

NDI



NATIONAL DEMOCRATIC INSTITUTE

THREE DECADES OF
WORKING FOR DEMOCRACY AND MAKING DEMOCRACY WORK



Universal aspirations

For centuries, dictators, despots and kings justified repression by insisting that stability could be achieved only with an iron hand. More recently, new rationales for autocracy were developed, suggesting that democracy was solely a product of the West and inconsistent with the values of other traditions. Even today, some proclaim that democracy in poor societies must first be preceded by development, as if democracy were not itself an essential ingredient of prosperity.

However, the human desire for freedom is both universal and unquenchable. For the first time in history, more than half the world's population lives under elected governments. Scores of countries have adopted the system, particularly since 1975, and opinion research consistently finds that a majority of people in every region of the world now believes that democracy is the best form of government.

NDI has supported the advancement of democracy in nearly every corner of every continent, monitoring elections, training political leaders, supporting civic engagement, promoting opportunities for women and helping build democratic institutions.

Many new democracies are fragile, having inherited grave problems such as debt, division, disease, poverty and crime. If democracy is going to take root, it must be accompanied by policies that will improve living standards for the many, not just the privileged few.

In the face of these obstacles, the effort to translate the promise of democracy into the reality of a better life for the majority of people can be frustrating, slow and hard. There are no guarantees of success.

NDI is working to overcome the next generation of challenges to democracy—such as poverty, corruption and disease—by helping to create stronger links among the citizenry, political institutions and elected officials, and by enhancing the capacity of political parties and parliaments to address these challenges.

Democratic change cannot be imposed, nor should it be. A goal of democracy promotion should be to encourage indigenous democratic forces to gain confidence and strength.

The Institute is a living testament to our own understanding of the difficulty and necessity of establishing a firm and lasting foundation for democracy around the world. The importance of that mission is as vital today as when NDI first opened its doors 30 years ago.



Madeleine Albright
Chairman



Kenneth Wollack
President

February 2014

NDI by the numbers

In 30 years, NDI has:

Worked in 132
countries and territories
around the world

Supported the efforts of:

15,000 civic organizations

850 political parties and organizations

10,000 legislators

1,300 women's organizations

Organized more than

150 international election observer delegations
in 62 countries



Worked with more than 300 citizen election
monitoring organizations and coalitions to monitor over

340 elections and referenda. These groups trained
and deployed more than 3 million
election observers in over 85 countries.

Trained more than

500,000
party poll watchers in

more than 50 countries

Helped partner groups organize

nearly 300 candidate debates
in more than 35 countries

Developed a corps of more than

4,500 expert, *pro bono* volunteers

Democracy is a process, not an event

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“ *The emergence of democracy as a universally accepted form of government is the most important development of [the 20th] century..But another lesson of the century is that democracy is by no means a process that goes from triumph to triumph nor is it exempt from creating the very conditions that undermine it.* ”

-- Bronislaw Geremek, former foreign minister of Poland and advisor to the Solidarity movement, June 2000



Sierra Leone 2007 elections

When **Indonesia** emerged in 1998 from more than three decades of dictatorship under Suharto's "New Order" regime, some argued that its chances of establishing a successful democracy appeared remote. An ethnically diverse country of 245 million people speaking more than 40 languages and spread among 17,000 islands, Indonesia had little experience with democratic governance. Despite these obstacles, the country is building key institutions of democracy—national and provincial legislatures, an independent court system, a civil bureaucracy and a multiparty political system. NDI was one of the first international groups to assist political parties, the legislature and citizens groups on political reform in the immediate post-Suharto era. As the country approached its first democratic elections, the Institute brought in international experts to comment on draft electoral laws and helped civic leaders build a nationwide effort to monitor more than 300,000 polling stations. NDI also provided analysis on constitutional development, worked with political party caucuses on devising legislative agendas, and assisted the efforts of civil society groups to monitor local development programs and analyze local budgets and expenditures. Indonesia is still in the early stages of its democratic development and continues to confront corruption, discrimination and the emergence of militant groups. But one sign of its commitment to a democratic system was the country's establishment of the Institute for Peace and Democracy in Bali, which, with NDI assistance, has been working to support democracy throughout Asia.



In Tunisia, young people vote on national youth platform issues.

In **Haiti**, NDI's Civic Forum program, which since 1998 has focused on democratic principles and practices, has gone a long way toward strengthening the relationships between local governments and citizens. Civic Forum has led to the creation of a network of 245 Initiative Committees (ICs) throughout the country. Representing more than 1,000 organizations, the ICs have carried out hundreds of projects, including

construction of health clinics, schools and roads; job skills training; cholera prevention; HIV/AIDS education; and disaster relief. When a 7.0 magnitude earthquake hit the island in 2010, the ICs were well-positioned to organize relief efforts: assessing damage, helping resettle the homeless and working with local authorities to distribute aid. The groups also engaged Haitians from all sectors of society to develop a plan for reconstruction and worked with elected officials at the regional level to help carry it out.

Even in the most unlikely situations, activists struggle to build democratic skills and culture. In liberated areas of **Syria**, citizen-led groups, called local councils,

have been formed to deal with immediate community concerns, such as policing, electricity and garbage collection, as the civil war rages. In addition to providing needed services, these efforts address concepts of governance, representative politics and popular political participation. By working together across sectarian lines, which are less pronounced at the local level, the councils are creating models of diversity and tolerance. NDI has worked with Syrian democrats since 2005 and has been engaged with opposition members since the conflict began in 2011. In 2013 alone, NDI worked with more than 2,000 activists from hundreds of communities to build skills and structures for basic political representation at the local level.



