

CROSS-CULTURAL COMMUNICATION IN NGOS

THE IMPORTANCE OF EFFECTIVE CROSS-CULTURAL COMMUNICATION IN NGOS

CROSS-CULTURAL COMMUNICATION IN NGOS IS NOT MERELY A SOFT SKILL; IT IS THE VERY BEDROCK UPON WHICH SUCCESSFUL GLOBAL DEVELOPMENT AND HUMANITARIAN WORK IS BUILT. IN A WORLD WHERE NON-GOVERNMENTAL ORGANIZATIONS OPERATE ACROSS DIVERSE GEOGRAPHICAL, SOCIAL, AND CULTURAL LANDSCAPES, THE ABILITY TO UNDERSTAND, RESPECT, AND EFFECTIVELY NAVIGATE DIFFERENCES IN COMMUNICATION STYLES, VALUES, AND PERSPECTIVES IS PARAMOUNT. THIS ARTICLE WILL DELVE INTO THE INTRICATE NUANCES OF CROSS-CULTURAL COMMUNICATION WITHIN THE NGO SECTOR, EXPLORING THE CHALLENGES FACED, ESSENTIAL STRATEGIES FOR OVERCOMING THEM, AND THE PROFOUND IMPACT OF GENUINE INTERCULTURAL COMPETENCE ON PROGRAM EFFECTIVENESS, STAKEHOLDER ENGAGEMENT, AND ORGANIZATIONAL SUSTAINABILITY. WE WILL EXAMINE HOW MASTERING THESE INTERPERSONAL DYNAMICS CAN TRANSFORM POTENTIAL MISUNDERSTANDINGS INTO POWERFUL COLLABORATIONS, FOSTERING TRUST AND ACHIEVING LASTING POSITIVE CHANGE.

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UNDERSTANDING THE SCOPE OF CROSS-CULTURAL COMMUNICATION IN NGOS

THE OPERATIONAL MANDATE OF MOST NON-GOVERNMENTAL ORGANIZATIONS INHERENTLY PLACES THEM AT THE INTERSECTION OF VARIOUS CULTURES. WHETHER AN NGO IS IMPLEMENTING PROJECTS IN DEVELOPING NATIONS, ADVOCATING FOR POLICY CHANGES ON A GLOBAL SCALE, OR WORKING WITH DIVERSE COMMUNITIES WITHIN A SINGLE COUNTRY, ENGAGING WITH PEOPLE FROM DIFFERENT BACKGROUNDS IS A CONSTANT. THIS ENGAGEMENT EXTENDS BEYOND NATIONAL BORDERS TO ENCOMPASS DIFFERENCES IN ETHNICITY, RELIGION, SOCIOECONOMIC STATUS, EDUCATIONAL ATTAINMENT, AND EVEN GENERATIONAL PERSPECTIVES. EFFECTIVE CROSS-CULTURAL COMMUNICATION, THEREFORE, IS ABOUT RECOGNIZING THAT THESE DIFFERENCES ARE NOT JUST SUPERFICIAL; THEY DEEPLY INFLUENCE HOW PEOPLE PERCEIVE THE WORLD, INTERPRET MESSAGES, AND BUILD RELATIONSHIPS. IT'S ABOUT UNDERSTANDING THAT A GESTURE, A WORD, OR EVEN SILENCE CAN CARRY VASTLY DIFFERENT MEANINGS IN DIFFERENT CULTURAL CONTEXTS. FOR NGOS, THIS UNDERSTANDING IS CRITICAL FOR EVERYTHING FROM CONDUCTING NEEDS ASSESSMENTS AND DELIVERING AID TO TRAINING LOCAL STAFF AND BUILDING PARTNERSHIPS WITH COMMUNITY LEADERS.

