

Atlas Network's quarterly review of the worldwide freedom movement

FREEDOM'S CHAMPION

SUMMER 2018

REBRANDING LIBERTY

BY DANIEL ANTHONY

JOHN B. FORD JR.

A RECIPE TO END LATIN AMERICA'S LOVE AFFAIR WITH SOCIALISM

BY AXEL KAISER

EASING THE PLIGHT OF
ENTREPRENEURS IN HONDURAS
ALUMNI IN FOCUS: ELENA TOLEDO

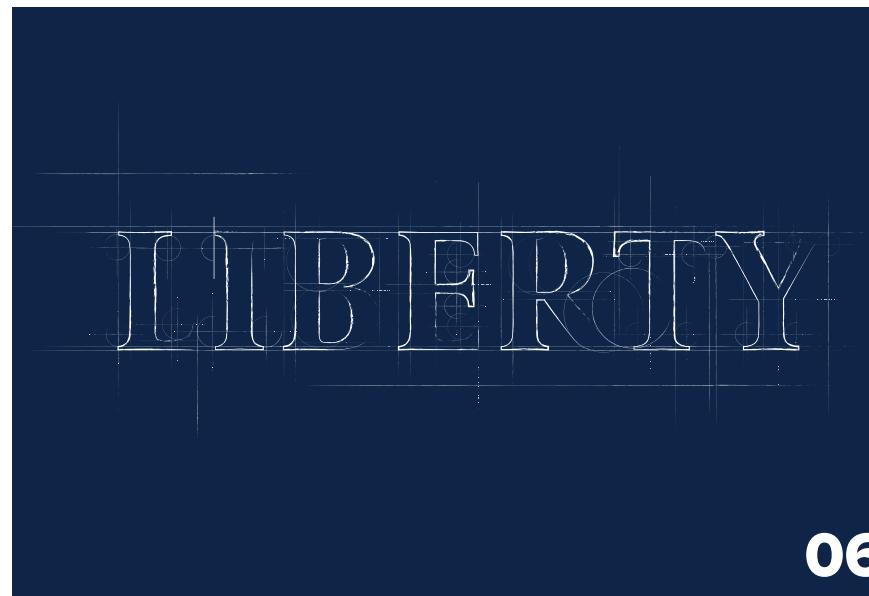
A RECAP OF THE HOLLYWOOD
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FREEDOM'S CHAMPION

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By Daniel Anthony

For us here at Atlas Network, rebranding means so much more than refreshing a logo or creating a new website. Instead, it's all the new things organizations and movements do to cause their audiences to love and/or respect them. The recent efforts of Atlas Network partners around the world have caused an exciting rebranding of liberty. Read about their successes on page 6.



A recipe to end Latin America's love affair with socialism

By Axel Kaiser

"What we need in Latin America is true free-market activism led by charismatic people capable of inspiring others and mobilizing public sentiments behind the classical liberal cause," writes Axel Kaiser, executive director of Fundación para el Progreso (Chile). "The purely rationalistic, evidence-based approach, although necessary at some level of the debate, has already failed in substantially changing peoples' sentiments toward free markets. New think tanks should avoid the purely technical debate and engage in creating a moral case in favor of individual freedom." Page 24.

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Alumni in Focus: Easing the Plight of Entrepreneurs in Honduras

By Elena Toledo

"These are small stories that put a human face to our work," writes Elena Toledo, CEO of Fundación Eléutera (Honduras). "We find that all the work we do hand-in-hand with Atlas Network reduces poverty and restores dignity to the individual in places that we had never thought possible."

"That is why Fundación Eléutera is currently ensuring that these initiatives can reach the benefit of the people who need it most." Read more of Elena's story on page 14.



Impact Case Study: Leveraging Indices for Free Enterprise Policy Reform

Success stories in India, Peru, and Slovakia

The Leveraging Indices for Free Enterprise Policy Reform, or "LIFE," project was designed to promote policy reforms that demonstrably move the needle on economic policy, measured by marginal change in a specific prominent ranking or index. Sixteen partners were awarded \$100,000 in grants each – made possible by the generosity of the John Templeton Foundation – divided over the course of three years. The LIFE program ended in 2017, but lessons learned from three of the participating organizations have been detailed in three Atlas Network case studies. Read more on page 16.

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Lights, Camera, Liberty 2018 Recap

Atlas Network held one of its flagship trainings from May 3–6 in Los Angeles. The annual workshop features intensive storytelling and video production training. Held in partnership with Taliesin Nexus, the workshop is designed to take participating think tanks' video and storytelling skills to the next level. This isn't just about video – it's about telling the stories of liberty in an inspiring way. It's about helping think tanks tell a more creative and emotional story that compels our audiences to take action. It's about empowering participants to create cultural impact that translates to tangible change. Page 26.

ABOUT ATLAS NETWORK

Washington-based Atlas Network is a nonprofit organization that strengthens the worldwide freedom movement by connecting more than 475 independent partners in over 90 countries that share the vision of a free, prosperous, and peaceful world where limited governments defend the rule of law, private property, and free markets. AtlasNetwork.org

FREEDOM'S CHAMPION

An Atlas Network Publication

Editor-in-Chief Daniel Anthony | Graphic Designer Teresa O'Leary | Managing Editor AJ Skiera | Editing Support by Scott Bouboulis



AtlasNetwork.org



Atlas Network has been a four-star Charity Navigator member since 2008.



GUIDESTAR

Atlas Network is a GuideStar Exchange Gold Participant.



Atlas Network's donation payment processor is certified to PCI Service Provider Level 1, the most stringent level of certification available.

MISSION: Atlas Network increases opportunity and prosperity by strengthening a global network of independent civil society organizations that promote individual freedom and remove barriers to human flourishing.

OVERARCHING STRATEGY: Atlas Network cultivates a network of partners that share a vision of a free, prosperous, and peaceful world where the rule of law, private property, and free markets are defended by governments whose powers are limited. To accelerate the pace of achievement by its partners in their local communities, Atlas Network implements programs within its Coach, Compete, Celebrate strategic model.

Coach: Atlas Network provides world-class training and mentoring to inspire professionalism and improve performance among its independent partners.

Compete: Atlas Network offers grant and prize competitions that fuel its partners' efforts to achieve extraordinary outcomes.

Celebrate: Atlas Network fosters camaraderie and stokes ambitions among its partners by celebrating their greatest accomplishments through its events, communications, and media outreach.

{ MESSAGE FROM THE CEO }

Adam Smith's *The Theory of Moral Sentiments* introduced to the world the idea of the "impartial spectator," which influences our conscience and thereby curbs our behavior to fit with social norms. Smith posited that your sense of what is right and what is wrong comes from an unconscious imagining of whether a normal person would react positively or negatively to actions you're considering. It's a wonderful insight about how social norms develop and perpetuate themselves.

A similar (although more intentional) exercise lies at the heart of all branding and marketing activities. How do we position ourselves to get a positive reaction from the target market we've identified? Defining the target market is critical. Is the liberty movement's audience the "already converted" who have read *Human Action* cover to cover? Increasingly, Atlas Network and its partners are catering to broader and more diverse audiences than in the past. We do this without changing our principles, only our marketing. In fact, it's because of the consistency in our principles – and the moral confidence that flows from them – that we can challenge ourselves to speak to new audiences with new messages.

For instance, since we published our last issue of *Freedom's Champion*, we tweaked the wording of our mission statement to what you see now on page 4. The old verbiage explained what we do, and now we begin with why we do it; we've moved from the features of our work to the meaning of our work.

There's wisdom in that old quote attributed to Teddy Roosevelt, "Nobody cares how much you know, until they know how much you care." This is especially true for think tanks that want general audiences to take an interest in topics that are easily drowned in policy wonkery. The issue of *Freedom's Champion*, now in yours hands, shows how our team is working with partners in the U.S. and abroad to rebrand liberty so it is relevant to, and desired by, a much larger population.

If you're keeping close watch on Atlas Network, you'll notice other changes to our organization. We modified our organizational logo to draw more attention to the 'Network' that is our greatest asset and point of differentiation. We relocated to a beautiful location in northern Virginia – named Two Liberty Center – simultaneously generating budget savings and making ourselves a more attractive employer to our movement's top talent. We also recently hosted our Europe and Latin America Regional Liberty Forums in Denmark and Chile. Axel Kaiser, executive director of Fundación para Progreso, which co-hosted Latin America Liberty Forum, has also authored a special commentary enclosed, "A recipe to end Latin America's love affair with socialism." We hope you enjoy this issue of *Freedom's Champion*!



In fact, it's because of the consistency in our principles – and the moral confidence that flows from them – that we can challenge ourselves to speak to new audiences with new messages.



Brad Lips
CEO of Atlas Network

REBRANDING LIBERTY

BY DANIEL ANTHONY,
VICE PRESIDENT OF MARKETING, COMMUNICATIONS, AND EVENTS AT ATLAS NETWORK

What is a rebranding?

For us here at Atlas Network, rebranding means so much more than refreshing a logo or creating a new website. Instead, it's all the new things organizations and movements do to cause their audiences to love and/or respect them. And there have been some great efforts by Atlas Network's independent partners around the world that are causing an exciting rebranding of liberty.

