

A large, embossed graphic of a globe is positioned in the upper half of the cover. It features a grid of latitude and longitude lines, with the lines curving to follow the spherical shape of the globe. The embossing is subtle, creating a textured effect on the brown background.

# IRI

INTERNATIONAL REPUBLICAN INSTITUTE  
25TH ANNIVERSARY REPORT

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MESSAGE FROM

# *the* CHAIRMAN



This year marks the 25<sup>th</sup> anniversary of the International Republican Institute (IRI) and it is worth remembering what the world and IRI looked like 25 years ago.

In 1983, the Iron Curtain still divided Europe. Millions saw little hope that they would be free of the repressive communist regimes that ruled them. Nelson Mandela was serving a life sentence in apartheid South Africa. El Salvador was fighting a bloody civil war and Suharto still ruled Indonesia.

It was in this year that IRI was established. At the time, IRI's work was seen as idealistic if not naïve. A small staff of optimists came to IRI to support the work of activists who were struggling to establish and strengthen democratic institutions in their own countries.

In the 25 years since, the world has changed dramatically. The Soviet Empire has collapsed and nearly all of Europe is now free. South Africa is an example of democracy on a continent still struggling. Former rebels in El Salvador now seek change through peaceful elections, and Indonesia is the world's largest Muslim majority democracy.

IRI has also changed. The Institute has worked in more than 100 countries and is currently active in 64. The work, once seen only as a noble endeavor, is now a strategic imperative. And IRI works successfully in regions of the world once thought incompatible with democracy.

Despite the successes, much work remains to be done. Millions still live under repressive regimes. Many risk their lives simply by expressing their opinions. Many others languish in prison for demanding human rights, and some countries have seen a resurgence of authoritarian governments.

When I first joined IRI, I said we have not – and will not – reach the day when we can say the job is done. However, for millions around the world, IRI's work has helped them achieve a system in which they are “free to determine their own destiny.”

A handwritten signature in black ink that reads "John McCain". The signature is written in a cursive, flowing style.

John McCain  
Chairman

MESSAGE FROM

# *the* PRESIDENT

This report tells a story of which all associated with IRI – indeed, all Americans – can be proud. IRI has been an important part of a global democratic wave that was unthinkable in the early 1980s, a time when most people in the world still lived in dictatorships, and still feared a secret police's midnight knock on their door.

At IRI, we know that it is those brave people we assist, not us, who have made the majority of countries free this past quarter century. As many attest in these pages, however, IRI has helped them realize their dreams. We've been able to do so because of our incredibly talented staff – and a consistent philosophy.

First, IRI works in countries important to U.S. interests, where we can make a difference.

Second, we focus on helping political parties broaden their appeal and civil society ensure responsive governance by imparting global knowledge and experiences.

Third, we can help catalyze the work of democratic activists in a country, so long as they want change more than we want it for them. We cannot implant democracy.

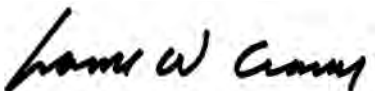
Fourth, we understand that it is their country, not ours. Our democratic institutions differ from those of our mother country, the United Kingdom; other nations will adopt and adapt democratic methods and forms to fit their unique historical experiences and culture.

Fifth, we must have patience. We are prepared to work in a country for many years to help those struggling to gain democracy.

As IRI enters its second quarter century, we have added to our work with political parties and civil society an emphasis on helping democrats govern well. At IRI we have long known that elections are an indispensable but insufficient condition for democracy, and that people must see material as well as political benefits in between balloting. Our governance programs are gaining strong support in the poorer communities where they're focused. We've also put greater attention on the role of women, and on disadvantaged groups, such as the disabled and minorities, in their country's political life. IRI is introducing today's (and occasionally tomorrow's) technologies into our work. Last but not least, we're becoming a leader in evaluating democracy work, to ensure we use the best methods to advance freedom.

Twenty-five years ago, only British and German parties joined with IRI in helping support democracy. Today, IRI works with multilateral organizations like the Organization for Security and Cooperation in Europe and the United Nations, with partners like Australia's Liberals and the European People's Party, and with institutions in newer democracies such as Mexico, Lithuania, Slovakia and Indonesia who bring recent and relevant experiences to bear.

Ultimately, of course, IRI's objective is to help make all people free, so that we're no longer needed. In the meantime, when aspiring democrats ask for our help, IRI will continue to proudly stand with them in advancing the frontiers of democracy.



Lorne W. Craner  
President



“

*L*et us begin a major effort to secure the best - a crusade for freedom that will engage the faith and fortitude of the next generation.

*For the sake of peace and justice, let us move toward a world in which all people are at last free to determine their own destiny.”*

These words by President Ronald Reagan in a speech before the British Parliament were the inspiration that led to the establishment of IRI.

IRI THROUGH THE YEARS

1982

President Ronald Reagan gave his historic speech to the British Parliament on June 8, where he called on Americans to “foster the infrastructure of democracy – the system of a free press, unions, political parties, universities – which allows a people to choose their own way, their own culture, to reconcile their own differences through peaceful means.”







The National Republican Institute for International Affairs, the original name of IRI, is established on April 28, 1983.

In 1984, IRI fields its first election observation mission to Grenada to monitor the historic parliamentary elections, the first democratic balloting since 1976.

IRI establishes programs in Chile, Guatemala and Colombia.

*Below, a Grenadian woman displays a poster expressing the anticipation citizens experienced before Election Day in 1984.*



*Above, the New National Party headquarters in Grenada where IRI trained party representatives for the 1984 elections.*



IRI fields its first public opinion poll in advance of Guatemala's national elections.