THE SCOPE IS VAST AND MULTIFACETED. IT INVOLVES NOT ONLY VERBAL AND NON-VERBAL CUES BUT ALSO THE UNDERLYING CULTURAL ASSUMPTIONS AND VALUES THAT SHAPE THESE EXPRESSIONS. FOR INSTANCE, DIRECTNESS IN COMMUNICATION, VALUED IN SOME WESTERN CULTURES, MIGHT BE PERCEIVED AS RUDE OR AGGRESSIVE IN CULTURES THAT PRIORITIZE INDIRECTNESS AND POLITENESS. SIMILARLY, PERCEPTIONS OF TIME, HIERARCHY, AND PERSONAL SPACE CAN VARY DRAMATICALLY, IMPACTING MEETING DYNAMICS, PROJECT TIMELINES, AND THE VERY NATURE OF HOW WORK IS CONDUCTED. NGOS MUST THEREFORE EQUIP THEIR STAFF WITH THE TOOLS TO DECONSTRUCT THESE CULTURAL DIFFERENCES, FOSTERING AN ENVIRONMENT WHERE DIVERSE VIEWPOINTS ARE NOT ONLY TOLERATED BUT ACTIVELY SOUGHT AND INTEGRATED INTO THEIR OPERATIONAL FRAMEWORK.

KEY CHALLENGES IN CROSS-CULTURAL COMMUNICATION FOR NGOS

ONE OF THE MOST PERVERSIVE CHALLENGES NGOS FACE IS THE POTENTIAL FOR MISUNDERSTANDING ARISING FROM LINGUISTIC BARRIERS. EVEN WHEN WORKING WITH A COMMON LANGUAGE LIKE ENGLISH, NUANCES IN VOCABULARY, IDIOMATIC EXPRESSIONS, AND ACCENTS CAN LEAD TO CONFUSION. HOWEVER, THE CHALLENGE OFTEN RUNS DEEPER THAN SIMPLE TRANSLATION. IT INVOLVES COMPREHENDING THE CULTURAL CONTEXT EMBEDDED WITHIN LANGUAGE. FOR EXAMPLE, A DIRECT TRANSLATION MIGHT BE GRAMMATICALLY CORRECT BUT CULTURALLY INAPPROPRIATE OR OFFENSIVE. THIS IS WHERE RELYING SOLELY ON LITERAL TRANSLATION CAN FALL SHORT, REQUIRING A MORE PROFOUND UNDERSTANDING OF THE CULTURAL NUANCES THAT GIVE WORDS

AND PHRASES THEIR TRUE MEANING.

BEYOND LANGUAGE, DIFFERING NON-VERBAL COMMUNICATION STYLES PRESENT SIGNIFICANT HURDLES. BODY LANGUAGE, EYE CONTACT, GESTURES, AND EVEN THE USE OF SILENCE CAN BE MISINTERPRETED. IN SOME CULTURES, PROLONGED EYE CONTACT SIGNIFIES RESPECT AND SINCERITY, WHILE IN OTHERS, IT MAY BE SEEN AS CONFRONTATIONAL. SIMILARLY, A GESTURE THAT IS COMMONPLACE IN ONE COUNTRY MIGHT BE HIGHLY OFFENSIVE IN ANOTHER. NAVIGATING THESE UNSPOKEN RULES REQUIRES HEIGHTENED AWARENESS AND A WILLINGNESS TO OBSERVE AND ADAPT. THE IMPACT OF THESE MISINTERPRETATIONS CAN RANGE FROM MINOR AWKWARDNESS TO SIGNIFICANT BREAKDOWNS IN TRUST AND COLLABORATION.

FURTHERMORE, VARYING CULTURAL VALUES AND NORMS SIGNIFICANTLY INFLUENCE EXPECTATIONS AND BEHAVIORS. CONCEPTS LIKE INDIVIDUALISM VERSUS COLLECTIVISM, THE IMPORTANCE OF HIERARCHY, ATTITUDES TOWARDS AUTHORITY, AND THE PERCEPTION OF TIME (MONOCHRONIC VERSUS POLYCHRONIC) CAN CREATE FRICTION. FOR INSTANCE, IN A HIERARCHICAL SOCIETY, APPROACHING A SENIOR LEADER WITH SUGGESTIONS MIGHT BE CONSIDERED DISRESPECTFUL, WHEREAS IN A FLATTER ORGANIZATIONAL STRUCTURE, IT MIGHT BE ENCOURAGED. UNDERSTANDING THESE UNDERLYING VALUE SYSTEMS IS CRUCIAL FOR DESIGNING CULTURALLY SENSITIVE PROGRAMS AND FOSTERING RESPECTFUL WORKING RELATIONSHIPS. FAILURE TO ACKNOWLEDGE THESE DIFFERENCES CAN LEAD TO INEFFECTIVE PROGRAM DESIGN, RESISTANCE FROM BENEFICIARIES, AND STRAINED RELATIONSHIPS WITH LOCAL PARTNERS.