Today the term "liberty" is more and more associated with a movement that is youthful and youth-led, pro-market rather than pro-business, keen on emotionally engaging storytelling rather than exclusively communicating with white papers, and intent on seizing the moral high ground.

But this hasn't always been the case.

I left my role at a division of Saatchi & Saatchi, a global ideas company, some years ago to help be part of liberty's rebranding effort. And it was the free-market non-profit talent scout, Claire Kittle Dixon, executive director of Talent Market, who formally introduced me to the "liberty movement."

"I distinctly remember being referred to Daniel and thinking there was no way he could be passionate about liberty," said Kittle Dixon. "After all, a free-enterprise-loving MarCom professional was an oxymoron. Thankfully, I was wrong. And if we're going to successfully rebrand liberty, we will need many more people just like Daniel to join our movement. Hiring from within our echo-chamber will only get us so far. Bringing in new talent with fresh perspectives on messaging is essential."

On the call with Kittle Dixon I told her that I had grown tired of hearing people assume that I must be in favor of big business at all costs, or that my free-market mindset wasn't compatible with helping lift people out of poverty, or that liberty-oriented writing was the exclusive domain of wonky old ivory tower academics out of touch with the realities of the day and incapable of putting the core ideals of classical liberalism into an emotionally engaging story.

I was tired of what liberty's brand had become. It felt damaged, unattended to, and plain ol' unappealing. Kit-



Daniel Anthony (center right), vice president of marketing, communications, and events, Atlas Network (United States) during the Lights, Camera, Liberty 2018 storytelling workshop in Los Angeles with Paul Guay (center left), co-writer of *Liar, Liar*, *The Little Rascals*, and *Heartbreakers* (United States); Guay's wife Susan Knight (left); and Dugan Bridges (right), program director, Taliesin Nexus (United States).

tle Dixon assured me on that call that the role I was interested in at Illinois Policy Institute, headquartered in Chicago, would give me a real shot at being part of the rebranding of liberty.

And she was right. I loved the work I got to do with the team in Illinois, and thought 'this is why I came to the liberty movement!'

It was not about protecting big business, it was about promoting the market; it was not about neglecting the poor and disadvantaged, it was about breaking down the barriers to prosperity and opportunity for everyone; and it was not about the ivory tower academic, it was about developing a brand of well-designed, emotionally engaging stories that reach the masses with the core ideas of a free-market, liberty-oriented economy.

I cherish my time working with Illinois Policy Institute. It was that time that eventually led me here to Atlas Network. And my former colleagues in Illinois are as intent as ever to keep the rebranding of liberty moving forward today.

EMOTIONALLY ENGAGING STORYTELLING

Illinois Policy Institute's focus on emotionally engaging storytelling is leading the movement. Its vice president of communications, Hilary Gowins, discusses their philosophy:

"When we talk about public policy, we show – front and center – how it affects people's lives. That means telling the stories of and explaining why everyday people should care about things like pensions and excessive layers of government by showing them that waste, bloat, and crisis-level pension debt is why property taxes have grown six times faster than home values in Illinois over the past decade. Why is that so important? Because it

allows regular people to become fully engaged in their government and to hold their lawmakers accountable for bad decisions. People in our state are feeling the pain. They deserve to know why. There's only one real reason to do the work that we do – and that's to help the people of our state, no matter their circumstance or walk of life, engage in the public debate to help create a fair, responsible, and accountable government."

Thankfully, Illinois Policy Institute is not the only organization in the worldwide freedom movement making great strides to rebrand liberty. There is a renewed emphasis on storytelling industry-wide.

 If you really want to expand the reach of your ideas to people who don't already agree with you, storytelling is key.

Avik Roy

Earlier this summer, Avik Roy, president of the Austin-based Foundation for Research on Equal Opportunity (FREOPP), attended Lights, Camera, Liberty, an Atlas Network branding, storytelling, and film workshop. "At FREOPP, a core part of our strategy is to find ideas that are broadly appealing to rising generations—to skate to where the puck is going—by combining traditionally progressive goals like social mobility with traditionally conservative ones like economic liberty," said Roy. "And if you really want to expand the reach of your ideas to people who don't already agree with you, storytelling is key."

Roy was one of the 57 participants from 35 organizations in 15 countries gathered in Los Angeles to rethink their approach to marketing, communications, and storytelling. During this powerhouse 4-day interactive work-



Claire Kittle Dixon, executive director, Talent Market (United States).



Hilary Gowins, vice president of communications, Illinois Policy Institute (United States).



Avik Roy, president, Foundation for Research on Equal Opportunity, or FREOPP (United States).



John Kramer, vice president for communications, Institute for Justice, or IJ (United States).



Jordan Williams, executive director, New Zealand Taxpayers' Union (New Zealand).



Brad Lips, CEO, Atlas Network (United States), gives the welcoming speech at Latin America Liberty Forum 2018 in Santiago, Chile.

shop, participants learn to use best practices in product and idea messaging and film production. Atlas Network partners with Taliesin Nexus to bring Hollywood talent to help coach and consult our partners on how to develop amazing stories and then how to bring them to life in films and short videos. The workshop started as a 12-person, 2-day training at a small hotel in Venice Beach. It's now become Atlas Network's largest in-person training. And the stories and films think tanks work on during the workshop go on to have a real impact.

In 2015, Arlington, Va.-based Institute for Justice (IJ) released the short film *Everything*. The concept for the film had its genesis in the Lights, Camera, Liberty program. The film is inspired by a true story about a mother forced to take desperate actions to save the life of her cancer-stricken daughter when a bone marrow donor suddenly backs out of a life-saving procedure. The world premiere of the film was shown at Atlas Network's Liberty Forum & Freedom Dinner in 2015. From there it went on to win multiple awards and was named an official selection of numerous U.S. film festivals.

John Kramer, vice president for communications at IJ and executive producer of the film, completed the Lights, Camera, Liberty program in 2014, and used his new storytelling and filmmaking skills to develop and refine the script for *Everything*, spearheading the casting and production of this touching narrative.

"Our partnership with Lights, Camera, Liberty helped IJ to raise its storytelling skills to the gold standard—to the Hollywood level," said Kramer. "That yielded two significant results. First, our short film *Everything* was released at a critical moment in time, which enabled us to lock in our legal victory on behalf of cancer patients and their families when the Obama Administration sought to negate it through rulemaking. Second, our ex-

perience with *Everything* gave us a strong and confident foundation to work off of as we teamed up with feature filmmakers Courtney and Ted Balaker to transform the book *Little Pink House* into a major motion picture. That film—starring two-time Academy Award nominee Catherine Keener as IJ client Susette Kelo, and Emmy nominee Jeanne Tripplehorn—was released this year to critical acclaim and even earned a screening in the U.S. Capitol. We expect to employ *Little Pink House* as a vehicle to inspire legislative reforms in the years ahead."

Kramer continued, "From IJ's founding, storytelling has been an essential part of how we've presented our cases in the court of public opinion and in the courts of law. Data, legal analysis, and policy studies are important, as is having a philosophical underpinning for your work, but when you can add a human face to all of that—when you can pull all of that traditional policy work together and add to it real-world examples of people suffering from the abuse of government power—that helps the world understand why what you're doing is so vitally important and why things need to change."

Too often, when we defend capitalism, people think we're defending cronyism. We need be proactive in showing that being pro-liberty means being for the individual, and against entrenched interests and their systems of political privilege.

Brad Lips

PRO-MARKET, NOT PRO-BUSINESS

The rebranding of liberty has to include more than just great storytelling. It often means having to correct the record on some things like just how many think tanks are proposing policy reforms and running advocacy campaigns that are not explicitly pro-business, but rather pro-market.

"Too often, when we defend capitalism, people think we're defending cronyism," said Brad Lips, CEO of Atlas Network. "We need be proactive in showing that being pro-liberty means being for the individual, and against entrenched interests and their systems of political privilege."

In New Zealand, Jordan Williams, executive director of the New Zealand Taxpayers' Union, has been a big part of correcting the record on the topic of corporate welfare in his country.

"Corporate welfare occurs when politicians try to pick winners, and that causes the taxpayers to lose," said Williams. "It robs middle-class taxpayers to reward the well-off and politically connected while also hurting the private entrepreneurs creating jobs in industries that don't qualify for government handouts."

Williams and his team have a campaign intended to broadly expose the recipients of corporate welfare.

"In our most recent report on corporate welfare, 'Socialism for the Rich,' we showed that the annual cost of corporate welfare is now \$1.6 billion NZD—a significant burden for a country with a population of only 4.7 million. Per Kiwi household the cost is \$931 NZD."

Williams continued, "We also found that our corporate welfare campaign attracted supporters that don't usually support our fiscally conservative message. For example, Green Party and Labour Party politicians have lent their names to this campaign—well at least they did. Now that we have a Labour/Green Government, they're just as bad, pivoting toward 'green' style corporate welfare and handouts in this year's budget (the first for the new government)."

From his headquarters in Auckland, New Zealand, Williams is exposing the ills of corporate welfare; and 6,803 miles away in Mexico City, the team at México Evalúa is working on, among many other innovative efforts, helping entrepreneurs of all types have a fair shot at succeeding in the marketplace.