Bolivia experiences its first peaceful transfer of power. Approximately 80,000 people are reached by programs conducted by the IRI-supported FUNDEMOS, with nearly 20 percent becoming involved in party politics and campaigns.

1983

1984

1985

IRI begins working with FUNDEMOS (Bolivian Foundation for Democratic Training and Research), a political research and training institute, on voter education and mobilization programs for the 1985 elections in Bolivia.

IRI, along with the National Democratic Institute (NDI), monitors the Philippines' historic presidential election, which sees the People Power Revolution end the corrupt rule of Ferdinand Marcos.

IRI begins working with the Mexican civic association Demos Paz, whose conferences, research and public opinion studies bring together different sectors of Mexican society to seek positive solutions to difficult problems, including reforming the political system. As a result of Demos Paz's pioneering programs, new civic organizations and election watch groups are created that help reform the electoral system and the administration of elections in Mexico.

*Below, a parallel counting process developed by Filipino political parties to cross check election results.*



1986

1987

1988

IRI begins work in Nicaragua, training democratic activists who are struggling for freedom against a repressive regime.

In Chile, 16 political parties and civic leaders unite in support of the Command for No campaign, which persuades citizens to vote against the military rule of Augusto Pinochet in a presidential plebiscite. IRI-sponsored polls, which predict Pinochet's defeat, aid in assuring a fair referendum.



# 1989

IRI hosts an international conference on coalition-building for political opposition parties in Nicaragua that form the National Opposition Union. The coalition goes on to win the 1990 presidential election.

# 1990

*Below, Romanian revolutionaries protest against the Ceaușescu regime.  
Photo courtesy of "1989 Libertate Roumanie" by Denoel Paris.*



Following the fall of Nicolae Ceaușescu in the 1989 revolution, Romanians head to the polls to elect a new president and parliament. IRI and NDI observe the May 1990 elections, stating “there were very significant flaws that affected the overall fairness of the electoral process and underscore the need for major structural reforms in the Romanian political environment.”

# 1991

IRI begins work in the Middle East. Within weeks of the end of the Gulf War, IRI launches a program in Kuwait to encourage the building of lasting democratic institutions. With the Kuwait Graduates Society, a public policy group, IRI co-sponsors three training seminars to increase the capabilities of candidates and campaign workers before parliamentary elections. After the elections, newly elected members of parliament receive training in committee structure and staff organization, policy formulation and analysis, bill drafting and constituent services.



*Above, speakers at a joint IRI-NDI panel during the first political parties training in Cambodia. IRI and NDI had just arrived in Phnom Penh.*

One month after a failed coup attempt leads to the collapse of the Soviet Union, IRI begins work in Russia, focusing on political party building, political skills development, civic education and election monitoring.

# 1992

IRI provides guidance to the Romanian democratic opposition, Democratic Convention of Romania (CDR), on electoral law reform, communications strategies and political party training. CDR goes on to win mayoral offices in 13 of Romania's 20 largest cities.

Following the Killing Fields, Vietnamese occupation and a civil war ended by a United Nations-sponsored peace deal, IRI helps strengthen Cambodia's political and civic institutions. During the campaign, IRI holds training seminars for 4,500 political activists in 16 provinces and helps establish a nationwide reporting network for political party election monitors. United Nations officials credit IRI with making "a unique and significant" contribution to the political environment necessary for a competitive election, which results in a 94 percent turnout.

IRI begins working with activists and opposition groups who are dedicated to freedom and democracy in Burma. IRI partners with pro-democracy political and ethnic groups to teach activists how to conduct media outreach, increase the flow of communication in and out of the country and develop content for radio and print materials.

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"I am very grateful to the International Republican Institute for what it has done to promote democracy in different parts of the world, especially, of course, in my own country."

- Aung San Suu Kyi

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# 1993

After becoming the first Asian communist nation to establish a democratic form of government in 1990, Mongolia holds its first direct presidential election in June 1993. Following more than a year of IRI assistance, Mongolia witnesses a victory for the fledgling democratic coalition.

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"IRI really accelerated democratization because it was a direct and genuine source of democratic idea. It was a real bridge between US democracy and Mongolia..."

- Punsalmaagiin Ochirbat, first democratically elected President of Mongolia

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Following the historic decision to abolish apartheid and hold multiparty elections in South Africa, IRI sponsors a nationwide poll of voter attitudes, and joint IRI-NDI teams work with fledgling political organizations.

*Below, South African citizens line up to vote on Election Day.*

# 1994

As political reforms take shape in Morocco, IRI responds by expanding its efforts in the region. Legislative experts comprise a delegation to an IRI-sponsored symposium, one of the first of its kind held in the Maghreb.

IRI is the first international organization ever to observe China's village-level elections. IRI's electoral reform recommendations result in secret balloting booths and the 1995 adoption of candidate nomination reforms in two model provinces. By the year 2000, the village-level elections process is extended across China, allowing close to 600 of China's 900 million voters to have a say in choosing their own village government.





# 1995

*At right, Romanian youth participate in a get-out-the-vote event leading up to the 1996 elections.*



# 1996

IRI awards its first Freedom Award to honor heroes of democracy. Over the years, recipients will include former Presidents Ronald Reagan and George W. Bush, Nobel Laureate and Burmese democracy leader Aung San Suu Kyi and Liberian President Ellen Johnson-Sirleaf.

Polls sponsored by IRI document Palestinian public opinion for the first time. The polling information is used by Palestinian leaders as they learn to respond to constituent concerns.

A five-year effort by Romanian democrats, assisted by IRI, culminates in democratic opposition parties being swept into office following local, parliamentary and presidential elections. The elections end decades of authoritarian rule. Victory is achieved by a strong network of opposition parties working in unison to promote a democratic agenda. Romania accedes to NATO in 2004 and the European Union in 2007.