Citizen Initiative Committees across Haiti have worked to improve local government.



Afghan provincial councilors review a construction project.

Democracy must deliver

Many new and developing democracies inherit serious problems, such as corruption, poverty, disease and ethnic divisions, from the closed political systems that preceded them. This poses difficult challenges for fledgling governments trying to respond to citizens looking for rapid and concrete improvements in health care, jobs and social services, and other tangible improvements in their quality of life.

NDI governance programs work to overcome these challenges to democracy by fostering transparency, participation

and accountability. Transparency allows governments to operate in ways that citizens understand. Through participation citizens can influence public policy. And accountability allows citizens to hold their government responsible for its decisions. These principles create stronger links among the citizenry, political institutions and elected officials, and allow democracy to better deliver for citizens.

Political systems that lack accountability mechanisms are often plagued by corruption or conflict. Deforestation and environmental degradation, for example,

can be traced to political systems in which government institutions have few incentives to answer to people, and in which a narrow political elite feels free to exploit resources, land and people without the need to account.

Afghanistan's 420 provincial councilors (PCs), who are elected to serve on 34 councils throughout the country, are the face of government for most citizens. NDI began working in 2006 to help the PCs engage constituents, oversee development projects which range

from school construction to well digging to seed distribution and work with government bodies to ensure transparency in how funds are spent. It also trained all the women who won PC seats about a quarter of each council. NDI helped councils hold more than 700 citizen dialogues and inspect more than 2,000 provincial projects, enabling councilors to build greater trust within their communities. In one example of their vigilance, the councilors of Herat province, after inspecting a million-dollar road construction project, reported that

“...freedom translates into having a supply of clean water, having electricity on tap, being able to live in a decent home and have a good job, to be able to send your children to school and to have accessible health care.”

--Archbishop Desmond Tutu, November 2001





Communications training in Pakistan

the labor resources and materials being used were sub-standard and did not meet the specifications of the original contract. This led to replacement of the poorly performing contractors and greater scrutiny. The Herat community responded enthusiastically to how the work of its elected representatives countered corruption and generated a proper and safe public road. In recognition of NDI's work building bridges between the provincial councils and national elected representatives, the Institute received an appreciation award from the Upper House of the Afghan National Assembly in 2013.

In **Peru**, to deal with persistent criticism about unequal and ineffective health care, NDI partnered with local and international health experts to bring together 18 political parties to share practical lessons and options. They examined how members and leaders could improve platforms, communicate those positions to the public and monitor how health care policies were carried out.

In the lead-up to 2006 elections, for the first time, four parties included health platforms in their campaigns. In addition, 16 parties reached a consensus on health policies and signed a public accord. That set the tone for future health care legislation, such as a law passed in 2009 that guaranteed access to health insurance and health care for all Peruvians.



In Peru, party representatives take their platforms directly to voters.

Cross cutting relationships nourish democratic development

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“ People think these [democratic] processes are about getting everyone to agree -- they're not. They're about getting everyone to behave respectfully with each other and finding ways of disagreeing without killing each other.”

-- Lord John Alderdice, representative to the Northern Ireland peace process, signatory to the Good Friday Agreement and former speaker of the Northern Ireland Assembly



President Nelson Mandela and South African leaders arrive at the conference with Northern Ireland politicians.



Kenyan youth pledge nonviolence.

As a nonpartisan organization, NDI uses its relationships with elected leaders, citizen organizations and political parties across the democratic spectrum to bring together disparate groups from within countries and across the world to provide advice, share ideas and solve problems.

In 1997, **Northern Ireland** political leaders traveled to a remote location outside Cape Town, **South Africa**, where, for the first time, representatives of the warring Catholic and Protestant factions sat together at the same table to talk. At the gathering, supported by NDI, the visitors heard firsthand how political leaders in South Africa had negotiated peace through compromise and reconciliation. Among the participants was Nelson Mandela. The meeting came less than a year before the signing of Northern Ireland's historic Good Friday peace agreement. "Not a day went by in the talks that a reference was not made to the South African experience," said one of the signers. "It was a turning point in our lives."

Pakistan's Federally Administered Tribal Areas (FATA), a mountainous, isolated region with more than four million residents, has long been subject to draconian colonial era laws prohibiting the exercise of basic

constitutional rights. In the past decade it has become a sanctuary for militant groups that threaten both sides of the Pakistan-Afghanistan border, and many residents are demanding change. Since 2008, NDI has facilitated the efforts of a coalition of tribal leaders, civil society activists, women's groups and leaders from all major political parties to advocate for amendments to the laws that govern FATA. In 2011, these efforts led Pakistan's president to adopt the most substantive reforms in more than 100 years. They permitted political parties to operate in FATA and curtailed the power of local authorities to impose punishments on citizens. In May 2013, political party candidates from FATA ran in national elections for the first time. NDI continues to work with a broad coalition of political parties and civil society groups to bring the tribal areas into the mainstream of Pakistani life and to promote political participation of women who had been marginalized by colonial era laws.