"At México Evalúa, we work to implement good corporate governance practices as well as anti-corruption pol-



By focusing on good governance, we are working to ensure that Mexico has a business environment in which entrepreneurs from all walks of life may thrive.

Susana Donaire



Susana Donaire, institutional development coordinator, México Evalúa (Mexico).

icies in Mexico's state-owned energy enterprises," said Susana Donaire, institutional development coordinator at México Evalúa. "We do this in order to reduce corruption and create a fair playing field that allows private enterprise to break into the energy industry. By focusing on good governance, we are working to ensure that Mexico has a business environment in which entrepreneurs from all walks of life may thrive."

Donaire and her colleagues have been hard at work this critical election year in Mexico proposing a series of 10 public policy reforms. They turned the 10 reforms into the book *Read, If You Want To Govern (Seriously)*, *Léase, Si Quiere Gobernar (En Serio)*, 2018 México Evalúa, Centro de Análisis de Políticas Públicas, A.C., with the goal of presenting a more prosperous and free vision of Mexico's future.

In Indonesia, being pro-market means advocating for changes that help consumers, many of whom are living on or below the poverty line. Food security is a hot topic these days, and for the team at Jakarta-based Center for Indonesian Policy Studies (CIPS), it is one of their most important campaigns.

"Food security is more than just the simple supply of sufficient amounts of food," said Rainer Heufers, executive director of CIPS. "It is equally important that the food is nutritious and meets the specific demands and



Rainer Heufers, founder and executive director, Center for Indonesian Policy Studies, or CIPS (Indonesia).



Peter Bismark Kwofie (left), founding president and CEO, ILAPI-Ghana (Ghana), with the winner of one of ILAPI's student competitions, Robert Agyapong (right).



Andriy Shpakov, executive director, EasyBusiness (Ukraine).

preferences of the people. No government or any particular business player can satisfy that demand. The research and advocacy work of CIPS has consistently demonstrated in Indonesia that food security requires the free exchange of goods in domestic and international marketplaces. Food trade restrictions might help to avoid insecurity in the short term, but they also induce restrictive business practices and monopolistic behavior. In the long term, this leads to chronic food insecurity, as shown in Indonesia. Domestic rice price increases pushed 1 million Indonesians below the poverty line in 2015, while international markets offered large supplies of affordable quality rice. Indonesia is the world's 10th largest economy in terms of purchasing power parity but 37.2 percent of all children under the age of 5 remained chronically malnourished in 2017. Insufficient food supplies are not the cause of these problems. It is the specific distribution system that matters and the marketplace appears to outperform all other systems."

CIPS won Atlas Network's Think Tank Shark Tank competition in 2016 for its pitch to create a massive open online course to engage university students as part of a wider plan to open up food trade in Indonesia – specifically to move the country away from its protection of the local rice industry. In a sign of growing traction of CIPS' efforts, the Indonesian government decided, in early 2018, to import 500 thousand tons of rice from Vietnam and Thailand.

YOUTHFUL AND YOUTH-LED

Along with a renewed emphasis on storytelling and pro-market reforms, the rebranding of liberty has been advanced by efforts that are both youthful and youth-led.

Peter Bismark Kwofie is the founding president and CEO of ILAPI-Ghana, a think tank in Tema, some 30 miles northeast of Ghana's capital city Accra. As a young entrepreneur, Bismark Kwofie is dedicated to educating and encouraging a new generation of young people in his country to challenge the status quo and adopt a liberty-based mindset.

"Sadly, students in Ghana often trust the government more than ever before when they are on campus," said Bismark Kwofie. "Throughout their upbringing and education they've heard the state cunningly preach dependency and servitude as patriotism. Aside from the intensive public policy advocacy on classical liberal principles, ILAPI is focused on educating these students to create a new crop of young leaders to advocate for the principles of liberty for a prosperous Africa."

To tackle this problem, ILAPI launched the "National Undergraduate Debate and Essay Competition" for students in Ghana late last year. The goal of the competition was to help the students learn the basic principles of freedom and classical liberalism as a pivotal part of creating prosperity in a free society. Bismark Kwofie originally pitched the idea for the debate and essay competition in the 2017 Africa Think Tank Shark Tank Competition during Atlas Network's Africa Liberty Forum in May of that year. During the forum in Johannesburg, he won the seed funding to launch the debate and essay contest.

Overall, his contest brought together nearly 500 students at three separate universities across the country. "For the first time, most students are believing in themselves after learning of economic freedom, property rights, and about how they can see themselves as future entrepreneurs," said Bismark Kwofie.

In addition to Peter, when I think of the people building a youth-led and youthful liberty movement around the world, I think of Admir Čavalić in Bosnia and Herzegovina. Admir is the founding director of Tuzla-based Association "Multi." I've gotten to know Admir and his hometown of Tuzla – about 75 miles northeast of Bosnia and Herzegovina's capital city Sarajevo – through the many Atlas Network training programs he has participated in over the years.

Admir knew that liberty would not survive in Bosnia and Herzegovina if he and his team didn't repackage and re-approach how it was shared with the next generation of young people in his country and the broader Balkan region. So he and his team launched a revolutionary event in 2016 called OPEN Fest.

Over 2,000 people participated in the festival in 2017, with a few more thousand attending at least some of the associated programs. The event lasted a total of five days, combining concerts, art exhibitions, films screenings, book translation launches, and engaging talks by academics, authors, business leaders, and government officials. OPEN Fest has become – in just two short years – a regional cultural event, and organizers are capitalizing on the momentum of its success and are busy planning the 3rd annual OPEN Fest for late October 2018.

OPEN Fest was another project that came out of Atlas Network's Think Tank Shark Tank Competition. Admir won the competition and the associated seed funding in New York in 2015.

With OPEN Fest, for the first time in Bosnia and Herzegovina and in the broader Balkan region, young people have an attractive option of different ideas; ideas that are open and welcoming of them and their lives.



Admir Čavalić, founding director, Association "Multi" (Bosnia and Herzegovina) attends one of the many art exhibits of OPEN Fest 2017.

govina and in the broader Balkan region, young people have an attractive option of different ideas; ideas that are open and welcoming of them and their lives.

"New generations want to discover the ideas of liberty in their own way," said Čavalić. "I know this can look strange to us who first read the books and started with a more academic approach, but now this is the way the market of ideas works. That is why we need to start thinking about entertainment, that is, how to attract young generations to attend our events, and then eventually how to 'sell' them on our ideas in a language they understand. Festivals, like OPEN Fest, are great for that. That is why we in Association 'Multi' like to focus on these kinds of events, that are fun and entertaining, but also have a depth of impact on young peoples' minds."

 **New generations want to discover the ideas of liberty in their own way.**
Admir Čavalić

Another youth-led liberty movement can be found a short flight away from Bosnia and Herzegovina in Ukraine.

"Ukrainian youth-led liberty reached its peak in 2014, when young people constituted the vast majority of the million-people protests, demanding impeachment of then-President Yanukovych after he backed away from signing an association agreement with the European Union," said Andriy Shpakov, executive director of Kyiv-based EasyBusiness. "The success of the 'Revolution of Dignity' in Ukraine has brought new faces to Ukraine's public policy arena. New young leaders emerged both

in government and parliament, while civil society organizations, driven by reform-minded youth, reinvented themselves as the watchdogs to keep politicians accountable. Fortunately, four years after the Revolution, a critical mass of bright and pro-market young reformers – from 25-year-old Deputy Ministers to student-leaders of NGOs – has been and still is contributing to the structural reforms in our country. I and my team at EasyBusiness are proud to be a part of the new Ukraine."

SEIZING THE MORAL HIGH GROUND

In the course of my four-and-a-half-years with Atlas Network I have met some incredibly courageous and inspiring people. These are the people who work to advance freedom and human flourishing, and often in hostile settings. Our CEO Brad Lips has traveled all over the world on behalf of Atlas Network, and he has encountered similar experiences.

"Two decades ago, at my first Atlas Network conference, I met a Ghanaian think tank leader who explained to me how the effects of big government in his own country were even more pernicious than they are in the U.S.," said Lips. "I wished so badly that some of my friends from college could have heard him! Progressives often think they have the moral high ground on issues like poverty, simply because they want to throw the most government money at the problem. They look down upon us free-market folks and call us cold-hearted without even listening to our arguments. At that 1998 Atlas Network conference, I had an epiphany that Atlas Network's independent partners around the world – if given a big enough stage – could explode stereotypes about who is really a friend to communities at the margins."

One of those friends exploding stereotypes and seizing the moral high ground is the talented team at the New Delhi-based Centre for Civil Society (CCS). I got to meet most of their team during Asia Liberty Forum 2017, held in Mumbai. But the first CCS team member I met was Baishali Bomjan, a few years earlier. A few years ago, she gave a memorable talk at Liberty Forum & Freedom Dinner in New York on "Why is India Poor?" and on how CCS approaches its work.

"CCS is a unique free-market think tank in that it has, from the beginning, chosen issues and strategies that have put a human face on classical liberalism – championing the causes of street entrepreneurs like vendors and cycle rickshaw pullers; poor parents who can access only government schools, often failing ones; and farmers and tribal peoples," said Bomjan. "In all of its projects, efforts, and campaigns, CCS consistently demonstrates that the classical liberal approach is beneficial to the poor in urban as well as rural areas."



