



ATLAS

N E T W O R K

ANNUAL REPORT

2016

YOUR CONNECTION TO THE WORLDWIDE FREEDOM MOVEMENT



**THREATS TO
FREEDOM HAVE
BEEN GAINING
MOMENTUM
AROUND THE
WORLD.**



Don't you wish there was a global effort to increase freedom, peace, and prosperity?

GOOD NEWS

It already exists.
And it needs your help.

Atlas Network connects and nurtures a network of 462 partners in 96 countries that work to limit government and enhance human freedom.

2016 saw this network achieve scores of policy victories, educate 10,000 through conferences and seminars, and reach tens of millions through media outreach.





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A SENSE OF URGENCY

BRAD LIPS, ATLAS NETWORK CEO

"I have a need to be all on fire, for I have mountains of ice about me to melt."

This is one of my favorite quotes. It comes from William Lloyd Garrison, hero of the abolitionist movement. Of course, the ice in his metaphor stood for public sentiment that abided the institution of slavery. Garrison saw that his calling did not entail negotiating a compromise with the ice, but melting it — by remaining true to his principles.

We are at a moment in history when much is in flux. The political left is suddenly on its heels. There is great peril, however, that populists on the right will simply redirect big government rather than shrink it.

It's time for the freedom movement to be "all on fire."

It's time to melt away the deceptions that prop up bankrupt welfare states, that enable cronyism, and that undermine civil society and the market order.

It's time to achieve great things for the future of liberty.

2016 saw strong progress among Atlas Network's 462 independent partners. This report shows you how our team translates your voluntary financial support into the effective, principled promotion of liberty worldwide.

I have great expectations that we will achieve even more during the year ahead.

A handwritten signature in dark ink, appearing to read "Brad", written in a cursive, flowing style.

2016 TRAINING AND MENTORING — ATLAS LEADERSHIP ACADEMY

Atlas Leadership Academy provides online and in-person training to leaders of today's — and tomorrow's — worldwide freedom movement. We complement our flagship Think Tank MBA and Think Tank Leadership Training programs with a growing suite of online courses and topical webinars; a robust mentorship program; our Lights, Camera, Liberty! course; in-depth case studies; an in-house fellowship program; and more than a dozen regional trainings held all over the world.