ESSENTIAL STRATEGIES FOR ENHANCING CROSS-CULTURAL COMMUNICATION

ACTIVE LISTENING IS NOT JUST ABOUT HEARING WORDS; IT'S ABOUT UNDERSTANDING THE UNDERLYING MESSAGE, INTENT, AND EMOTION. IN CROSS-CULTURAL CONTEXTS, THIS MEANS PAYING CLOSE ATTENTION TO NON-VERBAL CUES, ASKING CLARIFYING QUESTIONS, AND PARAPHRASING TO ENSURE UNDERSTANDING. IT INVOLVES SUSPENDING JUDGMENT AND GENUINELY TRYING TO SEE THE SITUATION FROM THE OTHER PERSON'S PERSPECTIVE. FOR NGO STAFF, PRACTICING ACTIVE LISTENING CAN PREVENT MISUNDERSTANDINGS BEFORE THEY ESCALATE AND BUILD RAPPORT WITH DIVERSE STAKEHOLDERS. THIS IS A SKILL THAT CAN BE CONSCIOUSLY DEVELOPED THROUGH FOCUSED PRACTICE AND SELF-AWARENESS.

DEVELOPING CULTURAL EMPATHY IS ANOTHER CRITICAL STRATEGY. THIS INVOLVES CULTIVATING THE ABILITY TO UNDERSTAND AND SHARE THE FEELINGS OF ANOTHER PERSON FROM A DIFFERENT CULTURAL BACKGROUND. IT GOES BEYOND INTELLECTUAL UNDERSTANDING TO AN EMOTIONAL CONNECTION, ALLOWING INDIVIDUALS TO APPRECIATE THE LIVED EXPERIENCES AND PERSPECTIVES OF OTHERS. THIS CAN BE FOSTERED THROUGH STORYTELLING, IMMERSIVE EXPERIENCES, AND ENCOURAGING DIALOGUE BETWEEN INDIVIDUALS FROM DIFFERENT BACKGROUNDS. WHEN STAFF CAN EMPATHIZE WITH THE CHALLENGES AND ASPIRATIONS OF THE COMMUNITIES THEY SERVE, THEIR COMMUNICATION BECOMES MORE EFFECTIVE AND THEIR PROGRAMS MORE IMPACTFUL.

TRAINING AND CAPACITY BUILDING ARE INDISPENSABLE FOR EQUIPPING NGO STAFF WITH THE NECESSARY SKILLS. THIS CAN INCLUDE WORKSHOPS ON INTERCULTURAL COMMUNICATION, DIVERSITY AND INCLUSION TRAINING, AND LANGUAGE ACQUISITION SUPPORT. THESE PROGRAMS SHOULD NOT BE ONE-OFF EVENTS BUT ONGOING PROCESSES THAT FOSTER CONTINUOUS LEARNING AND ADAPTATION. FURTHERMORE, PROVIDING ACCESS TO CULTURAL INFORMANTS OR LOCAL EXPERTS CAN OFFER INVALUABLE INSIGHTS AND GUIDANCE, HELPING STAFF NAVIGATE COMPLEX CULTURAL LANDSCAPES. A WELL-TRAINED WORKFORCE IS A MORE CONFIDENT AND CAPABLE WORKFORCE, BETTER PREPARED TO HANDLE THE COMPLEXITIES OF GLOBAL ENGAGEMENT.

- **OPENNESS TO LEARNING:** CULTIVATING A MINDSET OF CONTINUOUS LEARNING ABOUT DIFFERENT CULTURES.
- **FLEXIBILITY AND ADAPTABILITY:** BEING WILLING TO ADJUST COMMUNICATION STYLES AND APPROACHES.
- **RESPECT FOR DIVERSITY:** VALUING AND APPRECIATING DIFFERENCES IN PERSPECTIVES AND PRACTICES.
- **PATIENCE AND PERSEVERANCE:** RECOGNIZING THAT BUILDING UNDERSTANDING TAKES TIME AND EFFORT.
- **SEEKING FEEDBACK:** ACTIVELY SOLICITING FEEDBACK ON COMMUNICATION EFFECTIVENESS FROM DIVERSE STAKEHOLDERS.