Baishali Bomjan, independent facilitator and formerly of Centre for Civil Society, or CCS (India).



Karin Svanborg-Sjövall, CEO, Timbro (Sweden).

Seizing and maintaining the moral high ground requires recognizing illiberal ideas and actions wherever they occur and from whomever may commit them. That means calling out the bad ideas of both the political left and the political right, which we as classical liberals are well-positioned to do. One partner, Timbro, based in Stockholm, Sweden, has built its impressive credibility and reputation in this fashion.

"The freedom movement has always been very quick – and good – at highlighting the authoritarian thinking behind the left's hunger for control over the marketplace," said Timbro CEO Karin Svanborg-Sjövall. "But the authoritarian right is more nebulous than the left. They usually want some kind of crony capitalism, but their selling point is not so much to restrict business as to restrict the marketplace of ideas. Freedom of religion is important – unless you're Muslim. Freedom of expression is important – unless you're Muslim. It is a deeply troubling development, and an attack on individualism."

Timbro's *Authoritarian Populism Index* has become one of its most famous products. The first iteration of it came two years ago, and it chronicled the popularity and influence of populist parties on the left and right in 33 European countries from 1980 to 2016.

"One of the most important lessons to draw from our Index is the importance of both institutional and ideological safeguards from the majoritarian thinking of the populists," continued Svanborg-Sjövall. "We need to stick to our principles: public polls can never tell us right from wrong. Especially from a European perspective, we also need far more constitutional protection of our basic rights than what we have today."

A FREE-MARKET APPROACH TO DO DEVELOPMENT DIFFERENTLY

At the end of 2017, Atlas Network began a campaign to draw attention to a promising strategy for aiding the world's poor. We can now show that directing philan-



Screen grab of Atlas Network's video highlighting its new strategy to help people lift themselves out of poverty involves locally grown solutions that expand economic rights for the poor.

thropy toward the locally grown research and advocacy agenda of independent, market-oriented think tanks can strengthen the institutions that foster economic opportunity for those in poverty.

Benchmarking their reform efforts to global indices like the *Economic Freedom of the World Report* or the *Doing Business* report, our partners are making measurable progress. The results are encouraging. In fact, according to research commissioned by Atlas Network and led by Simeon Djankov, the founder of the World Bank's *Doing Business* report, improving scores on economic freedom indicators can mean less poverty at the country level.

The findings support the growing consensus among experts that question the efficacy of the predominant top-down, foreign aid strategy. In an effort to start doing development differently, Atlas Network works with more than 475 independent research and advocacy organizations in over 90 countries, identifying and funding the most promising reform projects that are likely to improve low-income peoples' chances of lifting themselves out of poverty and on to the road to prosperity.

NEW LEVELS OF ENTHUSIASM FOR THE REBRANDING EFFORTS

There has been a renewed and concerted effort among our partners to cause their audiences to love and respect them in their respective countries. And it is working. The rebranding of liberty has been in the works for

a few years now, and its snowballing has given great momentum to our work to bring about increased freedom and prosperity in places that have historically been underserved by both – places like Indonesia, Bosnia and Herzegovina, Ukraine, Brazil, India, Mexico, and more.

This was more evident than ever just recently as Atlas Network's Templeton Freedom Award application period came to a close. This year there were more high caliber projects than ever before vying for freedom's highest prize for think tank achievement. The judging will be difficult indeed, but come November, six finalists will be on stage, and one will be named the 2018 Templeton Freedom Award winner in NYC at Liberty Forum & Freedom Dinner.



Daniel Anthony (lower left) after his training session on effective messaging at Africa Liberty Forum 2017 in South Africa.

Chicago, Austin, Arlington, Auckland, Mexico City, Jakarta, Tema, Tuzla, Kyiv, New Delhi, and Stockholm – these 11 cities all have something in common. The people that live in them all deserve the new brand of liberty. One that leads with emotionally engaging storytelling; one that is pro-market, not pro-business; one that is youthful and youth-led; one that is seizing the moral high ground; and one that is more enthused and excited than ever.

I consider myself fortunate to have worked with so many people responsible for the ongoing rebranding of liberty. This is why I came to the liberty movement, and this is how we will stay competitive in the marketplace of ideas for many years to come.



{ ALUMNI IN FOCUS }

EASING THE PLIGHT OF ENTREPRENEURS IN HONDURAS

By: Elena Toledo

For many years I knew that I did not like the system that existed in Honduras but I did not know why. After searching for meaning through several personal experiences and not finding it, it was not until discovering freedom that I found the answer to my search for structure in life. I needed it to function as a person, in my work, and as a citizen.

After getting involved in various civil society causes with vulnerable communities in Honduras and Guatemala – working in prisons and even working on the campaign of a presidential candidate – Fundación Eléutera came into my life five years ago. It has since become home to my essence and is where I fully came to understand that liberty is something more than an abstract “utopia” to be achieved; it is an idea fundamental to life with concrete applications. At Fundación Eléutera, based in Honduras, I also learned that there are thousands of people around the world working every day to make the lives of their fellow men and women more free.

It was Guillermo Peña, then-CEO of Fundación Eléutera, who introduced me to the world of think tanks and Atlas Network. I first attended the Lights, Camera, Liberty workshop, which was my first experience with Atlas

Network's Leadership Academy. There I learned that the only limit to disseminating the ideas of liberty is the level of our own creativity. Our team does not have sophisticated infrastructure, but we have clear ideas about what we want to achieve, and the audiovisual medium I learned about is one of the most effective tools to bring about the results we want. This, combined with the knowledge of script-writing and the technical aspects such as lighting and sound, will allow us to take the diffusion of our work to another level.

The subsequent books I read, and the trainings and webinars I attended, further introduced me to the worldwide movement to advance freedom. These experiences grew both my experience and commitment considerably, in addition to my work as a correspondent for Central America and Mexico for PanAm Post.

The 2017 Think Tank MBA (TTMBA) program allowed me to meet other professionals and is truly what elevated my skills and understanding to an executive level in think tank management. Without a doubt this was a moment in which Atlas Network marked a “before” and “after” in my career within the liberty movement.



Elena Toledo at work at Fundación Eléutera's headquarters in Honduras.

Months after returning from this training, and once a political crisis coursed through my country after the presidential elections in November 2017, I received an offer to become the CEO of Fundación Eléutera. This posed a challenge that I would not have accepted had it not been for what I learned in TTMBA, which gave me the tools to face this new opportunity with confidence.

In the three months since then, I have been able to see how the reforms and public policy that Fundación Eléutera has advocated for (such as the new fiscal code and the creation of a decree which significantly reduces bureaucratic barriers and costs for the creation of companies) impact not only the macro and microeconomic statistics of Honduras or indices such as the World Bank's *Doing Business Index* or the Fraser Institute's *Economic Freedom of the World Report*, but also improve the quality of life of poor people while giving them dignity as entrepreneurs and people.

During this time, I have been able to observe two cases that have greatly impacted me. One was with people who have finished their prison sentence and, upon leaving, cannot find work due to their criminal record. Eléutera has supported this population by simplifying the registration of companies they establish through our

online platform, www.miempresaenlinea.org, on which the cost to open a company is 36 times less than the conventional procedure and does not involve bureaucratic barriers that are expensive and often delayed.

The other case came when we visited a community that is located in the outskirts of San Pedro Sula, where we were able to help 6 micro-entrepreneurs who were going to close their businesses due to the government's fiscal demands. This would have affected not only their personal economy but also that of the whole community. Through facilitating the registration of companies, these businesses have not closed and more entrepreneurs from the community are joining to legalize their own small businesses.

These are small stories that put a human face to our work. We find that all the work we do hand-in-hand with Atlas Network reduces poverty and restores dignity to the individual in places that we had never thought possible.

That is why Fundación Eléutera is currently ensuring that these initiatives can benefit the people who need it most. We create spaces for training, information, and action, where aspiring entrepreneurs can feel that their business ideas are worthy, have opportunity to grow, and make Honduras grow.

I am currently participating in Atlas Network's Mentorship Program with Gerardo Bongiovanni of Fundación Libertad in Argentina. I am sure that the continued professional development of Fundación Eléutera as an organization and of myself as an individual will allow us to better serve the cause of freedom in Honduras and continue to be an instrument of change providing sustainable solutions to different sectors of Honduran society.



Elena Toledo competes in the John Blundell Elevator Pitch Competition at Liberty Forum & Freedom Dinner 2017.

[IMPACT CASE STUDY]

LEVERAGING INDICES FOR FREE ENTERPRISE POLICY REFORM

SUCCESS STORIES IN INDIA, PERU, AND SLOVAKIA

The Leveraging Indices for Free Enterprise Policy Reform, or “LIFE,” project was designed to promote policy reforms that demonstrably move the needle on economic policy, measured by marginal change in a specific prominent ranking or index. Such indices include the *Doing Business Index* by the World Bank Group, the *Economic Freedom Index* by the Heritage Foundation in partnership with the *Wall Street Journal*, and the *Economic Freedom of the World Report* by the Fraser Institute. The program provided grants to Atlas Network partners to conduct research, advocacy campaigns, and media campaigns to affect change. The grant awarded \$100,000 to each selected organization, divided over the course of three years, and was generously sponsored by the John Templeton Foundation. In the inaugural iteration of the project, 16 think tanks were selected for participation.

