



**National Endowment  
for Democracy**

*Supporting freedom around the world*

# Democracy

involves the right of the people freely to determine their own destiny. The exercise of this right requires a system that guarantees freedom of expression, belief and association, free and competitive elections, respect for the inalienable rights of individuals and minorities, free communications media, and the rule of law.

*— From NED's founding Statement of Principles and Objectives, 1984*

## The National Endowment for Democracy (NED)

is a private, nonprofit foundation with the single mission of advancing democracy in the world. Each year, NED makes more than 1,000 grants to support the projects of nongovernmental groups abroad that are working toward democratic goals in more than 90 countries.

Since its founding in 1983, the Endowment has remained on the leading edge of democratic struggles everywhere, while evolving into a multifaceted institution that is a hub of activity, resources and intellectual exchange for activists, practitioners and scholars of democracy the world over.

### Supporting Democrats Everywhere

In 1984, the Endowment began making grants to pro-democracy groups in countries such as Poland,

Chile and South Africa, whose struggles then seemed so intractable. The triumph of democracy in these countries sparked a wave of democratic transitions that transformed the world in the decade that followed. NED has continued to adapt to the needs and priorities of this new and ever-changing international landscape. Today NED assists democrats who face the longest odds as well as those working to consolidate democracy in countries that have made more progress and to shore up democracy in countries where it has eroded.

### Our Philosophy

The Endowment is guided by the belief that freedom is a universal human aspiration that can be realized through the development of democratic institutions, procedures, and values. Democracy cannot be achieved through a single election and need not be based upon the model of the United States or any other particular country. Rather, it evolves according to the needs and traditions of diverse political cultures. By supporting this process, the Endowment helps strengthen the bond between indigenous democratic movements abroad and the people of the United States — a bond based on a common commitment to representative government and freedom as a way of life.

### Bipartisan and Transparent

From its beginning, NED has remained steadfastly bipartisan. Created jointly by Republicans and Democrats, NED is governed by an independent, bipartisan Board of Directors and enjoys strong support across the political spectrum. NED operates with a high degree of transparency and accountability, reflecting our founders' belief that democracy promotion overseas should be conducted openly. We post information about our grants and activities on our Web site and are subject to multiple layers of oversight by the U.S. Congress, the Department of State and independent financial audit.

*The International Republican Institute (IRI) conducts extensive field polling to better understand the environments in which its programs operate. Here, an interviewer in Punjab, **Pakistan**, canvases a local woman.*



*Through its everyday efforts, the Endowment provides renewed evidence of the universality of the democratic ideal...*

— President Bill Clinton

### **Independent, Flexible, Comprehensive**

NED is a unique institution. The Endowment's nongovernmental character gives it a flexibility that makes it possible to work in some of the world's most difficult circumstances, and to respond quickly when there is an opportunity for political change. Funded largely by the U.S. Congress and governed by an independent Board of Directors, the support NED gives to groups abroad sends an important message of solidarity to many democrats who are working for freedom and human rights, often in obscurity and isolation.

NED is dedicated to fostering the growth of a wide range of democratic institutions abroad, including political parties, trade unions, free markets and business organizations, as well as the many elements of a vibrant civil society that support human rights, an independent media, and the rule of law. This comprehensive approach responds to the diverse aspects of democracy and has proven both practical and effective throughout NED's history.

### **Beyond Grants — Democracy Promotion Initiatives**

The success of NED's grants program has propelled the Endowment to develop new areas of work to advance our mission. In the process, NED has become a mature and complex institution — one that seeks to foster a sense of common purpose within the worldwide movement for democratic change and to aid the work of democracy activists through networking, exchange, research, and recognition.

Activities that complement and enhance NED's grants programs now include:

- The International Forum for Democratic Studies
- The *Journal of Democracy*
- The Reagan-Fascell Democracy Fellows Program
- The World Movement for Democracy
- The Center for International Media Assistance.

**The Grants Program** is the heart of the Endowment's work. Since 1984, NED has made thousands of grants to nongovernmental groups in more than a hundred countries. NED is proud that it has supported activists involved in nearly every democratic transition since its founding.

Operating on a global scale has long been a central element of NED's strategy, which assumes that no region where democrats are asking for help should be disregarded, no matter how difficult the challenges to change might be.

In a globalized world, political and social breakdown in any country can quickly spread to other parts of the world, becoming a threat to international peace and security, making it unwise to write off any country as insignificant or beyond hope.