*Above, Bulgarian citizens hold posters in support of presidential candidate Petar Stoyanov as they watch his acceptance speech.*

Pro-democracy candidate Petar Stoyanov's landslide victory in the 1996 presidential election and the continued corruption of Bulgaria's communists provide the impetus for early legislative elections, which the opposition sweeps in March 1997. IRI's efforts aid the new government as it begins to tame inflation, privatize state industries and open the country to foreign investment. Bulgaria becomes a member of NATO in 2004 and the European Union in 2007.

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"Without IRI's support, we could not have come so far, so fast. We certainly wouldn't have experienced the degree of success we have."

*- Then-President Petar Stoyanov*

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1997 IRI polling in Slovakia shows that a democratic coalition could defeat authoritarian Vladimír Mečiar's government. Five parties soon form the Slovak Democratic Coalition and author a 10-point "Contract with Slovakia." Skillfully communicating a message of unity and change, Slovakia's democrats defeat Mečiar's government in 1998 elections. Slovakia accedes to NATO and the European Union in 2004.

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"IRI...worked with the democratic parties and their leaders to help them ensure that Slovakia moved towards democracy. It provided modern polling systems which were used by the parties to identify their electorates and craft their messages. Later, in 1998, it contributed to the democratic turnaround of the country."

*- Former Prime Minister Mikuláš Dzurinda*

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IRI sponsors polling and an extensive training program for Macedonian political parties before the 1998 parliamentary elections, which saw the first center-right government in modern Macedonian history. IRI also helps presidential candidates and their campaigns from across the political spectrum in the lead-up to the 1999 elections, working on communications skills, platforms and campaign planning.

# 1997

# 1998

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"IRI has demonstrated itself as a leading democracy promotion organization, providing non-partisan campaign skills training, conducting invaluable public opinion research – which has greatly assisted Macedonia's transition from a centrally controlled political economy, to a competitive, free market, representative democracy."

*- Prime Minister Nikola Gruevski*

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Two weeks after the June 1998 overthrow of Indonesian President Suharto, opposition leaders and ministers in the new government ask for IRI's help in drafting an election law. These consultations provide the framework that ultimately shapes the law for Indonesia's 1999 legislative elections. To help political parties – most of them new – prepare for the June 1999 elections, IRI's party poll watcher training program distributes more than one million poll watcher manuals. After the elections, IRI begins to work with new provincial parliamentarians on governance skills, and advises the parties on how to maintain their structures between elections.

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"...IRI's training showed us new horizons and a new understanding of the democratic process..."

- Amien Rais, then-Chairman, Indonesian People's Consultative Assembly

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IRI's election observation delegation, led by former Secretary of State James Baker, witnesses the first party-to-party transfer of power in Mexico since the 1930s, when the National Action Party's Vicente Fox is elected. IRI works closely with a Mexican civic group, the National Women's Civic Association (ANCIFEM), to educate voters, primarily in indigenous communities, about the offices up for election and their rights and duties as voters. ANCIFEM ultimately deploys more than 1,500 election observers across the country.

IRI opens an office in Vilnius, Lithuania to better facilitate programs for Belarusian political activists as they prepare for the September 9 presidential election. To assist opposition political parties in their pre-election campaign work, IRI conducts two national public opinion polls and the first-ever nationwide tracking poll. In 2001, IRI instructs political party youth auxiliaries on building and implementing effective campaign strategies, and continues to help the country's democratic parties.

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"Undoubtedly IRI helped Belarusian democratic forces to unite. The Congress of Democratic Forces, which played a major role in the consolidation of the democratic movement in Belarus, would never have been possible without IRI's advice and assistance."

- 2006 Presidential Candidate Aleksandr Milinkevich

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Momentum towards a change in leadership builds in Croatia during 1999, with IRI polls showing that nearly three-fourths of citizens think the country is headed in the wrong direction. Polling data and focus groups help the opposition formulate and articulate positions and become agents of change. Following the opposition's victory in January 2000, IRI helps the newly elected government begin to make good on its promises to reform the economy, establish a free press and move for improved relations with the West. Croatia accedes to NATO in 2009 and is a European Union candidate, expected to join in 2010.



Above, Secretary Baker examines candidate lists with Mexican voters.

# 1999

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"Croatia took two historic steps forward in the new year [1999] which sent a loud and clear message about the future the citizens of our country desire. IRI's commitment to that progress was evident from the first day that they arrived in Croatia."

- President Stipe Mesic

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# 2000

# 2001



2002

For Timor-Leste’s August 2001 constituent assembly elections, as well as the 2002 presidential election, IRI conducts workshops for party activists in every district and distributes more than 8,000 party manuals. In preparation for the presidential election, IRI trains parties on campaign management, creates new training manuals for the election and provides forms for agents to record polling activity. In the spring of 2002, Timor-Leste becomes the world’s newest nation, and swears in Xanana Gusmao as its first president.

“IRI’s contribution has been very effective in fostering a cultural democracy, by empowering the political parties with knowledge and the skills with how to engage in debate.”

- President José Ramos-Horta

Following 25 years of war and the ouster of the Taliban, Afghans begin to build a new government. IRI works to keep the public connected to this fledgling government by supporting Afghanistan’s first independent daily newspaper *Erada*. Civil society is strengthened through IRI’s support of the Afghan Nongovernmental Organization Coordination Bureau. Pluralism and citizen participation is supported through a partnership with the Association for Democracy in Afghanistan. IRI offers trainings on the constitution and fundamentals of democracy for tribal elders throughout the provinces.



2003

Momentous political events occur in the Republic of Georgia in 2003. After seriously flawed parliamentary elections, peaceful protests known as the Rose Revolution force President Eduard Shevardnadze to leave office. IRI spends much of the year helping parties prepare for the November 2 parliamentary elections through campaign academies, women’s training seminars and extensive get-out-the-vote efforts. During the elections, IRI sends an observation delegation to monitor voting and counting.