In **Kenya**, 1,500 people died and 600,000 were displaced by violence following the country's 2007 general elections. With the goal of reducing the possibilities for violence around elections six years later, NDI worked with political parties to bring together some 1,000 young party activists from across the political spectrum, some of whom had engaged in the previous post-election violence, to address pressing issues facing young people, such as unemployment, substance abuse and disenfranchisement. As part of NDI's Inter-Party Youth Forum, the Kenyans pledged to uphold peace and tolerance, contributing to a nonviolent election in 2013.



Pakistan women's political participation

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Global initiatives



NDI helped create the **Global Network for Domestic Election Monitors (GNDEM)**, which fosters cooperation among nonpartisan citizen organizations worldwide. More than 190 national citizen groups, representing three million monitors in 79 countries working to protect the integrity of their elections, have joined the online GNDEM community since it began in 2009.

Through a collaborative online process, NDI facilitated the drafting of the **Declaration of Parliamentary Openness**, a guide for governments and nongovernmental organizations interested in increasing government transparency and responsiveness. The declaration is now supported by more than 140 organizations in 77 countries.

NDI is the only organization that enjoys official standing in the three largest international groupings of political parties, representing Social Democratic, Liberal and Centrist Democratic ideologies. All told, the three “internationals” represent about 350 parties in 150 countries. These relationships enable NDI to enlist established parties in sharing democratic norms and organizing methods with parties in emerging democracies.

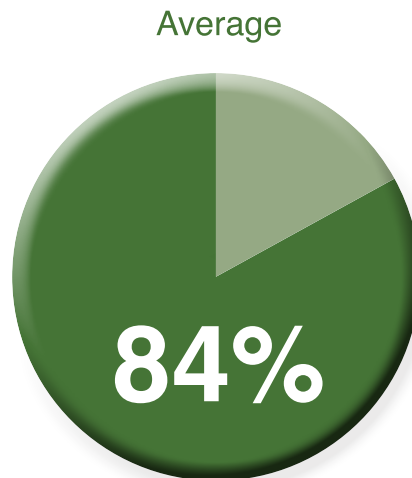
Credible elections matter

The legitimacy of democratic government is established, in large measure, by genuine elections, and they are much more than what happens on election day. A genuine electoral process requires an open pre-election environment in which citizens can participate without fear or obstruction; political parties, candidates and the media can operate freely; an independent judiciary functions fairly and expeditiously; and electoral authorities operate impartially. Since its earliest days, NDI has been working with partners around the world to help ensure that elections reflect the will of the people. This work, largely intended to ensure the integrity of elections, also promotes longer term governmental accountability as well as popular political participation.

The landmark 1988 plebiscite in **Chile** gave citizens the chance to vote “no” to General Augusto Pinochet’s attempts to extend his rule, forcing the military junta to hold the first free elections in two decades. NDI was there to help Chilean groups organize a parallel vote tabulation (PVT) — a powerful citizens’ tool to assess the integrity of voting and counting processes and verify the accuracy of official election results. The PVT created pressure on the junta to release the

People want to select their leaders through democratic elections

Indonesia	97%
U.S.	96%
Poland	91%
Ukraine	91%
South Korea	91%
Great Britain	89%
Nigeria	88%
France	87%
Turkey	87%
Mexico	86%
Azerbaijan	86%
Russia	85%
Palestinian territories	84%
China	83%
Argentina	82%
Iran	80%
Egypt	76%
Jordan	71%
India	54%



Source: WorldPublicOpinion.org (2008)



Citizen monitors observe the "NO" vote in Chile in 1988.

official result, which led to the peaceful end of Pinochet's military dictatorship.

NDI has been a pioneer in the development of PVTs, which have made a critical difference in a number of countries, including **Bulgaria, Georgia, Ghana, Honduras, Indonesia, Kenya, Montenegro, Nigeria, Panama, Peru, Zambia** and **Zimbabwe**, in addition to Chile.