BUILDING CULTURAL COMPETENCE WITHIN NGO TEAMS

FOSTERING AN ORGANIZATIONAL CULTURE THAT VALUES AND PROMOTES CROSS-CULTURAL UNDERSTANDING IS FOUNDATIONAL. THIS BEGINS WITH LEADERSHIP DEMONSTRATING A COMMITMENT TO DIVERSITY AND INCLUSION. WHEN LEADERS ACTIVELY

CHAMPION INTERCULTURAL COMPETENCE, IT SETS THE TONE FOR THE ENTIRE ORGANIZATION. THIS CAN INVOLVE INTEGRATING THESE VALUES INTO THE MISSION, VISION, AND STRATEGIC OBJECTIVES OF THE NGO. IT MEANS CREATING A SAFE SPACE WHERE STAFF FEEL COMFORTABLE DISCUSSING CULTURAL DIFFERENCES AND POTENTIAL MISUNDERSTANDINGS WITHOUT FEAR OF REPRISAL. THIS OPEN DIALOGUE IS ESSENTIAL FOR LEARNING AND GROWTH.

HIRING DIVERSE STAFF MEMBERS BRINGS A WEALTH OF CULTURAL PERSPECTIVES DIRECTLY INTO THE ORGANIZATION. THIS NOT ONLY ENRICHES INTERNAL DISCUSSIONS BUT ALSO PROVIDES VALUABLE INSIGHTS FOR PROGRAM DESIGN AND IMPLEMENTATION. WHEN TEAMS REFLECT THE DIVERSITY OF THE COMMUNITIES THEY SERVE, THEY ARE BETTER EQUIPPED TO UNDERSTAND LOCAL NEEDS AND BUILD TRUST. THIS CAN INVOLVE DEVELOPING INCLUSIVE RECRUITMENT PRACTICES THAT REACH A WIDER POOL OF TALENT AND ENSURE EQUITABLE OPPORTUNITIES FOR ALL CANDIDATES. A DIVERSE WORKFORCE IS A MORE RESILIENT AND INNOVATIVE WORKFORCE.

ESTABLISHING CLEAR COMMUNICATION PROTOCOLS THAT ARE SENSITIVE TO CULTURAL DIFFERENCES IS ALSO VITAL. THIS MIGHT INVOLVE DEVELOPING GUIDELINES FOR MEETINGS, WRITTEN COMMUNICATION, AND CONFLICT RESOLUTION THAT ACKNOWLEDGE AND ACCOMMODATE VARIOUS CULTURAL COMMUNICATION STYLES. FOR INSTANCE, SETTING EXPECTATIONS FOR PARTICIPATION IN MEETINGS OR ENSURING THAT ALL VOICES ARE HEARD, REGARDLESS OF THEIR DIRECTNESS. REGULARLY REVIEWING AND UPDATING THESE PROTOCOLS BASED ON FEEDBACK FROM STAFF AND STAKEHOLDERS ENSURES THEIR CONTINUED RELEVANCE AND EFFECTIVENESS IN A DYNAMIC GLOBAL ENVIRONMENT.

MEASURING THE IMPACT OF IMPROVED CROSS-CULTURAL COMMUNICATION

THE TANGIBLE IMPACT OF EFFECTIVE CROSS-CULTURAL COMMUNICATION CAN BE OBSERVED IN ENHANCED PROGRAM EFFECTIVENESS. WHEN NGOS CAN GENUINELY CONNECT WITH AND UNDERSTAND THE COMMUNITIES THEY SERVE, THEIR INTERVENTIONS ARE MORE LIKELY TO BE RELEVANT, SUSTAINABLE, AND CULTURALLY APPROPRIATE. THIS LEADS TO GREATER COMMUNITY BUY-IN, INCREASED PARTICIPATION, AND ULTIMATELY, MORE SUCCESSFUL ACHIEVEMENT OF DEVELOPMENT OBJECTIVES. FOR EXAMPLE, A SANITATION PROJECT DESIGNED WITH INPUT FROM LOCAL WOMEN, UNDERSTANDING THEIR CULTURAL NORMS AROUND PRIVACY AND HYGIENE, WILL BE FAR MORE SUCCESSFUL THAN ONE IMPOSED WITHOUT THIS CRUCIAL UNDERSTANDING. MEASURING THIS IMPACT INVOLVES TRACKING KEY PERFORMANCE INDICATORS RELATED TO COMMUNITY SATISFACTION AND PROGRAM OUTCOMES.