NED's independent, bipartisan Board of Directors meets quarterly and makes more than a thousand grants each year to support pro-democracy groups in six regions: **Africa, Asia, Central & Eastern Europe, Eurasia, Latin America & the Caribbean**, and the **Middle East & North Africa**, as well as their work globally. In addition to evaluating how a program fits within the Endowment's overall priorities, the Board considers factors such as the urgency of a program, its relevance to specific needs and conditions in a particular country, and the democratic commitment and experience of the applicant.

### Who are NED's Grantees?

The Endowment supports projects that promote political and economic freedom and participation, a strong civil society, independent media, human rights, and the rule of law. Programs in the areas of political party development, labor and business are funded through **four core grantees**:



- International Republican Institute (IRI)
- National Democratic Institute (NDI)
- American Center for International Labor Solidarity (Solidarity Center)
- Center for International Private Enterprise (CIPE)



*Tawakkol Karman of Women Journalists Without Chains, and winner of the 2011 Nobel Peace Prize, campaigns for freedom of expression in Yemen.*

The core grantees represent the two major American political parties, the labor movement and the business community. Each draws on the talents and energies of its respective fields in the United States and abroad to offer unparalleled expertise on democratic business, labor, and political party development and electoral reform to democrats around the world. The relationship between NED and the core grantees provides institutional balance, built-in bipartisanship, and assurance that the Endowment will be receptive to diverse approaches to democratic development.

**NED also provides direct support to hundreds of indigenous grassroots groups** abroad that are advancing human rights, independent media, the rule of law, and a wide range of civil society initiatives. NED places a special emphasis on increasing the participation of women and youth in democracy building.

*The National Endowment for Democracy is more than bipartisan; it's a genuine partnership of Republicans and Democrats, of labor and business, conservatives and liberals, and of the executive and legislative branches of government.*

— President Ronald Reagan



North Korea Reform Radio provides news and commentary to encourage independent public opinion in North Korea.

## A Comprehensive Approach

NED's grants program assists democratic activists in diverse situations:

### In highly repressive societies:

Just as NED was able to provide critical support to dissidents in Eastern Europe and the Soviet Union before the collapse of communism, today it supports those working for human rights and democratic goals in such countries as China, Cuba, North Korea and Uzbekistan.

NED works with both indigenous groups and organizations in exile to create internal and external pressures for liberalization. NED's long-term, flexible approach takes advantage of any realistic opportunity to advance democratic ideals, defend human rights, and encourage the development of civil society, independent media and access to communications technology.

### In transitional countries:

The sudden fall of dictatorships in 2011 highlights the urgency of assisting

democratic transitions. In countries undergoing transitions, the Endowment and its core grantees seek to provide assistance in a manner that is responsive to local actors, informed by NED's long experience with aiding transitions, and focused on the long-term goal of achieving stable democracy under the rule of law. This includes nonpartisan party building and candidate training, programs of voter and civic education, the building of strong civic coalitions to monitor elections, and efforts to involve citizens at the grassroots in monitoring the reform process, defending human rights, and promoting a culture of tolerance and a commitment to democratic values.

### In new democracies:

In countries where democratic institutions are new and still weak, democracy cannot be taken for granted. Democratic governments that cannot deliver tangible improvements in the economy, health, and social well-being, can quickly lose appeal. NED and its partners work to deepen democratic consolidation through support for programs that help civil society monitor

*Promotion et Appui aux Initiatives Féminines works in the **Democratic Republic of Congo** to promote greater female representation in positions of power.*

*The Center for the Support of Civil Society "Kalam" in **Tajikistan** supports training seminars and civic forums for local political parties, and produces its independent publication, "Impulse."*



the functioning of democratic institutions, diagnose the causes of ineffective performance, propose reforms, and build civic coalitions to back those reforms.

The NED family, especially the core grantees and the international party, labor, and business associations with which they are closely connected, works to improve governance and the rule of law by fostering the observance of international norms and the establishment of new legal frameworks in such fields as human and minority rights, electoral administration and monitoring, corporate governance, freedom of association and expression, and worker rights.

### In semi-authoritarian countries:

The path from the fall of authoritarian rule to the consolidation of democracy is a long and difficult one, and serious back-sliding can occur as it has in places like Russia, Ukraine, and some Latin American countries — and it won't be surprising if similar problems afflict the Arab countries where transitions are underway. With its comprehensive approach, NED can address the many and diverse shortcomings of democratic development including the need for electoral reform, market reform, the rule of law, political party development, independent media, free trade unions, the general development and protection of civil society, and the defense of human rights.