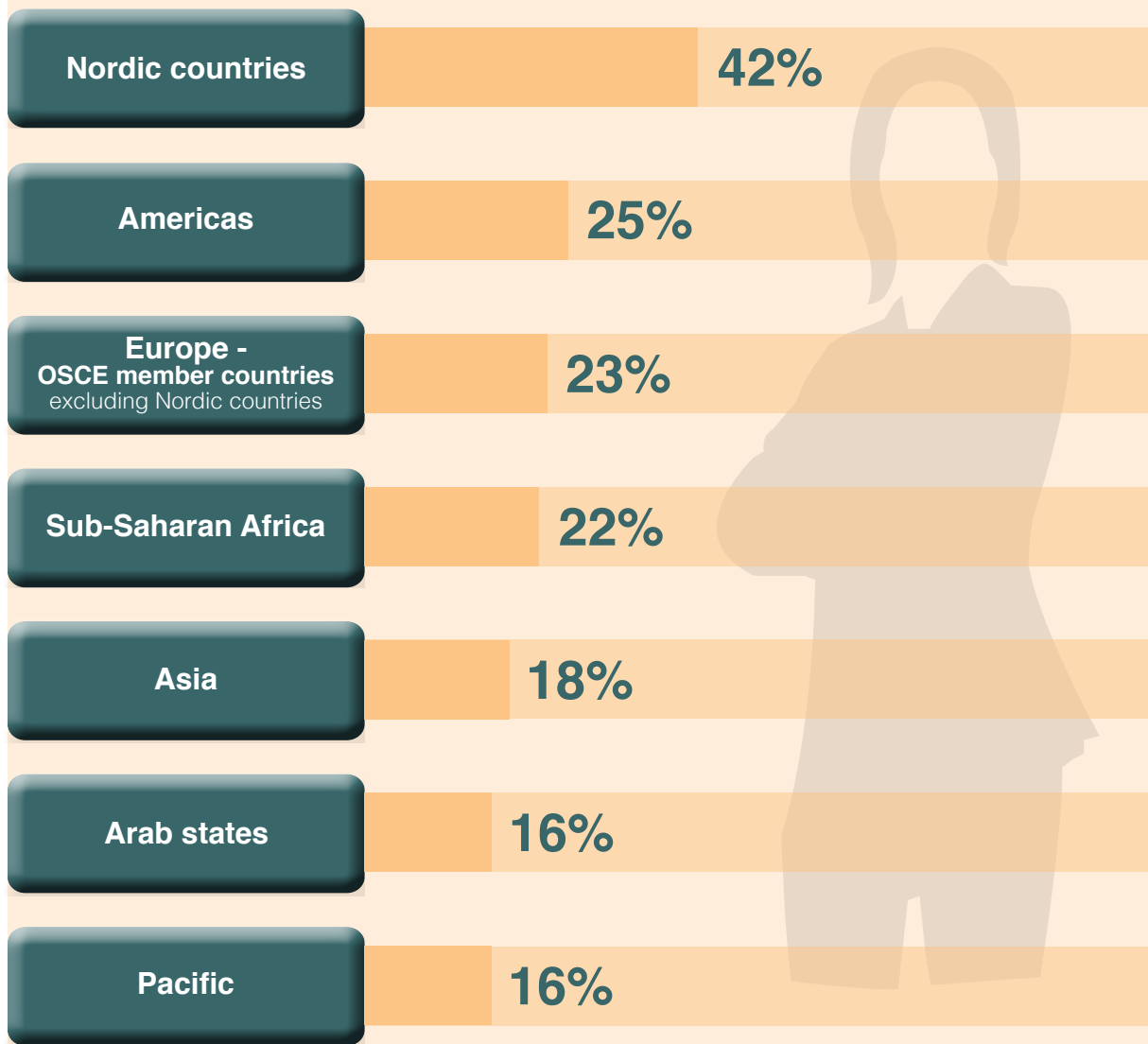
All told, the Institute has joined with more than 300 citizen election monitoring organizations and coalitions to train and deploy over three million nonpartisan observers in more than 85 countries. NDI has monitored 340 elections and organized more than 150 international election observer delegations to 62 countries.

The Institute, in partnership with the U.S.-based Commission on Presidential Debates (CPD), has also taken a leading role in a worldwide movement to organize

political debates, which help voters make informed choices, reduce violence, particularly in post-conflict situations, and encourage candidates to focus on issues, not personalities or ethnic loyalties. While debates have become an accepted and expected part of elections in many parts of the world, they are not the norm in emerging and transitional democracies, where there is less tradition of candidates facing off in person. Since 1994, NDI and CPD have aided the efforts of debate organizers in more than 35 countries to put on nearly 300 debates for all levels of elected office—from president to member of parliament to mayor. These efforts include the creation of the 18-country Debates International network through which debate groups help each other with a range of issues, including producing live national TV broadcasts, developing informative formats, and selecting impartial moderators, among other organizational and production challenges.

Democracy without women is impossible

Women in National Parliaments



Source: Inter-Parliamentary Union

Though half of the world's population, women continue to be under-represented as voters, party leaders and elected officials. Just over 20 percent of parliamentarians worldwide are women. Yet evidence is strong that as more women are elected, countries experience higher standards of living; the priorities of families, women and minorities are addressed; and confidence in democracy goes up. In places as diverse as **Croatia, Morocco, Rwanda, South Africa** and **Timor-Leste**, having more female lawmakers led to legislation related to anti-discrimination, domestic violence, inheritance and child support.

Empowering women in politics has been a mission of NDI since its founding. The Institute works with women in parliaments, civic organizations and political parties to help them build the skills to take a greater political role. Parties, the primary gateway for women to elective and leadership positions, often have complex hierarchies

and entrenched leadership that hold women back. In parliamentary systems, women are often placed low on party lists so they are unlikely to be elected or are excluded from leadership positions and platform development. NDI programs support party reform to remove barriers so women can become leaders and ultimately achieve elective office.

In **Guatemala**, indigenous Mayan women make up 20 percent of the population but are largely left out of the political process. When Teresa de Jesús Chocoyo, an indigenous woman, first ran for a legislative seat, she lost. But she persisted. Courses she had taken at NDI's Indigenous Women's Political Academy helped her create a campaign that resonated with citizens, and she used those skills to stay active in her political party. Her dedication led President Otto Pérez to nominate her as governor of Sacatepéquez department. She was one of three women and the only indigenous woman appointed to a



Women engage in a group discussion at a women's leadership conference in Kabul, Afghanistan.

governorship that year. Chocoyo has taken a hands-on approach to governing and hopes to serve as an example to other women who aspire to political office. “Take the risk to run for office,” she told the crowd at her inauguration. “Women must persevere.”