STAKEHOLDER ENGAGEMENT IS ANOTHER AREA WHERE IMPROVED CROSS-CULTURAL COMMUNICATION YIELDS SIGNIFICANT BENEFITS. BUILDING TRUST AND STRONG RELATIONSHIPS WITH LOCAL GOVERNMENTS, COMMUNITY LEADERS, BENEFICIARIES, AND OTHER PARTNERS IS ESSENTIAL FOR AN NGO'S LEGITIMACY AND SUCCESS. WHEN COMMUNICATION IS CLEAR, RESPECTFUL, AND CULTURALLY SENSITIVE, THESE RELATIONSHIPS FLOURISH. THIS CAN LEAD TO GREATER COLLABORATION, INCREASED RESOURCE MOBILIZATION, AND A MORE ENABLING ENVIRONMENT FOR THE NGO'S WORK. ANECDOTAL EVIDENCE, TESTIMONIALS, AND PARTNERSHIP SURVEYS CAN HELP ASSESS THIS IMPACT. STRONG PARTNERSHIPS, BUILT ON MUTUAL RESPECT AND UNDERSTANDING, ARE OFTEN THE BACKBONE OF SUCCESSFUL NGO OPERATIONS.

ULTIMATELY, INVESTING IN CROSS-CULTURAL COMMUNICATION CONTRIBUTES TO THE LONG-TERM SUSTAINABILITY AND REPUTATION OF THE NGO. ORGANIZATIONS KNOWN FOR THEIR ABILITY TO WORK EFFECTIVELY ACROSS CULTURES ARE MORE LIKELY TO ATTRACT FUNDING, RETAIN TALENTED STAFF, AND BE SEEN AS CREDIBLE AND IMPACTFUL ACTORS IN THE GLOBAL DEVELOPMENT LANDSCAPE. A STRONG REPUTATION FOR INTERCULTURAL COMPETENCE CAN OPEN DOORS TO NEW OPPORTUNITIES AND FOSTER A POSITIVE ORGANIZATIONAL LEGACY. THIS CAN BE EVALUATED THROUGH REPUTATION SURVEYS, STAFF RETENTION RATES, AND THE SUCCESS OF PARTNERSHIPS BUILT OVER TIME.

CONCLUSION: FOSTERING A CULTURE OF INTERCULTURAL UNDERSTANDING

THE JOURNEY TOWARDS EFFECTIVE CROSS-CULTURAL COMMUNICATION IN NGOS IS AN ONGOING ONE, DEMANDING CONTINUOUS LEARNING, ADAPTATION, AND A DEEP-SEATED COMMITMENT TO UNDERSTANDING AND RESPECTING HUMAN DIVERSITY. IT'S ABOUT RECOGNIZING THAT THE ABILITY TO CONNECT AUTHENTICALLY ACROSS CULTURAL DIVIDES IS NOT A OPTIONAL ADD-ON BUT AN INTEGRAL COMPONENT OF IMPACTFUL HUMANITARIAN AND DEVELOPMENT WORK. BY EMBRACING THE STRATEGIES OUTLINED, FROM ACTIVE LISTENING AND CULTURAL EMPATHY TO ROBUST TRAINING AND INCLUSIVE HIRING, NGOS CAN TRANSFORM POTENTIAL BARRIERS INTO BRIDGES, FOSTERING STRONGER RELATIONSHIPS AND ACHIEVING MORE MEANINGFUL AND SUSTAINABLE CHANGE. THE PURSUIT OF INTERCULTURAL COMPETENCE IS AN INVESTMENT IN A MORE JUST, EQUITABLE, AND COLLABORATIVE WORLD.

FREQUENTLY ASKED QUESTIONS

Q: WHAT ARE THE BIGGEST COMMUNICATION CHALLENGES NGOs FACE WHEN WORKING IN DIVERSE CULTURAL SETTINGS?

A: THE BIGGEST CHALLENGES INCLUDE LINGUISTIC BARRIERS AND MISINTERPRETATIONS OF NON-VERBAL CUES. BEYOND THESE, DIFFERING CULTURAL VALUES AND NORMS RELATED TO HIERARCHY, TIME PERCEPTION, AND DIRECTNESS CAN LEAD TO SIGNIFICANT MISUNDERSTANDINGS AND FRICTION.