### In war-torn or failed states:

NED continues to emphasize programs that build a culture of peace as a necessary foundation for democratic development in countries like Sudan and South Sudan, Somalia, the Democratic Republic of the Congo and Afghanistan that lack virtually any functioning institutions of governance, and where society remains deeply divided, often along ethnic or religious lines. NED provides critically needed support to defend human rights, educate about democracy and provide training in conflict resolution. The objective of these programs is to support democratic values that can create the basis for grassroots pressure for peace and reconciliation.

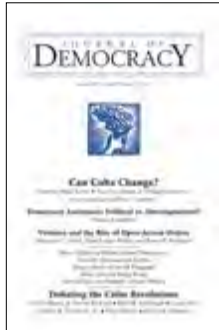
For more information about applying for a grant, visit the NED Web site at [www.ned.org](http://www.ned.org).



*Through the People in Peril Association CVO, NED supports independent intellectuals in Cuba with resources like this library.*

## The International Forum for Democratic Studies

responds to the need for sustained and serious study of democracy's problems and prospects. Established by NED in 1994, the Forum is a leading center for analysis of the theory and practice of democratic development worldwide. It also serves as a source of information on the varied activities and experiences of groups and institutions working to achieve and maintain democracy around the world. Its many programs and activities, described below, enhance efforts to foster and improve democracy while also making important contributions to the field of comparative democratic studies.



### The Journal of Democracy

is one of the most widely read and cited publications on the problems and prospects of democracy around the world. Founded in 1990, the *Journal of Democracy* is published for the Forum by the Johns Hopkins University Press.

## The Democracy Resource Center (DRC)

collects, organizes, and disseminates information and analysis produced by and about a wide range of groups and organizations working to strengthen democracy around the world. The DRC includes a library, several electronic databases, and a Web site. With these resources, the Democracy Resource Center links think tanks and resource centers in developing democracies, and offers them intellectual and practical support.

*NED's strength lies in the power of the democratic idea and in its close relationship to democratic movements and organizations around the world.*

— Carl Gershman  
President

## The Research and Conferences Program

analyzes the conditions and challenges of democratic transition, reform, and consolidation in Africa, Asia, Central and Eastern Europe, Eurasia, Latin America and the Caribbean, and the Middle East and North Africa, and produces conferences, publications, and other research projects. The Forum also administers the Network of Democracy Research Institutes, a global association of think tanks that study democracy-related issues, and serves as the Secretariat of the Comparative Democratization Section of the American Political Science Association.

## The Reagan-Fascell Democracy Fellows Program

was established in 2001 to enable practitioners, journalists, and scholars from around the world to deepen their understanding of democracy and enhance their ability to promote democratic change. The Reagan-Fascell Democracy Fellows Program offers five-month fellowships for practitioners to improve strategies and techniques for building democracy abroad and five- to ten-month fellowships for scholars to conduct original research for publication.

*Reagan-Fascell fellows from Tanzania, Australia, Russia, Turkmenistan and Kenya discuss their experience in Washington.*



**The World Movement for Democracy** is a pro-active global network of democrats, including activists, scholars, policy makers, and funders, who come together to strengthen democracy where it is weak; invigorate democracy where it is longstanding; and bolster pro-democracy groups in countries that have not yet begun to enter into a process of democratic transition.

## Global Assemblies

The World Movement organizes biennial global assemblies, gathering hundreds of democracy activists, practitioners, scholars, donors, and others engaged in democracy promotion from over a hundred countries. Assemblies have been held in New Delhi, São Paulo, Durban, Istanbul, Kyiv, Jakarta, and Lima, and feature a wide variety of workshops and discussions that address significant challenges to democracy. The assemblies provide an invaluable opportunity for networking across regions and areas of work, and have led to the initiation of regional and functional networks that carry on activities between assemblies.

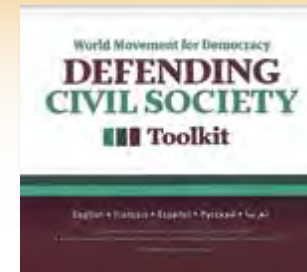
## Regional and Functional Networks

The World Movement encompasses a wide variety of regional and functional networks. They facilitate exchanges of information and experiences, meetings, workshops, online discussions, and other activities to build the capacity of participants. The networks affiliated with the World Movement include the African Democracy Forum and the International Women's Democracy Network, among others.