In **Nepal**, four civic organizations, with NDI support, formed the Committee for 33 Percent Women to help overcome a decision by party elders that would reduce the number of women in the national Constituent Assembly, which had been 33 percent in the last parliament. The decision, affecting the 2013 elections, was particularly important because the assembly would be responsible for drafting a new constitution. The committee produced radio and television ads about the need for more women in government to make it more reflective of society, and it published a full-page ad in Nepali newspapers that supported the campaigns of 646 women running. Democracy and Elections Watch, a citizen monitoring organization, used street theater and voter education at women’s festivals to encourage women to vote. NDI held training programs for the candidates. When the new assembly was seated in 2014, women had much to be proud of. They occupied nearly 30 percent — 172 of 575 — of contested seats.

In **Georgia**, NDI worked with 14 political parties to sign the Win with Women Global Action Plan, which recommends internal reforms to boost women’s participation. One party established a women’s committee to oversee gender issues; another amended its charter to make the head of the women’s wing a voting member of the party’s decision-making body. In 2011, NDI organized a visit to Stockholm for Georgian party leaders to



Women leaders from 10 major parties in Nepal at a campaign training

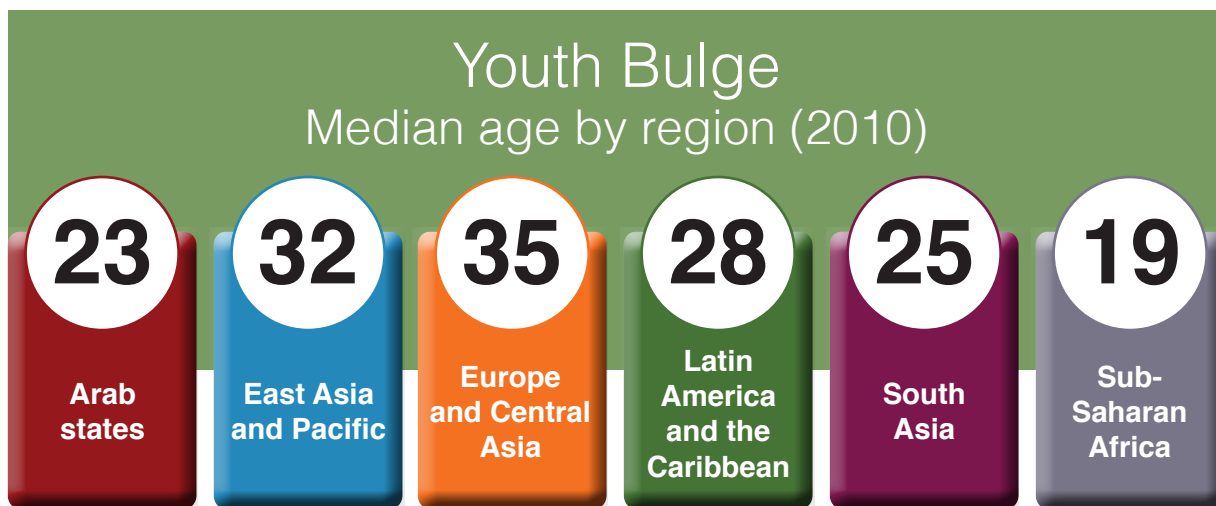
expose them to methods used in Sweden to increase the number of women on party lists and in leadership positions. After their return, one MP proposed an amendment, passed in 2011, that provided up to 10 percent more state funding for parties whose candidate lists included at least 20 percent women. In the 2012 parliamentary elections, parties put forth the most women candidates in Georgian history. Eighteen won, nearly doubling the total number of women elected to parliament.

The **Madeleine K. Albright Grant**, established in 2005, helps grassroots organizations pursue initiatives that promote women’s roles in political and civic life. Recipients of the annual \$25,000 grant have included the Network of Support for Women Municipal Leaders (REAMM) of **Mexico**, the Women’s Discussion Club of **Kyrgyzstan**, the Chocó Women of **Colombia**, the Women’s League of **Burma**, the 50/50 Group of **Sierra Leone**, the Mostar Women’s Citizen Initiative of **Bosnia-Herzegovina** and the Women’s Political Caucus of **Indonesia**.



In Jordan, students vote for the winning debate team as part of the “I Participate” program.

A strong democracy includes those at the margins



Source: UNDP Human Development Report 2013

In many countries, large portions of the population — youth, people with disabilities, ethnic and religious minorities, and the LGBTI community — are politically marginalized because of entrenched social stereotypes or cultural biases. NDI supports

efforts that eliminate the range of barriers facing these marginalized groups to give them a voice in mainstream politics.

In **Jordan**, bi-monthly discussion groups on democracy and human rights involve

some 4,400 students at 14 universities. As political activity is banned on university campuses, these discussions provide a rare opportunity for students to actively engage in conversations about political reform in Jordan. Through NDI's *Ana Usharek* ("I Participate") program, the students meet with decision makers and members of parliament in roundtable and town hall meetings, and visit local organizations to discuss issues ranging from parliamentary elections to economic reform. They are also engaged in more than 15 youth-driven advocacy initiatives that range from lowering the age of candidacy for parliament to building ramps for disabled students at universities. The program culminated in the nation's first collegiate debate contest, with teams from each university competing in front of their peers on a national stage. Two students from the advanced *Usharek+* program went on to organize a debate between MPs and their communities.

More than 80 percent of the world's disabled people live in developing and post-conflict countries, where they often are unable to influence decisions affecting their welfare. In **Macedonia**, NDI helped train a national disabled persons organization, Poraka, on public outreach, media relations and legislative advocacy. The organization's campaign culminated in the parliament's ratification of the UN Convention for the Rights of Persons with Disabilities, which grants disabled citizens equal treatment under the law.