1,049

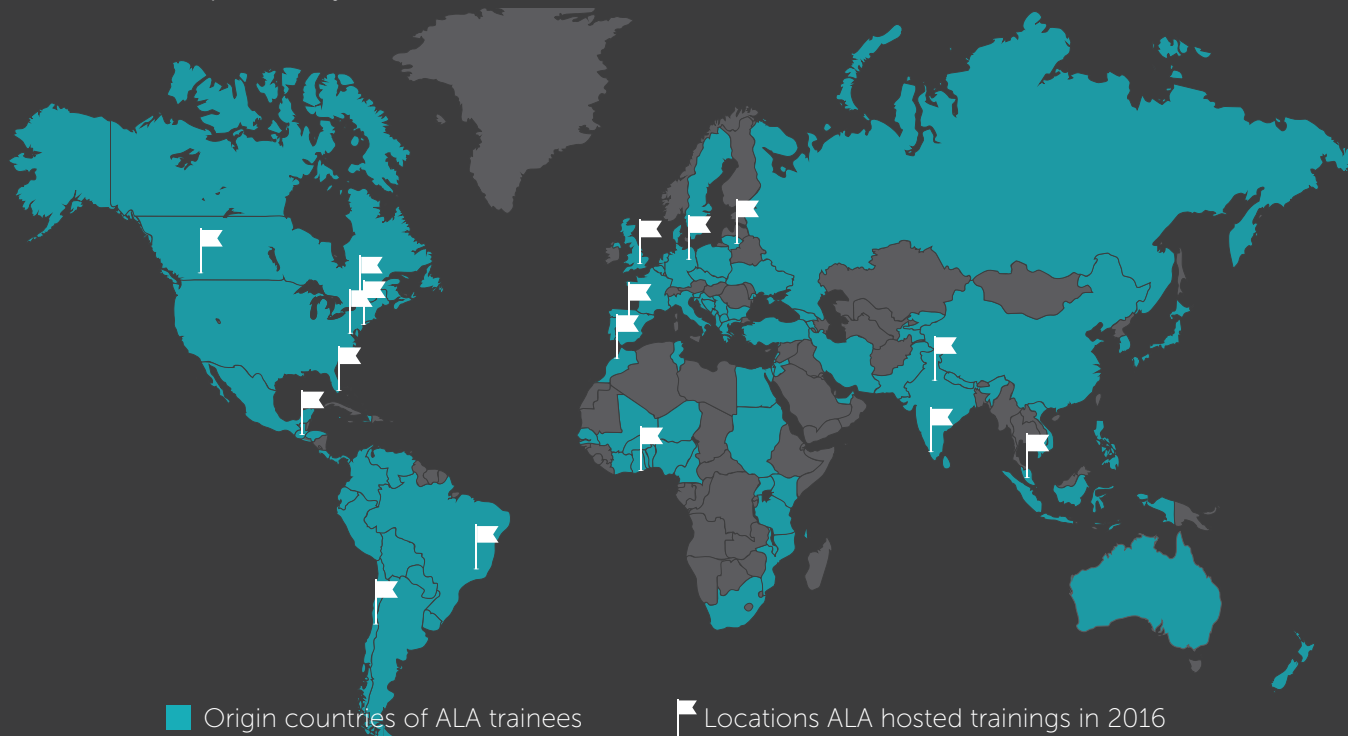
Individuals trained through
Atlas Leadership Academy

69

ALA trainings hosted

92

Origin countries of
ALA trainees



THINK TANK MBA

204 total TT MBA participants since 2008

67 countries represented total in TT MBA

97% of participants leave TT MBA with an improved strategic plan

32% of participants report budget increases of more than 10% within a year of finishing TT MBA

Think Tank MBA is Atlas Leadership Academy's flagship 10-day strategic planning retreat for leaders within new and established think tanks. Participants draft a strategic plan for their organizations, gain customized leadership advice, and compete in the John Blundell Elevator Pitch Competition.

This training covers producing strategic plans, developing leadership within staff, working effectively with a board of directors, creating fundraising strategies, determining measurable outcomes, and other topics.

"An outstanding learning experience with talented, creative people who share my passion for liberty."

Melissa Mann, Reason Foundation, United States



"The Think Tank MBA training program was a truly enriching and rewarding experience. I will cherish the friendships and memories that were forged in that cauldron of ideas for the rest of my life."

Jasson Urbach, Free Market Foundation, South Africa

2016 THINK TANK LEADERSHIP TRAINING

MIAMI, FLORIDA — SEPTEMBER 20-23

Think Tank Leadership Training provides 40 think tank staff from think tanks across North America and the globe with best practices and skills training from leaders within the free-market movement. A Milton Friedman trivia night, project grant competitions, and a leadership Q&A round out the program.



"I have been working in liberty nonprofits for 16 years, and each moment of the Think Tank Leadership Training taught me something valuable. Most importantly, the training reminded me that we cannot afford to let the urgent details of our day-to-day tasks distract us from our overall mission. And that lesson was reinforced, every day, by meeting inspiring people from around the country and the world who are doing just that."

*Jennifer Thompson,
Center for the Study of Liberty, United States*

LIGHTS, CAMERA, LIBERTY!

Think tanks invest considerable time, talents, and resources in developing important public policy solutions. Lights, Camera, Liberty! provides year-long training in converting those solutions into compelling visual stories. It includes a workshop with Hollywood insiders and eligibility to compete in the annual Liberty Forum & Freedom Dinner film festival.