Q: HOW CAN NGOs EFFECTIVELY TRAIN THEIR STAFF IN CROSS-CULTURAL COMMUNICATION?

A: TRAINING SHOULD BE COMPREHENSIVE AND ONGOING, INCLUDING WORKSHOPS ON CULTURAL SENSITIVITY, ACTIVE LISTENING, AND UNDERSTANDING DIFFERENT COMMUNICATION STYLES. PRACTICAL EXERCISES, ROLE-PLAYING, AND EXPOSURE TO DIVERSE CULTURAL CONTEXTS ARE CRUCIAL.

Q: WHAT ROLE DOES LEADERSHIP PLAY IN FOSTERING CROSS-CULTURAL COMMUNICATION WITHIN AN NGO?

A: LEADERSHIP SETS THE TONE BY DEMONSTRATING A COMMITMENT TO DIVERSITY AND INCLUSION. THEY SHOULD ACTIVELY CHAMPION INTERCULTURAL COMPETENCE, PROVIDE RESOURCES FOR TRAINING, AND CREATE AN ENVIRONMENT WHERE OPEN DISCUSSION ABOUT CULTURAL DIFFERENCES IS ENCOURAGED AND VALUED.

Q: CAN TECHNOLOGY HELP IMPROVE CROSS-CULTURAL COMMUNICATION IN NGOs?

A: YES, TECHNOLOGY CAN ASSIST THROUGH TRANSLATION TOOLS, VIDEO CONFERENCING FOR FACE-TO-FACE INTERACTION, AND PLATFORMS FOR SHARING CULTURAL INFORMATION. HOWEVER, IT'S IMPORTANT TO REMEMBER THAT TECHNOLOGY IS A TOOL, AND GENUINE HUMAN UNDERSTANDING AND EMPATHY REMAIN PARAMOUNT.

Q: HOW CAN AN NGO ENSURE THAT ITS COMMUNICATION IS RESPECTFUL AND INCLUSIVE OF ALL CULTURAL GROUPS IT SERVES?

A: THIS INVOLVES ACTIVELY INVOLVING COMMUNITY MEMBERS IN COMMUNICATION STRATEGY DEVELOPMENT, SEEKING LOCAL FEEDBACK ON MESSAGING, USING CULTURALLY APPROPRIATE CHANNELS, AND ENSURING THAT LANGUAGE AND IMAGERY USED ARE SENSITIVE AND REPRESENTATIVE.

Q: WHAT ARE THE BENEFITS FOR AN NGO OF INVESTING IN CROSS-CULTURAL COMMUNICATION TRAINING?

A: THE BENEFITS INCLUDE IMPROVED PROGRAM EFFECTIVENESS, STRONGER STAKEHOLDER RELATIONSHIPS, ENHANCED COMMUNITY TRUST AND BUY-IN, REDUCED MISUNDERSTANDINGS, INCREASED STAFF MORALE, AND A STRONGER ORGANIZATIONAL REPUTATION.

Q: HOW CAN NGOs MEASURE THE SUCCESS OF THEIR CROSS-CULTURAL COMMUNICATION INITIATIVES?

A: SUCCESS CAN BE MEASURED THROUGH IMPROVED PROGRAM OUTCOMES, INCREASED COMMUNITY PARTICIPATION, POSITIVE FEEDBACK FROM STAKEHOLDERS, STRONGER PARTNERSHIPS, HIGHER STAFF RETENTION, AND IMPROVED ORGANIZATIONAL REPUTATION IN DIVERSE OPERATING ENVIRONMENTS.

Q: WHAT IS CULTURAL EMPATHY AND WHY IS IT IMPORTANT FOR NGO STAFF?

A: CULTURAL EMPATHY IS THE ABILITY TO UNDERSTAND AND SHARE THE FEELINGS OF INDIVIDUALS FROM DIFFERENT CULTURAL BACKGROUNDS. IT'S CRUCIAL FOR NGO STAFF AS IT ENABLES THEM TO CONNECT ON A DEEPER LEVEL WITH BENEFICIARIES, BUILD TRUST, AND DESIGN PROGRAMS THAT ARE TRULY RESPONSIVE TO LOCAL NEEDS AND PERSPECTIVES.

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