In **Slovakia**, Peter Pollak made history in 2012 when he took a seat in parliament as

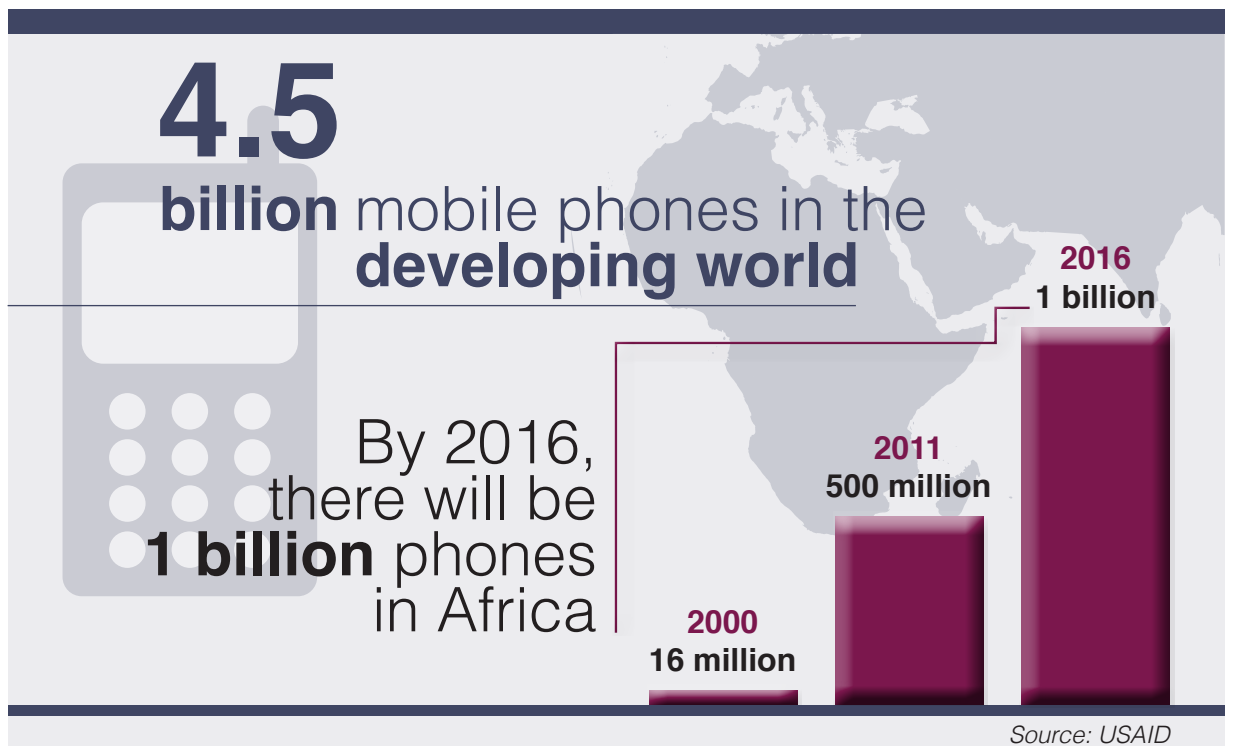
the first Roma citizen elected to nationwide office. In a region where many Roma are deprived of basic human rights, Pollak's victory marked the culmination of a decade-long journey of grassroots organizing, coalition building and near misses at the ballot box. In 2001, Pollak participated in NDI's youth leadership academies, learning skills he used to pursue a political career and connecting with like-minded activists across the region. In 2005, he ran in regional elections, conducting the first door-to-door campaign in segregated Roma settlements. He lost by 200 votes, but undaunted, he ran again in 2009 for the regional government. Again, he wasn't successful, but the campaign increased his visibility among both Roma and non-Roma voters. Finally, in 2012, Pollak was elected to the national parliament. "One of the reasons I was elected ...is the fact that a strong mainstream party — though new and not very traditional — put me in a high position on the electoral list and supported me as a Roma candidate publicly," Pollak said. It was his high visibility and political skills that landed him there.



Pollak on the stump

Technology is transforming democracy

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Innovations in technology and social media have had a significant impact on democracy globally. Technology has empowered citizens to amplify their voices and hold governments accountable. But while citizens have begun to harness tech innovation, many democratic institutions—governments, parliaments and political parties—have been slower to react, often using outmoded processes to respond to increased citizen demands.

NDI has a history of helping create and refine technologies that enable institutions to be more engaged with citizens. When **South Africa's** constitution was approved in 1996, it required that national policy be sensitive to local concerns and that the national legislature in Cape Town receive input from the country's nine provincial legislatures. That process was crippled by poor communication. So NDI and the South African Parliament collaborated with Microsoft and the U.S. Agency for

International Development to create NCOP Online!, a website that provided national and provincial legislators and staff and the public with instant access to legislative information. The result, dubbed “democracy at the click of a mouse” by a Johannesburg newspaper, created linkages between South Africa’s first democratically elected provincial legislators and their national counterparts, and established a tradition of using the Internet to make the parliament more open.

More recently, NDI worked with the Center for Research Transparency and Accountability in **Serbia** to create an online “Truth-O-Meter” to help the public hold politicians accountable. The website rates of ceholders’ public statements on truthfulness, consistency and whether they ful ll campaign promises. The site had more than 900,000 unique visits by the end of 2013.