Lessons learned from three of the participating organizations have been detailed in three Atlas Network case studies. Here are summaries of each:



Want to take a dive into the case studies of the worldwide freedom movement?

Atlas Network maintains that some of the best lessons for achieving impact are taught by sharing success stories of similar organizations. The case studies highlighted here were among the most successful LIFE program participants. If you would like more in-depth inquiry, guidance, and discussion, be sure to participate in Think Tank Impact, an online course within Atlas Network’s Leadership Academy suite of training programs, which includes case studies about other award-winning projects. This course, run quarterly throughout the year, allows participants to learn, share, and address organizational challenges along with others from the worldwide freedom movement. New case studies are being published regularly, so keep an eye out for future publications and recommend this course to your colleagues. To read more case studies, visit: AtlasNetwork.org/case-studies

Centre for Civil Society: India’s Policy Rudder Navigating the Waters of Market Reform in the World’s Largest Democracy



The Centre for Civil Society (CCS) won Atlas Network’s \$50,000 LIFE Award at Liberty Forum & Freedom Dinner 2017 in recognition of its numerous policy wins promoting the ease of doing business in India it achieved as a result of the LIFE program. One of its greatest victories was advocating for and realizing the elimination of minimum capital requirements for new businesses in 2016. Previously, India’s minimum capital requirements stifled entrepreneurship throughout its economy by requiring 111.2 percent of per-capita income to be deposited before opening up shop. Those requirements are no longer a barrier to starting a business, nor is the need to obtain a government certificate before beginning business operations, because both were rescinded due to CCS’s policy reform efforts.

Coinciding with CCS’s policy successes, India now has an increased rating in the World Bank’s *Doing Business Index*, up from 142 of 189 in 2015 to 130 in 2017. India’s ranking in the “starting a business” indicator was 179 of 189 countries ranked in 2014. It climbed to 158 in 2015, and 155 in 2017. Meanwhile, its ranking in the “enforcing contracts” category rose from 186 of 189 in 2015 to 172 of 190 in 2017. While India has much work left to make itself a more amenable environment for entrepreneurs and businesses to thrive, CCS has jumpstarted the country’s recent move to transform a bureaucratic landscape fraught with red tape into one that fosters productive economic activity and growth.



Contribuyentes por Respeto: Peru’s People’s Champion Connecting a Nation One Infrastructure Reform at a Time

As Contribuyentes por Respeto (CpR) strategized how to craft their LIFE project, it cross-referenced current government initiatives, Peru’s areas of weakness in global indices, their own scholarly aptitudes, and hot topics in society. What emerged as the nexus of these areas was one element: infrastructure. Specifically, it launched an “Infraestructura para Todos” (“Infrastructure for All”) campaign, under which it decided to pursue policy changes in telecommunications and water management, along with several smaller areas, to produce marked improvement in the World Economic Forum’s *Global Competitiveness Index*.

Focusing specifically on telecommunications and water management, CpR has proven to be an effective taxpayer advocate. Regarding telecommunications, the central government has become supportive of CpR’s policy recommendations, resulting in the Ministry of Telecommunications traveling with CpR to advance their policy education around the country. So far, they have visited nearly 30 percent of the country’s regions. It also gained partnerships with civil advocacy organizations, multiplying their impact. Their boots-on-the-ground campaign to advocate for expanding the cellular network, paired with their in-depth analysis of bureaucratic barriers in the industry, has contributed to Peru’s improvement in the number of mobile phone subscribers. Peru improved by over 35 spots from 97th in 2014-15 to 69th 2017-18 in mobile telephone subscriptions, as measured by the *Global Competitiveness Report*.

In the same timespan, Peru’s ranking in quality of electricity supply increased from 71st to 62nd.

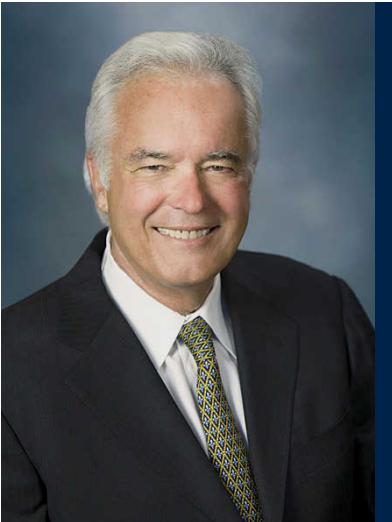
Institute of Economic and Social Studies: Slovakia’s Braintrust Fueling Central Europe’s CrossPartisan Market Liberalization



Institute of Economic and Social Studies (INESS) selected several components of the *Doing Business Index* by which their progress could be measured. Then it launched “Top 20,” a project with the ambition to increase Slovakia’s standing on the *Doing Business Index* to 20 (Slovakia was ranked 29th in 2016). Top 20 aims to raise public awareness and enlist support from journalists, politicians, the business community, and the public to make change happen. The project’s website includes a list of 52 specific reforms that are tied to the country’s business environment.

INESS made considerable progress on impacting the selected components of the World Bank’s *Doing Business Index*, specifically in the areas of Starting a Business and Paying Taxes, and has lined up several more proposals for adoption through meetings with the Ministry of Economy. Outside of the specific items targeted, INESS’ work can also be linked to progress in easing tax burdens on self-employment, abolishing the health deduction on dividends, and reducing a requirement for all employers to pay for health environment monitoring services. Other achievements include an eased tax burden on self-employment and the abolishment of the 14 percent health deduction on dividends. And although INESS did not receive traction on all of its suggested reforms, 5-7 more are actively being considered by policymakers.

{ SUPPORTER SPOTLIGHT } STEVE HARDY



"I believe most philanthropy is designed to increase human flourishing, whether it is to eliminate poverty, improve health, or improve overall human happiness and fulfillment."

Steve Hardy was a partner in a money management firm for over 20 years before starting a firm that created software for the financial services industry. Today, however, you will find him on a 34-acre ranch that he has transformed into the Buffalo Creek Art Center. There, he creates his own sculptures while hosting a residency program for artists who do three-dimensional work in metal, wood, ceramic, and multi-media.

While the arts are clearly a personal passion, the main focus of Steve and his wife Lana's philanthropy is ideas. The Steve and Lana Hardy Foundation was founded five years ago to support organizations such as Atlas Network, as well as Nevada Policy Research Institute – at which Steve serves as a board member.

"I believe most philanthropy is designed to increase human flourishing, whether it is to eliminate poverty, improve health, or improve overall human happiness and fulfillment," Steve



Steve Hardy's Buffalo Creek Art Center in Gardnerville, Nevada provides artist residences for three-dimensional artists who work in metal, wood, ceramic, and multi-media.

said. "That is why people give money to hospitals, schools, the arts, anti-poverty organizations, etc. There is nothing wrong with this, but I believe it doesn't get to the root of the problem."

Identifying the conditions that he believes are required for people to prosper, he continued: "People flourish in societies that have a limited government, rule of law, property rights, free trade, and individual freedom. If you get these things right then people, in pursuit of their own interests, will take care of the rest. The organizations that I support promote all of these ideas. I particularly like Atlas Network because it does this worldwide. I was lucky to be born in a country that has these institutions to a large degree. But billions of people are not and Atlas Network is trying to change that."

Check out the Buffalo Creek Art Center at www.buffalocreekart.com

Atlas Network presents

Liberty Forum & Freedom Dinner 2018



SAVE THE DATE!

November 7-8, New York City • #LFFD18

Join us for the freedom movement's most inspirational event of the year!

The annual **Liberty Forum** brings together amazing freedom champions from this network to exchange ideas and share strategies.

The gala **Freedom Dinner** serves as a fitting grand finale to this conference, celebrating heroes of the freedom movement and the principles that friends of Atlas Network are advancing worldwide.

HIGHLIGHTS

- ▶ 6th Annual Liggio Lecture by Alex Chafuen, Managing Director, International of Acton Institute
- ▶ Toast to Freedom by Patrick Byrne, CEO of Overstock.com
- ▶ Atlas Network's Leadership Academy \$25,000 Think Tank Shark Tank competition
- ▶ Prestigious \$100,000 Templeton Freedom Award announcement at Freedom Dinner
- ▶ Lights, Camera, Liberty! film festival
- ▶ John Blundell Elevator Pitch Competition
- ▶ **NEW!** Great Communicators Tournament finals taking place live at Liberty Forum

Learn more and register at
AtlasNetwork.org/LFFD18

[THIS QUARTER IN]

WORLD 10

[1] CONTRIBUYENTES POR RESPETO'S TAX CALCULATOR ADOPTED BY PERUVIAN GOVERNMENT

Contribuyentes por Respeto (CpR) developed free tax calculating software to help Peruvian small business owners understand the complex tax structure of the nation. Based on a similar tax calculator developed by the Lithuanian Free Market Institute, the program attracted the attention of SUNAT, the equivalent of the American Internal Revenue Service. SUNAT then approached CpR to develop a partnership, and the two organizations plan to roll out an improved version of the tax to be used by all Peruvian citizens.