VIDEO TRAINING PARTICIPANTS INCREASE VIEWS 700+%

VIEWS, COLLECTIVELY

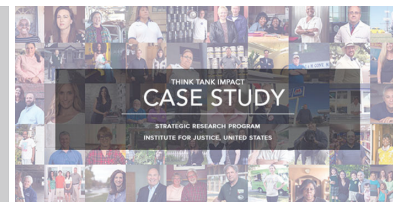
1.2M in the year prior to starting the program

9.4M in the year since starting the training



CASE STUDIES

Learning from the experiences of peer organizations is an ideal way to discover smart strategies and management lessons. Our online Think Tank Impact course, run every quarter, revolves around the study of award-winning projects by Atlas Network partners, through a growing library of case studies.



TRAINING & MENTORING



In 2016 we launched a new, 4-week online course, A Strategic MarCom Rethink. This course is about creating a lasting emotional connection between your audiences and your best and brightest work. It also addresses a fatal flaw of our industry: over-reliance on communicating only the wonky features of our policy proposals. This alienates a general audience and media, and only appeals to a small niche who are typically already true believers. In this course, participants will learn the difference and importance of features-, benefits-, and meaning-based communications; about audience and competitor analysis; and how to turn their product into a sophisticated content strategy. Then they'll get to apply it all as they write a 600-650-word op-ed article. Op-eds from this course have already appeared in the *Washington Post* and *Forbes*. This course is for think tank senior leadership, fundraisers, and policy teams alike. You can start your MarCom Rethink on Sept. 27–Oct. 18, 2017. Register at: AtlasNetwork.org/ALA



In December, we hosted nonprofit sector guru and TED talk record-breaker Dan Pallotta for a webinar about changing the world. He shared insights from his book *Uncharitable: How Restraints on Nonprofits Undermine Their Potential*. This is one of 20 ALA webinars run in 2016. Other popular guests included:

- Tyler Cowen, Holbert L. Harris Chair of Economics at George Mason University and chairman and general director of the Mercatus Center
- Glynn Brailsford, creative director at the Institute of Economic Affairs
- Michael Munger, economist and a former chair of the political science department at Duke University



PARTNER IMPACT — BRAZIL

In 2016, Brazil saw its president impeached as masses rallied to protest corruption and uphold the rule of law. Atlas Network partner Estudantes Pela Liberdade is an important player in the Brazilian student movement.

"We went from 100 local coordinators to more than 600. This growth, although being very good, has presented new challenges for the organization. We're at a moment when we have to adapt and improve all of our processes and management methods for this new reality. One of our policies is constant and quick change. This is how we're always able to improve our results and find new challenges. Attending the Think Tank Startup Training that Atlas Network held in Brazil was key for this new phase of EPL, helping us troubleshoot problems and continue our growth."

Rafael Dal Molin, former president of the National Council for Estudantes Pela Liberdade

Read the full story at atlasnetwork.org/maismises

TRAINING & MENTORING

Atlas Network's mentorship program pairs rising think tank leaders with experienced and respected titans of the freedom movement for eight months of one-on-one mentoring. Through regular remote meetings and several in-person visits throughout the year, these relationships provide vital and immeasurable benefits to both mentees and mentors alike.

Participants conducted 15 mentorships in 2016, featuring mentors such as:

- Arthur Brooks (American Enterprise Institute)
- Lawrence Reed (Foundation for Economic Education)
- Cristián Larroulet (former advisor to the President of Chile)
- Troy Lanigan (Canadian Taxpayers Federation)
- Frans Cronjé (Institute for Race Relations, South Africa)

"The mentorship program is probably the most effective of Atlas Network's training and development tools. Every year, the mentees that I have been working with have managed to reach outstanding results. The mentorship allowed them to turn their extraordinary motivation and commitment to the freedom movement into tangible improvements of the think tanks they lead."

Rainer Heufers, SIAP Solutions / Center for Indonesian Policy Studies, Indonesia (left)



"The mentorship program helped me to redefine the vision and mission statement of our organization, and also helped me to be strategic on fundraising, which has helped me to identify new donors. The program also encourages us to develop the capacity of our team members."