“On behalf of all Georgians, I wish to thank the International Republican Institute for its devotion and attention to my country. For the past ten years, IRI has worked tirelessly to improve Georgia’s democratic institutions, to create a multiparty political system and to create a greater knowledge of democratic culture and freedom among our citizens.”

- President Mikheil Saakashvili

*Below, a crowd cheers at a Rock the Vote concert in Georgia, one of the voter outreach events supported by IRI.*

2004



*Above, Afghan women line up to cast their votes in Kabul.*

Two years after the Taliban is removed from power, IRI observes Afghanistan’s first-ever presidential election. Despite fears of Taliban interference, an estimated 70 percent of registered voters participate and the voting is generally peaceful. IRI was later recognized by the government of Afghanistan for its “invaluable service and participation in the peace process and democratization of Afghanistan.”

*Below, Orange Revolution protesters march through the streets of Kiev.*



In what became known as the Orange Revolution, hundreds of thousands of Ukrainians take to the streets in peaceful protests of a flawed presidential election run-off. Supported by the findings of international observers, including IRI’s, the protestors obtain an annulment of the original run-off and a new round of voting is ordered. Ukrainians go back to the polls on December 26 and elect Viktor Yushchenko president.

2005

As the United States redefines its trans-Atlantic relations and strengthens its ties with Europe, IRI launches the European Partnership Initiative, a multilateral effort to collectively support the promotion of democracy. Several European Union institutions and member states partner with IRI, including the European People’s Party and political organizations from the Netherlands, Great Britain, Spain, Austria and Germany, among others.

With her election as President of Liberia, Ellen Johnson-Sirleaf becomes the first democratically elected woman of an African nation. IRI works with political parties in Liberia to promote dialogue and build political capacity. IRI also sponsors the country’s first-ever formal presidential debates and fields two international election observation missions for first-round voting and the run-off.

“IRI was particularly active in promoting these elections...They brought political groups together. They worked with the media. They educated. They instructed. They supported. They assisted the process.”

- President Ellen Johnson-Sirleaf

Iraqis successfully pass a new constitution in August 2005. This document lays the foundation for Iraq’s new form of government: republican, representative and democratic. IRI works with the Constitution Drafting Committee and Iraqi civil society partners to enhance public understanding of the text and increase participation in the referendum.

“IRI’s substantial voter education activities helped to inform Iraqi voters about electoral process and succeeded in raising voter turnout beyond initial expectations. Your training of party agent poll monitors, assistance in preparing political parties to participate in the Transitional National Assembly and commitment to addressing disputes over the election process has helped to ensure that these historic elections were indeed credible and transparent.”

- Then-Secretary of State Condoleezza Rice

2006

In March, IRI launches its first global initiative, the Women’s Democracy Network (WDN). The program addresses the need for women to break through traditional political and cultural barriers to greater political participation.

“In Jordan, since 2005, IRI has been working to connect citizens with their local government. As the only female elected mayor in Jordan, I can personally attest to the importance and necessity of such programs.”

- Then-Mayor Rana Hajaya of al-Hassa, Jordan, member of the WDN

2007

Building on the success of countries that have made successful, recent transitions to democracy, IRI launches its Rising Stars program, which brings together leaders from these nations to provide guidance and mentorship to aspiring leaders from newer democracies or authoritarian states. The program helps train “rising stars” in economic principles, combating corruption, rule of law and facilitating political transitions.

*Below, WDN members at the March 2006 inaugural dinner.*



IRI launches good governance programs to assist local officials, citizens and civil society groups. Programs are initiated in Bolivia, Colombia, Guatemala, Honduras, Mexico, Nicaragua and Peru

“I am a direct witness to IRI’s non-partisan and admirable work with local governments and political actors to promote liberty, democracy and peace in the world. Because of IRI, my administration has been able to offer citizens better services, more outreach and more transparency.”

