results are accessible to partners and donors. The emphasis will be on clarity, consistency, and public accountability.



*Annual reflection workshop in December 2025 at Phnom Krovanh district, Pursat province, opening remark by the deputy of the district governor*

## WHAT 2026 IS—AND IS NOT

2026 is **not** a growth year. It is a year of consolidation, discipline, and institutional learning.

API's intent is to:

- stabilize core programs and staff capacity,
- maintain credibility with donors and partners,
- manage risk explicitly in a volatile environment, and
- position the organization for sustainable growth under the Strategic Plan 2025–2028.





វិទ្យាស្ថានកសិកម្ម និងគោលនយោបាយ  
ADVOCACY AND POLICY INSTITUTE

## ADVOCACY AND POLICY INSTITUTE

**A leading Cambodian NGO active in advocacy, policy influencing, capacity building, good governance and dialogue facilitation between citizens and state actors**

*The Advocacy and Policy Institute (API) is a Cambodian non-governmental organisation active in advocacy, policy influencing, good governance and civic engagement. Capacity building and dialogue facilitation are at the heart of our efforts towards democratic and sustainable development.*

*We have received widespread acclaim from both local and international organisations for our reliability, relevance and professionalism. Over a time span of almost two decades, API has helped institutionalise advocacy skills and has been striving to make local democratic and accountable governance a reality. To these ends, we have been conducting more than 300 training courses for over 10,000 participants affiliated with civil society and community-based organisations, local councils, media outlets, trade unions, Government institutions and the Cambodian Parliament.*



*API is unique in the Cambodian civil society in serving as a connector and facilitator for citizens' empowerment in their interaction with government at all levels. API has acquired first-hand experience on policy issues like access to information (A2I) through its grassroots work. Based on this vast experience, we are in the best position to make the voices of ordinary citizens count in policy-making at the national level. Here we have been trying to support government actors serve citizens according to the law and contribute to an enabling environment for citizens and civil society to express their concerns. Finally, we have been playing an important role in helping citizens understand their rights, access to information and make use of the opportunities for engagement offered by various laws and government policies.*

*Our programmes are guided by a human rights based approach. API serves all Cambodians and values the diversity of gender, sexual orientation and identity, (dis)ability, ethnicity, faith and political opinions. At the same time, we are especially committed to supporting the most disadvantaged in their efforts to make their voices heard.*

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