[2] TAX CODE REFORM IN UKRAINE ANOTHER MAJOR WIN FOR UKRAINIAN ECONOMIC FREEDOMS FOUNDATION

The reforms pushed for by UEFF that have been passed by the Verkhovna Rada (the Ukrainian parliament) and signed into law include the implementation of a central database for local and municipal tax rates, the elimination of a 15 percent tax on syndicated loans, and the elimination of an 18 percent tax on dividends, among more reforms. The total impact of reforms promoted by UEFF since 2014 exceeds \$1.1 billion (1.1 percent of Ukraine's GDP) in taxpayer money saved.



[3] SUPPORTERS OF RUSSIAN DEMOCRACY GATHER IN NEW YORK CITY FOR CONFERENCE DISCUSSING PUTIN'S REGIME

The Human Rights Foundation's conference – called PutinCon – hosted hundreds of attendees and discussed the "misrule" of Putin's regime just two days after Putin won reelection to a fourth term. The conference also examined the future of a "post-Putin" Russia. "I think it is very important to look ahead, because nothing is forever, and the Putin regime is no exception," said Vladimir Kara-Murza, a Russian democratic advocate who has twice been poisoned.



[4] LITTLE PINK HOUSE BRINGS *KELO V. CITY OF NEW LONDON* TO THE BIG SCREEN

In June 2005, the Supreme Court of the United States delivered its infamous ruling in *Kelo v. City of New London*. Now, thirteen years later, the efforts of Susette Kelo and the Institute for Justice (IJ) – an Atlas Network partner dedicated to defending individual rights in court – has been portrayed in the feature film *Little Pink House*. Starring two-time Academy Award nominee Catherine Keener and Emmy nominee Jeanne Tripplehorn and featuring cameos of several IJ staffers, *Little Pink House* captures the real-life drama of IJ's work. Photo Credit: Institute for Justice.



[5] UNIVERSIDAD FRANCISCO MARROQUÍN'S MARKET TRENDS PROGRAM EXPOSES FAULTY STATISTICS USED BY GUATEMALAN GOVERNMENT

Since 2012, the National Statistics Institute (INE) of the Guatemalan government has reported substantial inflation of grocery prices in the country – INE reported a 25.7 percent increase in prices since 2011. In reality, food prices had increased by only 4.31 percent between 2005 and 2010, and had actually decreased slightly since 2011. A study by Market Trends found that the INE's statistics of grocery price increases were significantly flawed, and the INE has since admitted to the error in its calculations.



[6] SERBIAN PUBLICATION ON GLOBAL AUTHORITARIANISM TRANSLATED INTO ENGLISH

Libertarian Club Libek celebrated the release of the English language translation of *Abusing the People: Global Challenges of Authoritarian Populism* in March. The book is an in-depth examination of the rise of authoritarian populism in twelve countries, among them Greece, Hungary, Italy, Poland, Turkey, the United States, and Venezuela. "In this publication, liberty movement leaders and experts from 12 countries speak from their expertise and experience about how to [confront authoritarian populism]," said Petar Čekerevac, executive manager of Libek.



[7] FRASER INSTITUTE ADJUSTS *ECONOMIC FREEDOM OF THE WORLD INDEX* TO ACCOUNT FOR GENDER INEQUALITY

The Canadian think tank says this change "recognizes the fact that institutions that protect economic freedom are not always equally shared between men and women, making it more difficult – sometimes impossible – for women to enjoy the benefits of greater economic freedom in their countries." This accompanies the Fraser Institute's new project, Women and Progress. The project aims to show the significant positive effects that a free society can have on the lives of women, especially in underdeveloped economies.



WORLD 10

The best of Atlas Network's biweekly World10 email report. Subscribe at: AtlasNetwork.org/World10

[8] CONGRESS PASSES 'RIGHT TO TRY' LAW IN A MAJOR WIN FOR THE GOLDWATER INSTITUTE

The bill passed on May 22, 2018 and was signed into law on May 30. The new law lifts restrictions on terminally ill patients from trying potentially life-saving treatments that are still being tested in clinical trials. The Goldwater Institute, an Atlas Network partner based in Arizona, has been a leader in promoting Right to Try both at the state and federal levels. Since 2014, 40 states have passed their own legislation, with the Goldwater Institute being responsible for creating the original policy on which these state laws are based. Photo Credit: The Goldwater Institute.



[9] WATCHDOG.ORG FINDINGS LEAD TO BANKRUPTCY OF CORRUPT AUTO MANUFACTURER

A company founded by former Virginia Governor Terry McAuliffe, GreenTech Automotive, has filed for Chapter 11 bankruptcy. Cited in the bankruptcy petition are 76 articles by Watchdog.org – a project of the Franklin Center for Government & Public Integrity – which brought to light questionable practices by the company. Following the publications, GreenTech sued the Franklin Center for \$85 million in damages to brand and potential sales. The suit was quickly dismissed by the presiding judge. Photo Credit: Associated Press | File 2012.



[10] NKAU POLICY INSTITUTE EMPOWERS SMALL BUSINESS OWNERS AND ENTREPRENEURS IN CAMEROON

Its Small Business and Entrepreneurship Center (SBEC) helps small businesses transition from the informal to the formal sector in a country whose private sector makes up less than 6 percent of the working population. The group also recently hosted a well-attended entrepreneurship summit, in both English and French. The summit was hosted by three successful Cameroonian businesswomen and covered such topics as entrepreneurial motivation in the country and institutional obstacles to starting a business.



To learn more about any of the stories in this issue of This Quarter in World10, visit AtlasNetwork.org/FCSummer2018World10



2018-2019 CALENDAR

August 24-25, 2018
Africa Liberty Forum
(Lagos, Nigeria)

November 7-8, 2018
Liberty Forum & Freedom Dinner
(New York, N.Y.) – with tour of Central Park on November 9

February 28-March 1, 2019
Asia Liberty Forum
(Sri Lanka)

May 8-9, 2019
Europe Liberty Forum
(Athens, Greece – with a follow-on World Travel Club Tour)

June 27-28, 2019
Latin America Liberty Forum
(Dominican Republic)

TBD, 2019
Africa Liberty Forum
(Nairobi, Kenya)

November 6-7, 2019
Liberty Forum & Freedom Dinner
(New York, N.Y.)

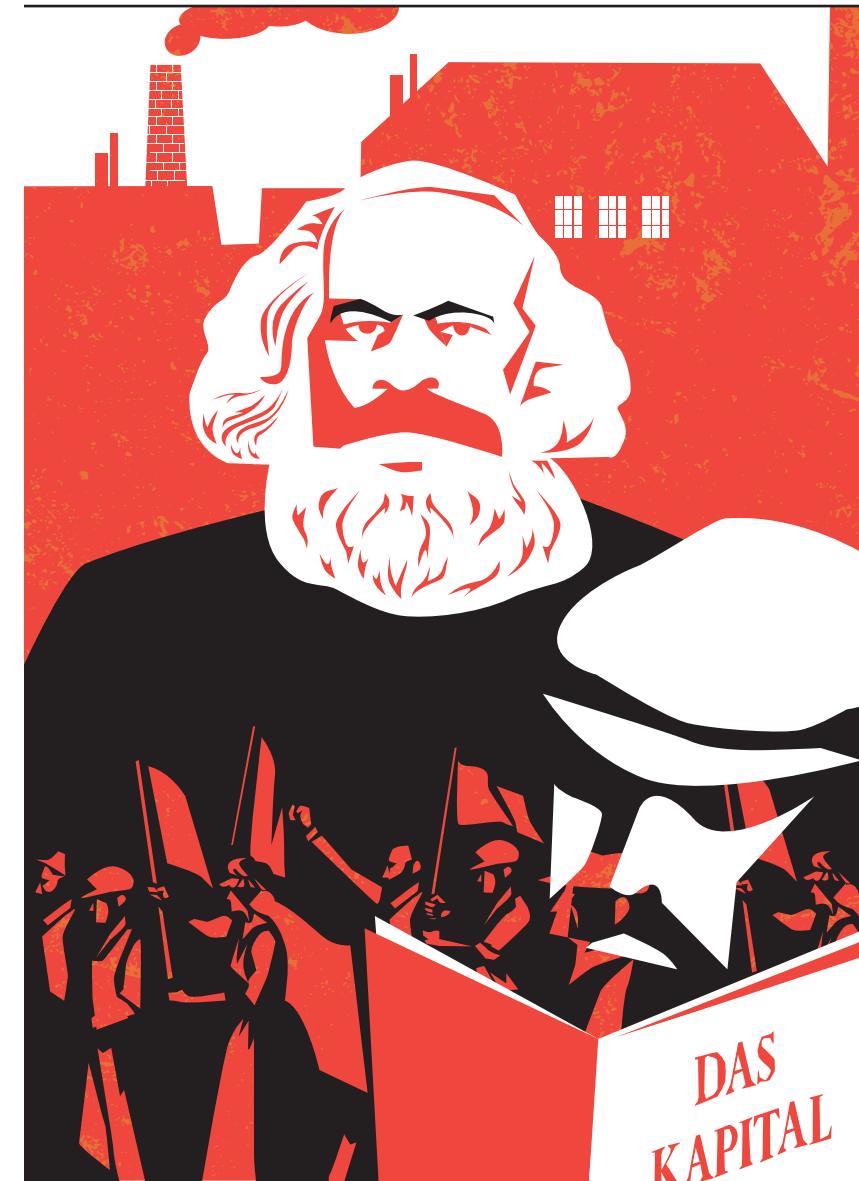
Atlas Network's World Travel Club

See the world with friends of freedom! Atlas Network's World Travel Club members want to learn about different countries' cultures, histories, and current policy battles from Atlas Network's partner organizations. Atlas Network attaches a multiday World Travel Club tour to at least one of its Regional Liberty Forum events annually. Preferential spots are reserved for those in our elite Chairman's Club annual giving circle. In 2019, we look forward to welcoming you onto our Tour of Greece in connection with the 2019 Europe Liberty Forum. Contact Al.Canata@AtlasNetwork.org for details. Here are some more upcoming events for 2018 and 2019:



A RECIPE TO END LATIN AMERICA'S LOVE AFFAIR WITH SOCIALISM

AXEL KAISER
EXECUTIVE DIRECTOR OF FUNDACIÓN PARA EL PROGRESO (FPP)



and ideologies that have contributed to create and reinforce a largely illiberal culture. That being the case, the only way to overcome the constant threat of socialism is by making the ideas of an open society so popular that they become part of the Latin American cultural heritage. Only then will institutions emerge that create the incentives for achieving economic prosperity, rule of law, and stable democracies. In order to change the prevailing mentality and culture we must overcome the ancestral attitude that favors socialist policies and discourse in Latin America. Since universities and the media are mostly controlled by anti-market and pro-socialist activists, the only way to move towards the goal of achieving a change in mentality is by creating think tanks that would do the job of actively spreading the ideas necessary for a free society.

What we need in Latin America is true free-market activism led by charismatic people capable of inspiring others and mobilizing public sentiments behind the classical liberal cause. The purely rationalistic, evidence-based approach, although necessary at some level of the debate, has already failed in substantially changing peoples' sentiments toward free markets. New think tanks should avoid the purely technical debate and engage in creating a moral case in favor of individual freedom.

The Stanford Encyclopedia of Philosophy states "Latin America has had a long and notable history of receptivity to socialist thought." Moreover, "the popularity of the Marxist perspective has made possible its increasing institutionalization and its widespread impact on virtually all active philosophical approaches in Latin America." There is little doubt that Latin America's anti-market tradition has found fuel in ideas, values,

Based on the experience of Fundación para el Progreso and its unprecedented impact in Chile, here is a general outline or "recipe" for what an effective think tank should look like in order to make a real difference in Latin America's climate of opinion.

The Stanford Encyclopedia of Philosophy, Latin American Philosophy, First published Wed Aug 14, 2013. Available at: <http://plato.stanford.edu/entries/latin-american-philosophy/#LatAmePhilde> Last accessed: 22/11/2016.



Axel Kaiser, executive director for the Chile-based Fundación para el Progreso, speaking during the 2018 Latin America Liberty Forum.

The think tank should be divided into several independent departments. The first one should work on publishing material covering the most important and timely topics being discussed in the public debate. Public intellectuals, that is to say, people who will not be doing high academic research but would be going to debates on television, radio, etc., should work in this area. These "freedom fighters" need a solid background and strong knowledge of the facts and classical liberal theory as well as a well-developed rhetorical ability that allow them to publicly defeat intellectuals and activists on the other side of the debate. They should dress and talk in attractive ways, for they would become the face of the free-market cause just as famous people become the face of a brand that wants to sell their products on the market.

A second area of the think tank, which should work in close connection to the first one, is the department of communications. This area should have the best connections to the media so that the public intellectuals and the activities of the think tank get the best press coverage. Opinion columns and presence in important televised debates have to be handled by the communications experts who would also advise when it's not wise to appear. Complementing this area, the think tank needs a sophisticated digital/social media networks department. This area should have real experts on community management and the online world so that they are capable of positioning and creating content that has the potential of becoming viral.

An area especially dedicated to the education of new generations is also key to the task of the modern classical liberal think tank. Given the fact that most universities are lost to radical left-wing intellectuals, a modern classical liberal think tank has to become a sort of new university that teaches content through courses all year long. This would enable the creation of intellectual seed capital. Over time, this seed capital should become extremely efficient in spreading the message and bringing even more people to the think tank's courses and activities.

In order to make the products of the think tank attractive to potential consumers, the esthetics of their presentation has to be carefully designed. In short, all audiovisual productions as well as books, pamphlets, and other think tank creations have to be inspiring and have an elevated design aesthetic. If brands in the marketplace put a lot of attention in the way they present their products so they can make a good impression on consumers, there is no reason not to apply the same model to the world of ideas and think tanks.

In addition to design experts, the think tank needs strong international and local networks handled by people with good social skills. This is key to enhancing the image of the institution at home, which in turn would motivate even more people to support it and participate in its activities.

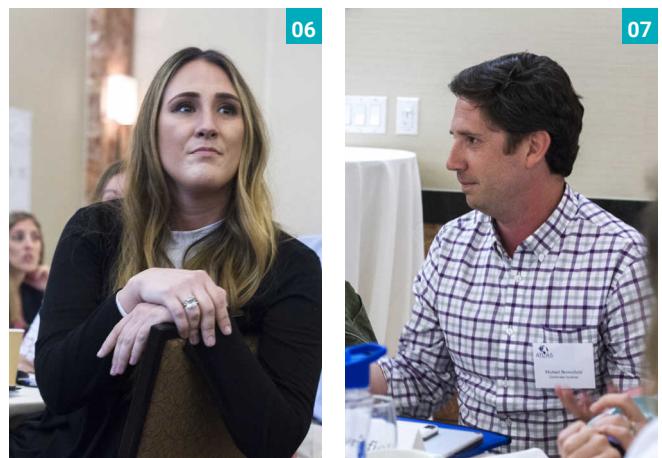
“ An area especially dedicated to the education of new generations is also key to the task of the modern classical liberal think tank.

Finally, the administration of the think tank should not be in the hands of intellectuals dedicated to spreading the ideas, because they are usually incapable of doing both jobs efficiently.

If we are able to find financial support for several free-market think tanks that are structured in the way described above and that remain independent from political parties as well as true to their mission of spreading classical liberal ideas, then the chances of success in changing the culture in Latin America would substantially increase. If, on the other hand, we keep having underfinanced and unprofessional think tanks controlled by one or two old-fashioned free marketers that are mainly concerned with evidenced-based arguments, then the chances that classical liberalism will end up winning the popularity contests against socialism will remain slim.

LIGHTS, CAMERA, LIBERTY 2018

Atlas Network's Lights, Camera, Liberty workshop brought together 57 participants from 35 organizations in 15 countries to rethink their approach to marketing, communications, and storytelling. During this powerhouse 4-day interactive workshop in Los Angeles, participants learned to use best practices in product and idea messaging and film production. Thank you to the John Templeton Foundation, Chris and Melodie Rufer, and the Smith Family Foundation for helping make Lights, Camera, Liberty 2018 a reality. Make your plans now to attend next year's Lights, Camera, Liberty in Los Angeles, March 21-24, 2019. Learn more at AtlasNetwork.org.



01
The obligatory Lights, Camera, Liberty too-crowded group selfie!

02
Closing keynote speaker Paul Guay (center left), writer, actor, and script consultant whose movies (*Liar, Liar*; *The Little Rascals*, *Heartbreakers*) have grossed over half a billion dollars, with his wife Susan Knight (left), Atlas Network's Daniel Anthony (center right), and Taliesin Nexus's Dugan Bridges (right).

03
Randy Hicks, president and CEO of Georgia Center for Opportunity (United States).

04
Kristina Ribali, COO of FREOPP, The Foundation for Research on Equal Opportunity (United States).

05
Gopikrishnan Nair, senior associate of digital communications and strategy, Centre for Civil Society, or CCS (India).

06
Hannah Cox, director of outreach, Beacon Center of Tennessee (United States).

07
Mike Brownfield, communications director, Goldwater Institute (United States).

08
Anthea Haryoko (left), head of external relations, Lulu Fakhriyah (center), head of CIPS Academy, both of Center for Indonesian Policy Studies (Indonesia), and Matt Edwards (right), vice president of programs and artist development, Taliesin Nexus (United States).

09
Ayelén Scapuzzi, public policy coordinator, Fundación Libertad (Argentina).

10
The Taliesin Nexus team along with their network of script and production coaches.

11
Remo Wakeford (front center), video production specialist, Illinois Policy Institute (United States), with Ben Gaskell (front left), independent director of photography and training facilitator.