- Mayor José Ernesto Martínez Tarquino of Soacha, Colombia

2008

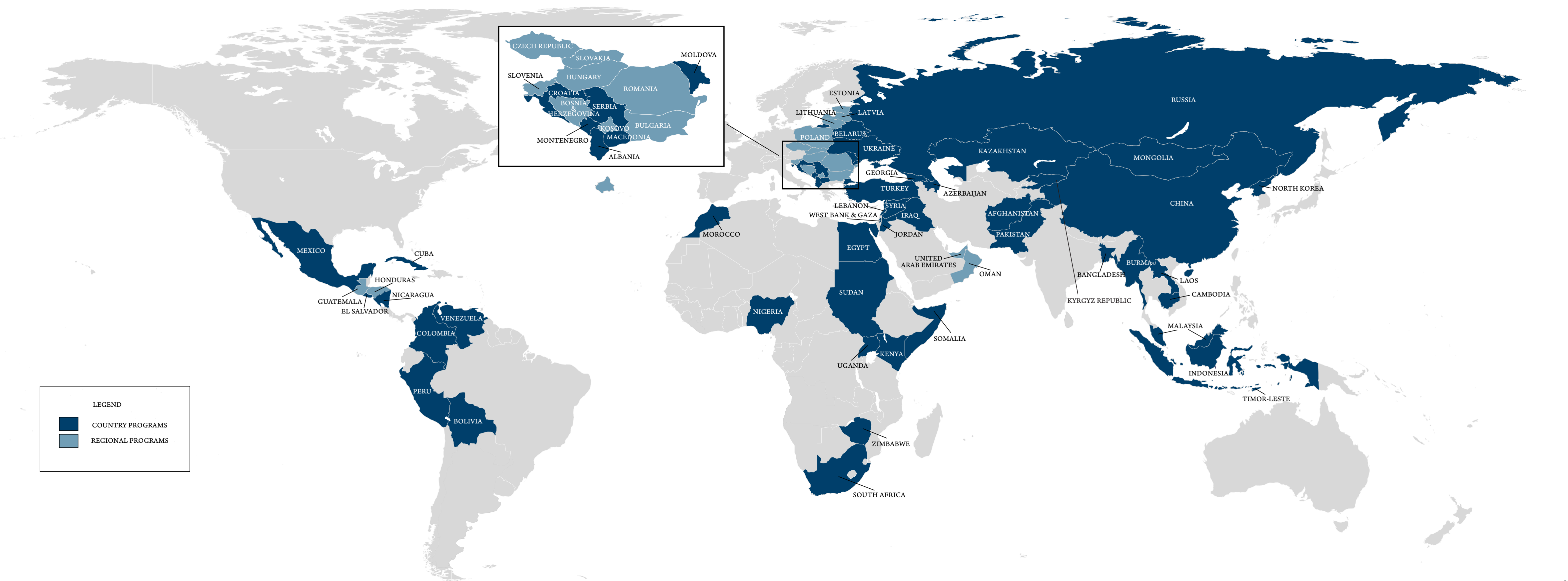
Growing popular dissatisfaction pushes Pakistan President Pervez Musharraf to hold parliamentary elections in February 2008, following the assassination of opposition leader Benazir Bhutto in late 2007. Using public opinion polling, IRI helps prepare political parties to effectively compete in the parliamentary elections. IRI polls also provide an accurate portrayal of voter sympathies, essentially forecasting the election outcome and consequently helping ensure an open and honest voting process. Following the elections, IRI’s network of contacts within Pakistan’s newly elected government helps to catalyze growing relationships with the U.S. administration.

Before her death, Benazir Bhutto thanked IRI President Lorne Craner “for the wonderful democracy work you and your IRI team does.”

Opposition voices remain under forced silence after Cuba’s Raul Castro takes his brother Fidel’s seat in 2006. In this atmosphere of oppression, IRI conducts a rare public opinion survey in April 2008 that indicates that a clear majority of Cubans are ready for political change. The survey specifically notes a growing support for democratic multi-party elections, greater freedom of expression and shifts in economic policy that would allow all citizens greater economic freedom.



# WHERE IRI WORKS IN 2009



# AFRICA

*Though problematic elections and the persistence of violent conflict dominate the headlines in Africa, IRI has continued to support the consolidation of real democratic gains in transitioning states. In partnership with political and civil society activists, IRI promotes free, transparent elections; increases the ability of political parties to recognize and effectively champion the needs of constituents; encourages women, youth and minorities to engage in the political process; and helps further government accountability to the electorate.*



## KENYA

IRI works with members of parliament to help them better represent their constituents and deliver more effective government services. IRI also develops programs focusing specifically on women and youth.

## NIGERIA

To support the electoral reform process, IRI brings together political parties, civil society and other stakeholders. IRI also assists parties as they strengthen their organizational structures.

## SOMALILAND

Emergent political parties receive IRI's support as they seek to strengthen their messaging and issue platforms. IRI also helps to build the capacity of legislators and supports the empowerment of marginalized groups.

## SOUTH AFRICA

In cooperation with the South African Institute of Race Relations, IRI works to monitor and draw attention to good governance and free society issues.

## SUDAN

IRI strengthens democratic political parties nationwide, and in Southern Sudan works with the Southern Sudan Legislative Assembly to develop the capacity of the new assembly and its members.

## UGANDA

IRI works with political parties to strengthen party structures at the local and national levels, develop policy and issue-based agendas and broaden their voter base. IRI also helps youth and individuals with disabilities to develop successful advocacy campaigns.

## ZIMBABWE

IRI helps pro-democracy political parties and civil society organizations to hone their communication skills so they can better encourage the opening of democratic space within the new power-sharing government, formed after the 2008 national elections.

### *IRI Global Initiative:*

## WOMEN'S DEMOCRACY NETWORK

The Women's Democracy Network strengthens women's roles in politics, business and civil society through networking and training opportunities. Through the Network, women provide crucial support to each other by exchanging ideas and experiences.





# ASIA 2009

*IRI assists countries throughout Asia that have undergone transitions to democracy as well as those taking steps toward democracy by encouraging transparency, pluralism and open elections. In an effort to improve political processes, promote good governance, increase government accountability and enhance civic engagement, IRI supports and provides expertise to political parties, civil society, media, women, youth and minorities.*

## BANGLADESH

IRI supports the empowerment of civil society, works to integrate women and youth into civic and political life, works with journalists to cover election-related and political issues objectively, and conducts public opinion research to strengthen the ability of political parties to understand and effectively respond to constituent concerns.

## BURMA

IRI provides support and training to political organizations and individuals as they actively work and plan for a peaceful transition to a democratic Burma.

## CAMBODIA

IRI's innovative youth program encourages civic involvement of young Cambodians. IRI also supports internal development of political parties through public opinion polling, good governance and youth leadership development.

## CHINA

To strengthen China's emerging civil society, IRI helps Chinese citizens to raise awareness of their rights, engage all levels of government and better serve their communities.

## INDONESIA

IRI's work strengthens Indonesia's electoral system, increases the participation of women in the political process and develops the capacity of political parties. IRI also works with provincial and local elected officials to represent their constituents effectively.

## MALAYSIA

At the grassroots level, IRI supports civic and voter education projects and works with political parties on public opinion research, message development and communications strategies.

## MONGOLIA

IRI's parliamentary strengthening program helps members improve transparency within the parliament. IRI also works to increase women's participation in the political process.