Re ecting its leadership in technology to advance transparency and citizen engagement, NDI serves, with the Congress of Chile, as co-chair of the Open Government Partnership’s working group on legislative openness, which seeks to improve citizen engagement in policy making. Governments, parliaments and civil society organizations from more than 20 countries are participating.

As part of its effort to harness technology for democratic development, NDI co-hosted a conference in Silicon Valley in 2013, “Governing Democratically in a Tech-Empowered World.” It brought together senior U.S. and international political figure , tech company executives



and democratization experts. Participants discussed how governments and citizens can use technology to collaborate on solving everyday problems. For example, they reviewed platforms such as India’s iPaidABribe.com, which crowdsources data on the incidence and nature of government corruption. And they explored how “open data” initiatives can improve democratic governance.

NDI’s 30th Anniversary Democracy Awards Dinner honored “civic innovators” 21 government of cials, political leaders, entrepreneurs and civic activists from 13 countries who are at the forefront of efforts to use technology to expand citizen participation and make governments more transparent and accountable. Featured speakers included Jack Dorsey, co-founder of Twitter, and Toomas Ilves, president of Estonia.

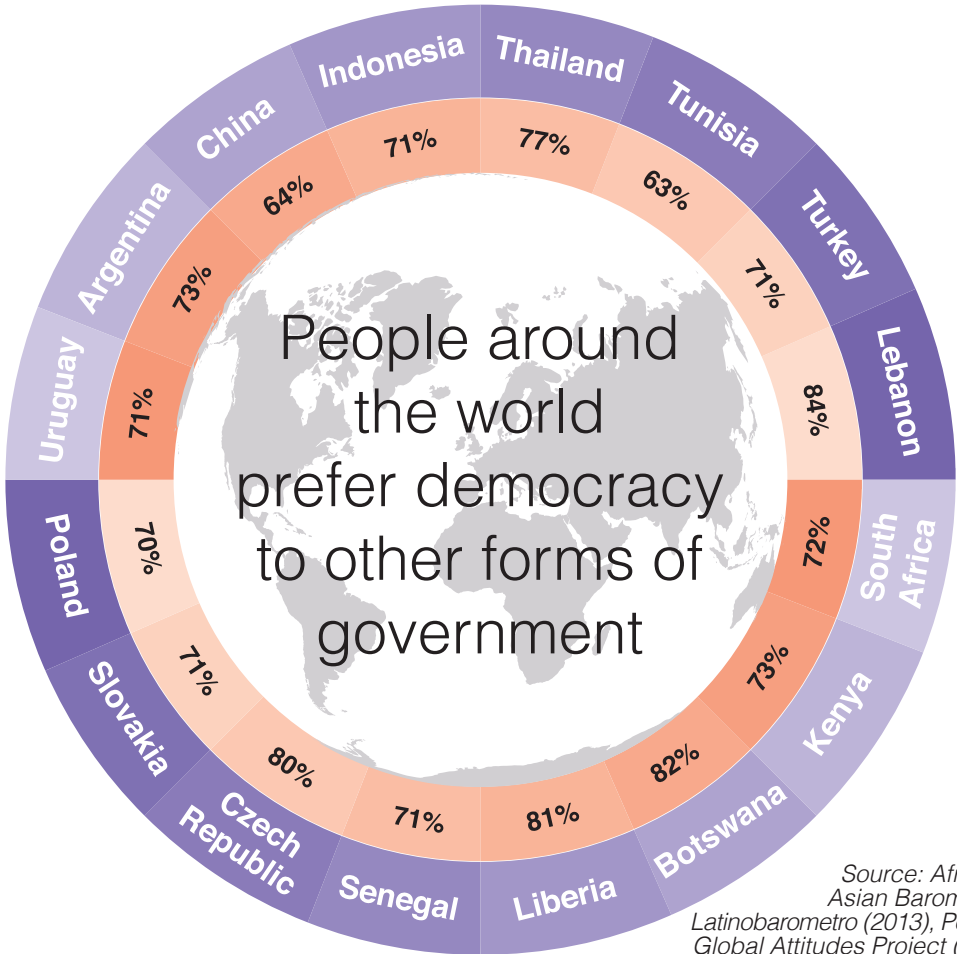
To ensure that its programs incorporate best practices, NDI opened a **Silicon Valley** office in 2013 to deepen and xpand its partnerships with tech innovators. Partners include large companies such as Google and Facebook; foundations and social impact investors such as Google.org and Omidyar Network; start-ups such as Telerivet and Crimson Hexagon; and academic partners such as Stanford University and the University of California, Berkeley.

Democracy support now and in the future

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“While democracy in the long run is the most stable form of government, in the short run, it is among the most fragile.”

-- Madeleine Albright



Source: Afrobarometer, Asian Barometer (2011), Latinobarometro (2013), Pew Research Global Attitudes Project (2009, 2013)

Since its founding, NDI has been committed to the principles that allow people to live in free and open societies. With its sister organizations that are part of the National Endowment for Democracy, the Institute has operated in the belief that democracy is inseparable from human dignity and peace.

While democracy is a universal concept with varied manifestations, it is only in recent decades that its advantages over other forms of government have come to be accepted globally. Countries that are joining the community of democracies can count on natural allies and an active support structure because other nations are concerned and watching.