12
The official group picture of the 2018 Lights, Camera, Liberty workshop!

EUROPE LIBERTY FORUM 2018

COPENHAGEN, DENMARK

#EUROPELF18

WITH LOCAL CO-HOST CENTER FOR POLITICAL STUDIES (CEPOS)

Europe Liberty Forum 2018, presented by Atlas Network with local co-host the Center for Political Studies (CEPOS) and held in Copenhagen, Denmark, brought together more than 150 think tank professionals from 35 countries across the region to discuss their recent successes and current challenges facing the continent. The conference examined Scandinavian liberalism, the continued trend to populism on the political left and right on the continent, and how collaboration amongst think tanks in the United States and Europe has strengthened the work of organizations working to advance free societies on both sides of the Atlantic. We are proud to announce that Europe Liberty Forum 2019 will be held May 8-9, 2019 in Athens, Greece with local co-host KEFiM.



01
Timbro CEO Karin Svanborg-Sjövall delivers her "A Hayekian Welfare State?" presentation during a panel on the future of Scandinavian liberalism.

02
Aneta Vaine, Lithuanian Free Market Institute's director of development and programmes, workshops her project during the Crowdsource Liberty session.

03
Martin Ågerup, president of CEPOS, speaks during the "Transatlantic Exchange: European and U.S. CEOs Talk Shop" session.

04
The finalists for the 2018 Europe Liberty Award with Atlas Network CEO Brad Lips. From left to right: Roxana Nicula (Fundalib, Spain), Davor Huić (Lipa, Croatia) – who won the 2018 Europe Liberty Award, Brad Lips, and Maryan Zablotskyy (Ukrainian Economic Freedoms Foundation, Ukraine).



05
Institute of Economic Affairs General Director Mark Littlewood speaks during the "Transatlantic Exchange: European and U.S. CEOs Talk Shop" session on how the IEA is evolving to meet the demands of a fast-changing environment.

06
Cato Institute Senior Fellow Flemming Rose delivers his Cornerstone Talk about the historical and contemporary importance of freedom of expression.

07
Robert Guest, Foreign Editor of The Economist, delivers the keynote speech at the Europe Liberty Awards Dinner, titled "Freedom, Besieged."

08
The contestants for the 2018 Europe Think Tank Shark Tank competition. From left to right: Admir Čavalić (Multi, Bosnia and Herzegovina), Ratko Nikolić (Center for Anti-Authoritarian Studies, Serbia) – who won the competition with his Selfie Citizen Journalism project, and Maryan Zablotskyy (Ukrainian Economic Freedoms Foundation, Ukraine).



09
The 2018 Europe Liberty Awards dinner, held in Copenhagen, Denmark.

10
The judges for the 2018 Europe Think Tank Shark Tank competition, from left to right: Amy Proulx, of the John Templeton Foundation; Jon Utley, of the Freda Utley Foundation; Linda Edwards, of the Institute of Economic Affairs; Lars Kolind, of Denmark; and master of ceremonies Terry Kibbe, of Free the People.

11
At the conclusion of Europe Liberty Forum 2018, 18 U.S. and European think tank CEOs spent two days refining their respective organizations' approaches to advancing the ideas of liberty during the fourth annual Transatlantic CEO Summit.

LATIN AMERICA LIBERTY FORUM 2018

SANTIAGO, CHILE

#FOROLIBERTAD18

WITH LOCAL CO-HOST FUNDACIÓN PARA EL PROGRESO (FPP)

Latin America Liberty Forum 2018, presented by Atlas Network with local co-host Fundación para el Progreso (FPP) and held in Santiago, Chile, brought together 153 think tank professionals from 17 countries across the region, June 14–15, for an enthusiastic and energetic event full of engaging speakers, interactive workshops, competitions and awards, and celebratory socializing. During much of the forum, speakers and activities focused on the issues of socialism and social justice throughout the region. Latin America Liberty Forum 2018 was made possible by the generosity of many donors, including major gifts from the Smith Family Foundation, the Thomas W. Smith Foundation, and the John Templeton Foundation, who support Atlas Network's Regional Liberty Forums throughout the world. We also welcomed a number of freedom champions whose attendance was underwritten by the Freda Utley Foundation and Peter Flinch. We're excited to announce that Latin America Liberty Forum 2019 will be held June 27–28, 2019 in Santo Domingo, Dominican Republic with local co-hosts CREEs and Instituto OMG.



Dr. Roberto Salinas León presents a Cornerstone Talk after being announced as the first director of a new Center for Latin American Policy Analysis at Atlas Network, to be formally launched in November 2018.



Chilean Minister of Economy José Ramón Valente (left), Brown University Professor John Tomasi (center), and FPP Executive Director Axel Kaiser (right) speaking on why classical liberalism should appeal to fans of social justice.



José Piñera, one of the famous "Chicago Boys" and one of the liberty movement's most celebrated economic reformers, presenting the dinner keynote session on defending Chile's successful free-market pension system.



Crowdsource Liberty participant Candelaria de Elizalde (right), of Libertad y Progreso (Argentina), brainstorms her project on combating unemployment and poverty, with Gonzalo Schwarz (left) of Archbridge Institute (United States), Cecilia Vázquez Ger (center left) of Instituto Acton (Argentina), and Alvaro Iriarte (center right) of Instituto Res Publica (Chile).



Participants of Atlas Network's Fundraising Training – held immediately prior to the forum – gather on the rooftop terrace of the Hotel Cumbres Vitacura in Santiago, Chile for a group photo.



Carmen Vergara Rodríguez (lower right corner) of FUSADES (El Salvador) talks with Kristine Boehm-Möller of CIEN (Guatemala) during the Speed Networking kickoff session.



Gonzalo Schwarz (left) of Archbridge Institute and training with Atlas Network (United States) presents Garret Edwards (right) of Fundación Libertad (Argentina) the award for winning Think Tank Shark Tank for his "Liberty through Justice" project pitch.



Brad Lips (right), CEO of Atlas Network, presents Agustín Etchebarne (left) of Libertad y Progreso (Argentina) the Juan Carlos Cachanosky Award for Dissemination of Free Society Principles for its video series project to promote cultural change, economic literacy, and solutions to structural problems like poverty and corruption in Argentina.



Brad Lips (right), CEO of Atlas Network, presents Ulisses Ruiz de Gamboa (left) of the Mackenzie Center (Brazil) the Miguel Kast Award for Free Market Solutions to Poverty for its "Economic Freedom Index for Brazilian States."



Brad Lips (right), CEO of Atlas Network, presents Beltrán Gómez Hijar (left) of Instituto Político para la Libertad (Peru) the Francisco de Vitoria Award for Ethics and Values for its annual leadership training program, the "University of Freedom."



Dr. Tom G. Palmer (left) and Brad Lips (right), both of Atlas Network, present Fernando Miranda (center) of Students for Liberty Brazil this year's Student Award for its SFLB State Conferences.



Rocio Guijarro, executive director of CEDICE (Venezuela) presents on the panel "Reckoning for 21st Century Socialism."

AROUND THE NETWORK



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01
Atlas Network Executive Vice President for International Programs and George M. Yeager Chair for Advancing Liberty, Tom Palmer, delivers a lecture on the morality of capitalism at Universidad San Francisco de Quito in Ecuador on June 11.

02
Dr. Parth J. Shah, founder of Centre for Civil Society (CCS), spoke about market solutions to education and poverty in India at an Atlas Network Global Policy Perspectives event on June 20 in New York City.

03
Atlas Network Advisory Council Member Chuck Albers introduces Mark Littlewood at an Atlas Network event in Sarasota, Fla., on February 21.

04
Mark Littlewood speaks about Brexit at an Atlas Network event in Sarasota, Fla., on February 21.

05
Participants of Atlas Network's UBC messaging training in Las Vegas following APEC's annual conference in April.

06
Atlas Network's Daniel Anthony conducted a special marketing training for America's Future Foundation chapter leader's annual retreat in Detroit, Mich., on April 7.

07
Nouh El Harmouzi (left), director of the Arab Center for Scientific Research and Humane Studies in Morocco, with Atlas Network CEO Brad Lips at Atlas Network's Global Policy Perspectives event in New York City on April 9 about freedom and tolerance in North Africa.

08
Temba Nolutshungu, director of the South Africa-based Free Market Foundation, speaking at Atlas Network's Global Policy Perspectives event in New York City on April 25.

{ INSIDE ATLAS NETWORK }

Atlas Network has moved into a new office headquarters in the vibrant Ballston neighborhood of Arlington, Virginia. #GlobalLibertyHQ

And you may have also noticed a subtle change to our logo. We've increased the size of the word 'Network' because it's our network of more than 475 independent partners in over 90 countries that underlines everything we do!

Stay tuned for an invite to our new office's Open House, but in the meantime, if you're in town we'd love for you to come by and visit.

Our new address is:

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SUPPORT THE VISION

Your gift will be highly leveraged and will help Atlas Network cultivate a highly effective and expansive global network of independent partners committed to advancing our shared vision. Make your tax-deductible gift at AtlasNetwork.org/donate or email our director of development Al Canata at: Al.Canata@AtlasNetwork.org

“People flourish in societies that have a limited government, rule of law, property rights, free trade and individual freedom ... I particularly like Atlas Network because it promotes these ideas worldwide. I was lucky to be born in a country that has these institutions to a large degree. But billions of people are not and Atlas Network is trying to change that.” – Steve Hardy



At their Buffalo Creek Art Center, Atlas Network supporters Steve and Lana Hardy can use their telehandler to move metal sculptures weighing up to 8,000 pounds. They use their philanthropy to advance liberty.