## NORTH KOREA

IRI assists North Korean democracy and human rights groups based in South Korea by developing their advocacy and leadership skills.

## TIMOR-LESTE

IRI works with political parties to improve their ability to serve their constituents and help govern effectively. IRI also helps to strengthen the government through strategic support on efficient and transparent processes and supports youth participation in the political process.

### *IRI Global Initiative:* **RISING STARS**

This multiregional initiative identifies emerging leaders of aspiring or developing democracies and takes them to a new democracy where they receive training on good governance.

# EURASIA

*Since the collapse of the Soviet Union, the former Soviet republics have moved at varying speeds in democratic development. The Baltic States are European democracies, Belarus lies as an outpost of dictatorial tyranny, and Ukraine and Georgia face difficulty in consolidating gains. Other countries have proven prone to authoritarian backsliding. Against this backdrop, IRI works to promote the development of a democratic culture among the electorates, political parties and governments.*



## AZERBAIJAN

IRI's Center for Political Leadership trains youth in leadership skills and political parties in message development. IRI also conducts regional party office trainings throughout Azerbaijan on media skills and campaign strategy.

## BALTIC-EURASIA INTER-PARLIAMENTARY TRAINING INSTITUTE

To strengthen democratic governance in Georgia, Moldova and Ukraine, IRI links parliamentarians to their counterparts in the Baltic countries, primarily Lithuania, to help them develop the skills to govern in a transparent, responsive and effective manner.

## BELARUS

Working closely with the Unified Democratic Forces of Belarus, IRI supports efforts to implement a long-term pro-democracy strategy, combining election participation with issue advocacy and information dissemination.

## GEORGIA

In the wake of the 2008 conflict with Russia, IRI has continued its political party and polling work, and has also begun a new governance program to help strengthen local and regional bodies.

## KAZAKHSTAN

To help political parties stay connected to critical issues facing voters, IRI conducts nationwide public opinion polls. IRI-led workshops help parties to use the poll data for message and platform development and to craft party-specific campaigns.

## KYRGYZ REPUBLIC

Using the results of its nationwide public opinion polls, IRI works with political parties to build national constituencies and also focuses on women's participation in politics.

## MOLDOVA

IRI provides technical assistance to Moldova's democratic political parties to build a nationwide grassroots base. IRI also focuses on women's participation in politics.

## RUSSIA

In an increasingly difficult political environment, IRI continues its work with democratic activists. This work includes regional assistance to pro-democracy actors and movements to better serve and expand their constituencies.

## UKRAINE

To help consolidate democratic gains, IRI trains local elected officials in good governance and aids political parties and politically active youth in communication, organization and outreach techniques. Through its Young Political Leadership School, IRI provides skills training on effective political leadership.



# EUROPE

*IRI helps develop mature political parties in Europe that can mobilize voters and design effective policies. Through IRI's polling and trainings, parties learn to better respond to the public's concerns and compete for votes without resorting to populism. In its efforts to expand political participation and increase the responsiveness of government, IRI also works with civil society organizations that advocate for the interests of women, youth and the disabled.*

## ALBANIA

IRI works to increase political participation by partnering with civil society organizations. IRI's partners promote greater transparency in parliament and endeavor to empower people with disabilities to play a greater role in public and political life.

## EUROPEAN PARTNERSHIP INITIATIVE

Functioning as a link between the American and European policy communities, IRI facilitates connections among leaders, government officials and think tanks from the U.S. and Europe. These cross-Atlantic relationships help to build multilateral support for democracy-building programs worldwide.

## MACEDONIA

To help parties connect with voters, IRI offers trainings on developing responsive policies and communicating them to voters. IRI also works with the government on a media campaign to publicize anti-corruption efforts and works to expand the research capacity of the Ohrid Institute for Economic Strategies and International Affairs.

## MONTENEGRO

Using public opinion research to buttress its trainings for candidates and party activists, IRI is working to improve the competitiveness of political parties.

## REGIONAL PROGRAM

IRI provides support to the region's democratic institutions through political party training and technical assistance, most notably through its Leadership Institute for Central and Eastern Europe. IRI also organizes seminars and other events within Europe and the U.S. that help advance global democracy-building work.

## SERBIA

IRI works with reform-oriented political parties to improve their policy development and communication skills. IRI's public opinion research program helps government bodies, parties and civil society organizations evaluate how responsive they are to citizens' concerns.

## TURKEY

Drawing on results of national polls, IRI trains political parties on campaign strategy and message development. IRI also holds roundtable discussions with Turkish policy makers and academics to discuss minority rights, U.S.-Turkish relations and democratic reforms inspired by the European Union accession process.



# L A T I N A M E R I C A & T H E C A R I B B E A N

*To help governments improve the quality of their representative institutions, IRI tailors innovative governance programs that help elected officials carry out their roles with greater efficiency, transparency and popular participation. IRI also works to expand the reach of political parties and civil society, including previously marginalized youth, women and ethnic groups.*

## BOLIVIA

IRI conducts good governance programs throughout the country with the participation of local governing authorities, the private sector, civil society and disenfranchised groups. IRI also works with women from all political parties to help them develop legislation calling for greater equality in the political system.

## COLOMBIA

IRI helps provide local public officials with skills to govern effectively and transparently. An increased awareness of citizen rights and freedoms has also led marginalized communities to work with IRI to strengthen their civil liberties.

## CUBA

In the face of continued repression, IRI provides civil society groups with trainings and technologies that enhance their ability to participate democratically. In partnership with organizations in Europe and Latin America, IRI helps democracy activists access information and communicate abroad.

## EL SALVADOR

Working with political parties, candidates and members of the legislature, IRI helps to maintain focus on platform and issue development.