In recent years, a growing number of countries and intergovernmental organizations have established new democracy support initiatives. This support comes from many sources, is cost effective and has an impact. A 2006 study, which reviewed a decade of democracy and governance programs funded by the U.S. Agency for International Development, found that an investment of \$1 million produced an increase in democracy that was 50 percent greater than the improvement in democracy that could be expected otherwise.

NDI is grateful to the National Endowment for Democracy, the U.S. Agency for International Development and the U.S. Department of State, as well as individuals, governments, foundations, multilateral institutions, trade unions, corporations and organizations that support its work. The Institute also appreciates the contributions

made to its programs by hundreds of volunteers from the United States and around the world whose willingness to share their knowledge and experiences enriches its programs and informs its partners worldwide.

Through the years, NDI has worked in 132 countries and territories. Today, supported by a staff representing 100 nationalities, it is part of a global network of intergovernmental and nongovernmental organizations and governments engaged in supporting democratization efforts.

The Institute is privileged to join with thousands of courageous democrats worldwide who are striving, often against tremendous odds, to build better lives for their fellow citizens, and to create a more peaceful and prosperous world.



Men from the Tebu minority group in Libya take photos at the first public celebration of their culture in 42 years.

Places where NDI has worked

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Afghanistan
Albania
Algeria
Angola
Argentina
Armenia
Azerbaijan
Bahrain
Bangladesh
Belarus
Belgium
Benin
Bolivia
Bosnia-Herzegovina
Botswana
Brazil
Bulgaria
Burkina Faso
Burma
Burundi
Cambodia
Cameroon
Central African Republic
Chile
China/Hong Kong
Colombia
Comoros
Congo
Costa Rica
Côte d'Ivoire
Croatia
Cuba
Czech Republic
Democratic Republic
of Congo
Dominican Republic
Ecuador
Egypt
El Salvador
Estonia
Ethiopia
Gabon
The Gambia
Georgia
Ghana
Guatemala
Guinea
Guinea-Bissau
Guyana
Haiti
Honduras
Hungary
India
Indonesia
Iran
Iraq
Israel
Jamaica
Jordan
Kazakhstan
Kenya
Kosovo
Kuwait
Kyrgyzstan
Latvia
Lebanon
Lesotho
Liberia
Libya
Lithuania
Macedonia
Madagascar
Malawi
Malaysia
Maldives
Mali
Mauritania
Mauritius
Mexico
Moldova
Mongolia
Montenegro
Morocco
Mozambique
Namibia
Nepal
Nicaragua
Niger
Nigeria
Northern Ireland
Pakistan
Palestinian Territories
Panama
Papua New Guinea
Paraguay
Peru
Philippines
Poland
Qatar
Romania
Russia
Rwanda

Saudi Arabia
Senegal
Serbia
Seychelles
Sierra Leone
Slovakia
Slovenia
Somalia
South Africa
South Korea
South Sudan
Sri Lanka
Sudan
Swaziland
Syria

Taiwan
Tajikistan
Tanzania
Thailand
Timor-Leste
Togo
Tunisia
Turkey

Uganda
Ukraine
Uruguay
Uzbekistan
Venezuela
Yemen
Zambia
Zimbabwe



Counting votes in Nigeria in 2011

Publications

Since its inception, NDI has produced studies, training materials, manuals and reports that aid in the exchange of democratic ideas, information and expertise. Examples include handbooks on election monitoring, development of election laws and voter registration, and guides to citizen participation, democratic functioning of political parties and women's political participation. A host of publications focus on specific programs in many of the countries where NDI works. In addition to those listed below, the full library featuring thousands of publications can be found at www.ndi.org/publications.

Political-Process Monitoring: Activist Tools and Techniques and *Political-Process Monitoring: Considering the Outcomes and How They Can Be Measured*. These guides comprise a complete toolkit to help citizens with all aspects of initiatives that promote government accountability.

Promoting Legal Frameworks for Democratic Elections; How Domestic Organizations Monitor Elections: An A to Z Guide; Building Confidence in the Voter Registration Process; Media Monitoring to Promote Democratic Elections; The Quick Count and Election Observation; and Implementing and Overseeing Electronic Voting and Counting Technologies. These handbooks provide detailed instruction for every step of election monitoring and reporting for citizen groups, political parties and election officials.

Strengthening Parliamentary Accountability; Citizen Engagement and Access to Information and Toward the Development of International Standards for Democratic Legislatures: A Discussion Document for Review by Interested Legislatures, Donors and International Organizations. The first guide examines the work of 191 parliamentary monitoring organizations, highlighting monitoring trends, approaches and best practices. The second is a basis for discussion on standards for democratic legislatures.



In Georgia, NDI staff and partners discuss how to use crowdsourcing technologies.



Democracy and the Challenge of Change: A Guide to Increasing Women's Political Participation. Drawing on its years of experience in supporting women's political participation, NDI released this guide for democracy practitioners to help them develop and carry out effective programs to bring more women into government and politics.

Political Parties and Democracy in Theoretical and Practical Perspectives. This seven-volume series presents research and conclusions on major aspects of political party organization, including party law, financing, intra-party democracy, communications, selecting candidates, parliamentary groups and developing party policies.

Arabic Publications Catalogue. NDI is the world's largest publisher of Arabic-language resources and reference materials on democracy support. Its Arabic publications center, located in Lebanon, has translated and distributed more than 400,000 copies of democracy-related training manuals and guidebooks.

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