## Defending Civil Society Project

Through this project, the World Movement exposes the increasingly restrictive environments for civil society work. In partnership with the International Center for Not-for-Profit Law (ICNL), the World Movement has produced the *Defending Civil Society* report to identify and promulgate international principles, already rooted in international

law, to inform government-civil society relations, and to protect NGOs and other civil society groups. The report and a toolkit for activists are available in Arabic, English, French, Russian and Spanish, at [www.defendingcivilsociety.org](http://www.defendingcivilsociety.org)



## Democracy Assistance Project

Through an online survey of more than 1,500 recipients of democracy assistance, as well as 15 separate country case studies, the World Movement analyzed how democracy assistance projects have been conceptualized, funded and implemented around the world. A report on *Perceptions of Democracy Assistance*, the country case studies, and a Steering Committee statement on the project are all available

at [www.wmd.org](http://www.wmd.org).

## Governance

The World Movement is guided by a Steering Committee composed of internationally recognized democracy practitioners. Because the World Movement is not intended to be a centralized organization with its own bureaucracy, the World Movement Steering Committee designated NED as the Secretariat to work with democracy advocates and practitioners in all global regions and in many areas of democracy work to help facilitate regional and functional networking and to organize the biennial global assemblies.

For more information about the World Movement for Democracy visit [www.wmd.org](http://www.wmd.org)



*Civil society meeting at the World Movement for Democracy's Sixth Assembly.*

## The Center for International Media Assistance (CIMA)

works to strengthen the support, raise the visibility, and improve the effectiveness of media assistance programs throughout the world. The Center approaches its mission by providing information, building networks, conducting research, and highlighting the indispensable role independent media play in the creation and development of sustainable democracies around the world. CIMA's Advisory Council offers guidance on topics in media development that need further study and how it can assist existing organizations involved in media assistance. To learn more about CIMA, please visit [www.cima.ned.org](http://www.cima.ned.org)

### Discussions

CIMA organizes working groups and roundtables, featuring both practitioners and academics, to investigate important issues in international media development. Past events include *Muzzling the Media: News and Information in Closed Societies*, *Clear and Present Danger: Attempts to Change Internet Governance and Implications for Press Freedom*, and *Can Media Development Make Aid More Effective?*

### Research and Resources

CIMA commissions research reports on key topics in media development and also publishes reports on some

*CIMA events highlight such issues as, "New Media, New Threats: Authoritarian Regimes Crack Down on Digital Activists."*

of its events and working groups. Past reports included *The Video Revolution*, *Is There a*

*Link Between Media and Good Governance? What the Academics Say*, and *The Medium versus the Message: U.S. Government Funding for Media in an Age of Disruption*.

CIMA has also compiled a series of Country Profiles (available on the CIMA web site), and collects stories and articles on important developments within the media sector. Every weekday, CIMA also compiles a list of articles from a variety of news sources. You can receive this compilation via email by signing up at [www.cima.ned.org](http://www.cima.ned.org).

### Connecting People

CIMA identifies needs within the field and brings people together to devise strategies for solutions. CIMA has also developed a comprehensive bibliographic database of media assistance resources, available online at [www.cima.ned.org/bibliography](http://www.cima.ned.org/bibliography).



*NED is such a home for all the people who are struggling around the world who want to have solidarity and want to have careful, nuanced, and understanding support that respects their ideals.*

— Mahnaz Afkhami  
 Founder and President of NED grantee  
 Women's Learning Partnership





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**Back cover bottom, left to right:** *the Gaël Painson Aid Foundation uses a traveling caravan to promote citizen rights and responsibilities, peaceful conflict resolution, and protection of the environment in **Haiti**; the Tibetan Women's Association and the Gu-Chu-Sum Movement of **Tibet** promote human rights by working with refugees and political prisoners; a NED-supported rally promoted accessibility to public infrastructure in Masindi district of **Uganda**; the Coalition of Youth NGOs in **Macedonia** promotes civic participation; the **Women's Discussion Club of Kyrgyzstan** brings together women from diverse backgrounds and political parties to defend the rights and interests of women nationwide; CIPE's Tashabos program focuses on Youth Entrepreneurship Education in **Afghanistan**.*



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1025 F Street, N.W.  
Suite 800  
Washington, D.C. 20004

(202) 378-9700  
(202) 378-9407 fax

Online at [www.ned.org](http://www.ned.org)  
E-mail: [info@ned.org](mailto:info@ned.org)



*The Citizens Against Violence Organization (CAVi) speaks out against political violence in Nairobi, Kenya.*

May 2013