## GOOD GOVERNANCE IN THE AMERICAS

IRI's governance program works with local governments to improve responsiveness to citizen needs, develop strong participatory and communicative methods, and ensure the provision of quality services. In Guatemala, the program takes the form of building capacity in local economic development and environmental preservation. In Honduras, IRI focuses on government transparency and encouraging a constructive political debate.

## MEXICO

IRI assists political parties with internal democracy and grassroots institutional development. In addition, IRI supports civil society to promote social and economic empowerment of women and youth.



## NICARAGUA

IRI provides programs on transparency in government, building democratic partnerships and voter education in the face of political turbulence.

## PERU

Focusing on both the national and local levels, IRI supports the work of inclusive, transparent and policy-focused political parties as they reach out to and develop a more informed and active citizenry.

## VENEZUELA

During elections, referenda and recalls, IRI programs in Venezuela center on increasing voter education and participation, building alliances and developing issue-based policies. IRI also holds interparty workshops to foster democracy and accountability.

# MIDDLE EAST & NORTH AFRICA

*The desire for democratic change has taken root among people in the Middle East and North Africa, and IRI programs – ranging from off-shore training for Egyptian civil society activists, to governance assistance in Oman, to public opinion research in Pakistan – are meeting and maximizing the diverse political openings that characterize the region.*



## GULF PROGRAMS

To strengthen legislative bodies and support women, IRI holds workshops on leadership and communication skills in Oman and the United Arab Emirates. IRI's Oman presence helps elected members of the Majlis A'Shura and their staff to better analyze, debate and improve policies and enhance oversight of ministries.

## IRAQ

As the Iraqi parliament continues to grow, IRI supports the development of a research unit and library and assists youth groups in strengthening their advocacy skills. IRI also teaches grassroots campaign skills to political candidates.

## JORDAN

As elected officials work to become more responsive and accountable to citizens, IRI assists them in acquiring the necessary political and advocacy skills of community leaders.

## LEBANON

IRI helps political party leaders and grassroots activists develop platforms and initiatives that have cross-sectarian appeal. IRI also helps traditionally marginalized communities project a stronger voice on community issues.

## MOROCCO

Working with political parties, IRI supports the process of building issue-based platforms and implementing nationwide outreach strategies. With a focus on increasing the role of women in politics, IRI trains women candidates in public policy and effectively communicating citizen concerns.

## PAKISTAN

IRI works with political parties on running issue-based campaigns and improving the capacity and relevance of local party organizations. IRI's opinion polls help parties to articulate their messages and develop better electoral campaign strategies.

## SYRIA

Despite a highly restrictive environment, IRI supports civic awareness and dialogue. IRI strengthens independent media and assists reformers in developing advocacy and communications skills.

## WEST BANK AND GAZA

IRI provides timely and discerning public opinion research to major media outlets as well as to important stakeholders in Palestinian politics and civil society.

## AFGHANISTAN

IRI encourages the growth of broad, grassroots political parties and issue-based caucuses in the parliament. IRI also works with the parliamentary youth caucus to promote youth-focused legislation.

## ARAB WOMEN LEADERS TRAINING INSTITUTE

Through its Arab Women Leaders Training Institute, IRI provides women in the region with valuable skills necessary to succeed as community leaders, civil servants and elected officials.

## EGYPT

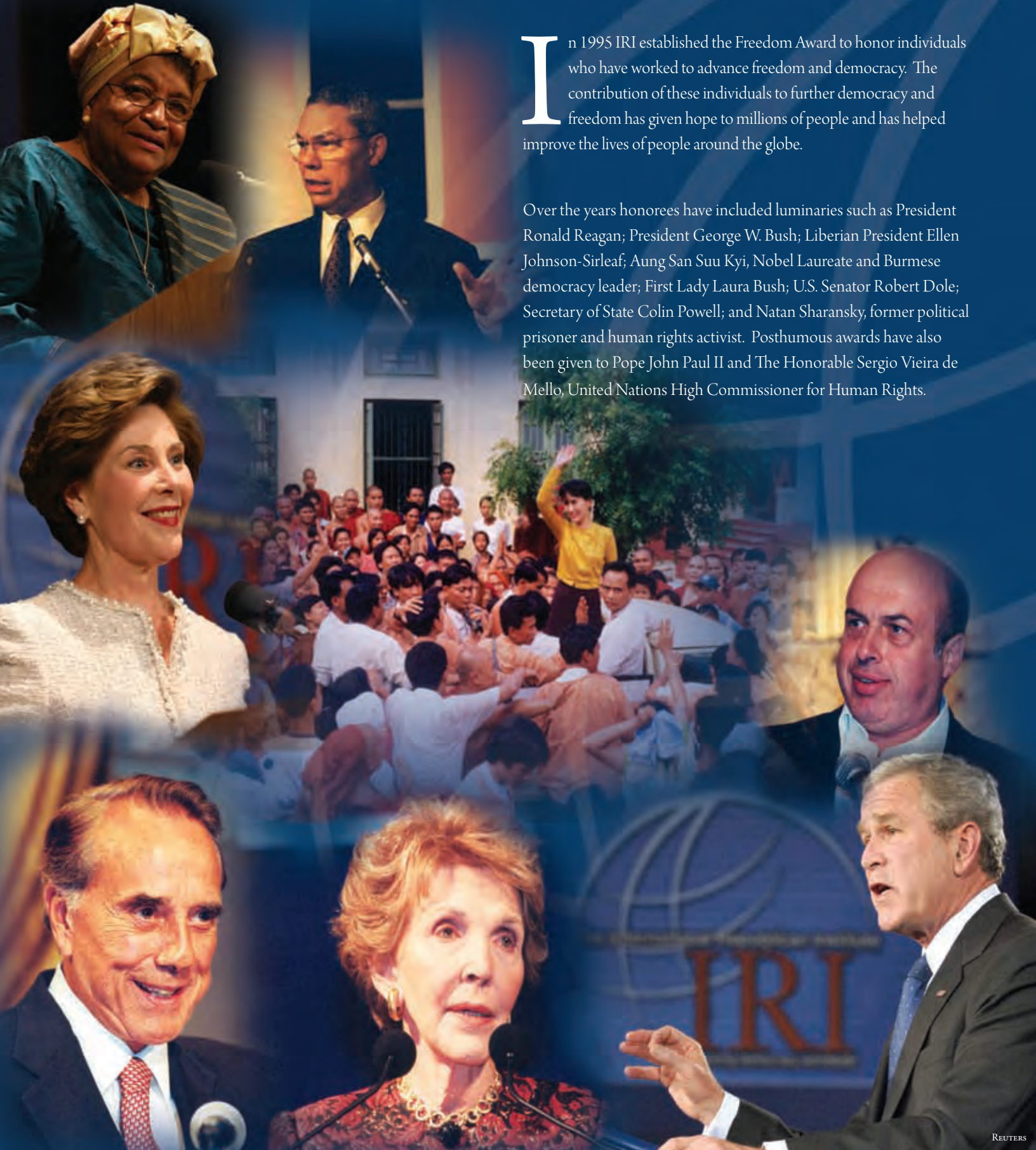
IRI joins with Egyptian activists to strengthen their knowledge of political party development, issue advocacy, proposal writing and grants management. IRI also works with civil society on better engaging municipal councils.



# *the* FREEDOM AWARD

**I**n 1995 IRI established the Freedom Award to honor individuals who have worked to advance freedom and democracy. The contribution of these individuals to further democracy and freedom has given hope to millions of people and has helped improve the lives of people around the globe.

Over the years honorees have included luminaries such as President Ronald Reagan; President George W. Bush; Liberian President Ellen Johnson-Sirleaf; Aung San Suu Kyi, Nobel Laureate and Burmese democracy leader; First Lady Laura Bush; U.S. Senator Robert Dole; Secretary of State Colin Powell; and Natan Sharansky, former political prisoner and human rights activist. Posthumous awards have also been given to Pope John Paul II and The Honorable Sergio Vieira de Mello, United Nations High Commissioner for Human Rights.





# *the* CONVENTION FORUMS

Every four years, hundreds of international dignitaries travel to the United States to watch America's political process play out at the Democratic and Republican party conventions. Since 1988, IRI has hosted foreign visitors at the Republican National Convention and, beginning in 1996, has hosted forums looking at what the United States should do to advance democracy and ensure national security. The forums have brought together U.S. policy makers and foreign policy leaders to offer insightful critiques of U.S. policy and suggestions on how the country can achieve its foreign policy objectives.

In 1996, Secretaries of State Henry Kissinger, Alexander Haig, George P. Shultz and Lawrence S. Eagleburger shared their insights on U.S. foreign policy during the Cold War and how America needed to face the new challenges that came with the collapse of the Soviet Union. The forum was moderated by former National Security Advisor to President George H.W. Bush, General Brent Scowcroft.

In 2000, Secretaries of State Eagleburger and Shultz, General Scowcroft, and Ambassadors Richard Armitage, Paul Wolfowitz and Robert Zoellick discussed how the U.S. should approach national security in a global era. The event was moderated by Congressmen Porter Goss and Jim Kolbe and featured IRI Chairman Senator John McCain.

The Forward Strategy for Freedom: What is Needed to Advance Democracy Abroad was the topic of the 2004 forum, which featured U.S. Senator Saxby Chambliss, Ambassadors Jeane J. Kirkpatrick and Richard S. Williamson, The Honorable Vin Weber and William Kristol. Congressmen David Dreier and Peter Hoekstra moderated the forum with remarks from Senator McCain.

In 2008 the forum returned to the topic of National Security in a Global Era. The forum featured Secretary of State Eagleburger, General Scowcroft, Ambassador Williamson, Ambassador Richard Burt, Secretary of the Navy John Lehman and Congressman Hoekstra. Congressman Kolbe moderated the discussion.





# *the* VOLUNTEERS

IRI would like to thank the thousands of individuals who have volunteered their time and expertise to assist the Institute's programs over the past 25 years. Their important contributions are instrumental to IRI. Highlighted below are the volunteers for 2007 and 2008.

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**Captions for Pages 20 - 25**

AFRICA – Voters line up at a polling station in Nigeria.

ASIA – Cambodians take part in a human rights march.

EURASIA – Moldovan women at an IRI training.

EUROPE – A disabled woman votes in Albania.

LATIN AMERICA & THE CARIBBEAN – A Citizen Advisory Board meets in El Alto, Bolivia.

MIDDLE EAST & NORTH AFRICA – IRI conducts polling in Pakistan.

**Captions for Page 26 (from top to bottom)**

President Ellen Johnson-Sirleaf, honoree in 2006.

General Colin Powell, honoree in 1996 – photo by Marty LaVor.

First Lady Laura Bush, honoree in 2006.

Aung San Suu Kyi, honoree in 1999.

Natan Sharansky, honoree in 1999.

Senator Robert J. Dole, honoree in 1998.

Nancy Reagan accepts the 1997 award for President Reagan.

President George W. Bush, honoree in 2005.

**Captions for Page 27 (from top to bottom)**

Secretary of State George P. Shultz

Ambassador Jeane J. Kirkpatrick

Ambassador Robert Zoellick

Secretary of State Henry Kissinger

2008 panelists from left to right: Brent Scowcroft, Richard S. Williamson, Jim Kolbe, Lawrence Eagleburger, Pete Hoekstra, John Lehman and Richard Burt.