Basanta Adhikari, Bikalpa – an Alternative, Nepal (right), mentored by Rainer Heufers



PARTNER IMPACT — UNITED STATES

In its first full year of operation, the Cardinal Institute for West Virginia Policy scored a big victory in turning West Virginia into a Right to Work state.

“For far too long, West Virginia has been a national punchline, and I believe the number one way to change that is through economic growth on a scale that this state has never seen. Prosperity and hope are things that West Virginians need ... and deserve. Thanks to Atlas Network’s support, we’ve been able to take a hard look at our strategy and approach, and we’re confident that we’re going to continue improving economic and educational opportunities for all West Virginians.”

Garrett Ballengee, Executive Director, Cardinal Institute for West Virginia Policy

2016 INVESTING & NURTURING

ATLAS NETWORK HELPED ITS DONORS INVEST

\$5,253,220

in grants made to

178

PARTNERS

in

81

COUNTRIES

Our team is rigorous in selecting projects to fund, turning down 62 percent of grant applicants in 2016, and in working with grantees to achieve desired outcomes.



"Atlas Network has the contacts and knowledge to be able to efficiently deploy assets to support the global liberty movement. The funds that it distributes are of crucial importance to both nascent and established libertarian organizations."

Dale Bottoms, member of the Atlas Network Advisory Council, pictured at Latin America Liberty Forum with keynote speaker Gloria Álvarez.



PARTNER IMPACT — INDIA

Breaking Down Barriers to Prosperity

“With a project grant from Atlas Network, we set out to improve India’s ranking in the World Bank Group’s ‘Doing Business’ index by laying the intellectual groundwork necessary to eliminate minimum capital requirements for new businesses. We met with government officials and made presentations to the parliamentary committee. We are pleased that the minimum capital requirement is finally removed.”

Parth Shah, President of Centre for Civil Society

PARTNER IMPACT — CÔTE D'IVOIRE (IVORY COAST)

Property Rights are Human Rights

When people have no clear rights to use the land on which they live and work, they are unable to invest in their future. In Côte d'Ivoire (Ivory Coast) only 4 percent of rural lands are registered, leaving villagers in vast areas of the country without secure property rights, and the complex registration process is cost-prohibitive for both them and the national government. A rural land reform study by Atlas Network partner Audace Institut Afrique, titled "How to reinvent the rural land system in Ivory Coast," explains how this problem can be alleviated through the use of informal land registries to establish property claims and decentralizing authority to the level of local village committees.



PARTNER IMPACT — UKRAINE

Building a Climate of Innovation

“Ukraine has had turbulent times after the Maidan Revolution. The country doesn’t lack patriots who strive to change the corrupt and un-transparent system, what it lacks is the understanding that only free markets can improve the situation. With Atlas Network’s support, Bendukidze Free Market Center builds the new reform agenda for Ukraine to make it prosperous, fast-advancing, and free.”

Yuliya Tychkivska, Vice President for Management Education at the Kyiv School of Economics and a Co-founder and Trustee of the Bendukidze Free Market Center



TOTAL GRANTS AND AWARDS GIVEN TO ATLAS NETWORK'S 462 PARTNERS IN 2016

In 2016, we invested more than \$5 million in some of their most exciting projects.

CANADA

Total Grants and Awards for the Region: \$204,671

UNITED STATES

Total Grants and Awards for the Region: \$531,387

LATIN AMERICA & CARIBBEAN

Total Grants and Awards for the Region: \$1,689,010

EUROPE & CENTRAL ASIA

Total Grants and Awards for the Region: \$1,768,710

MIDDLE EAST & NORTH AFRICA

Total Grants and Awards for the Region: \$278,927

AFRICA

Total Grants and Awards for the Region: \$264,418

SOUTH ASIA

Total Grants and Awards for the Region: \$276,591

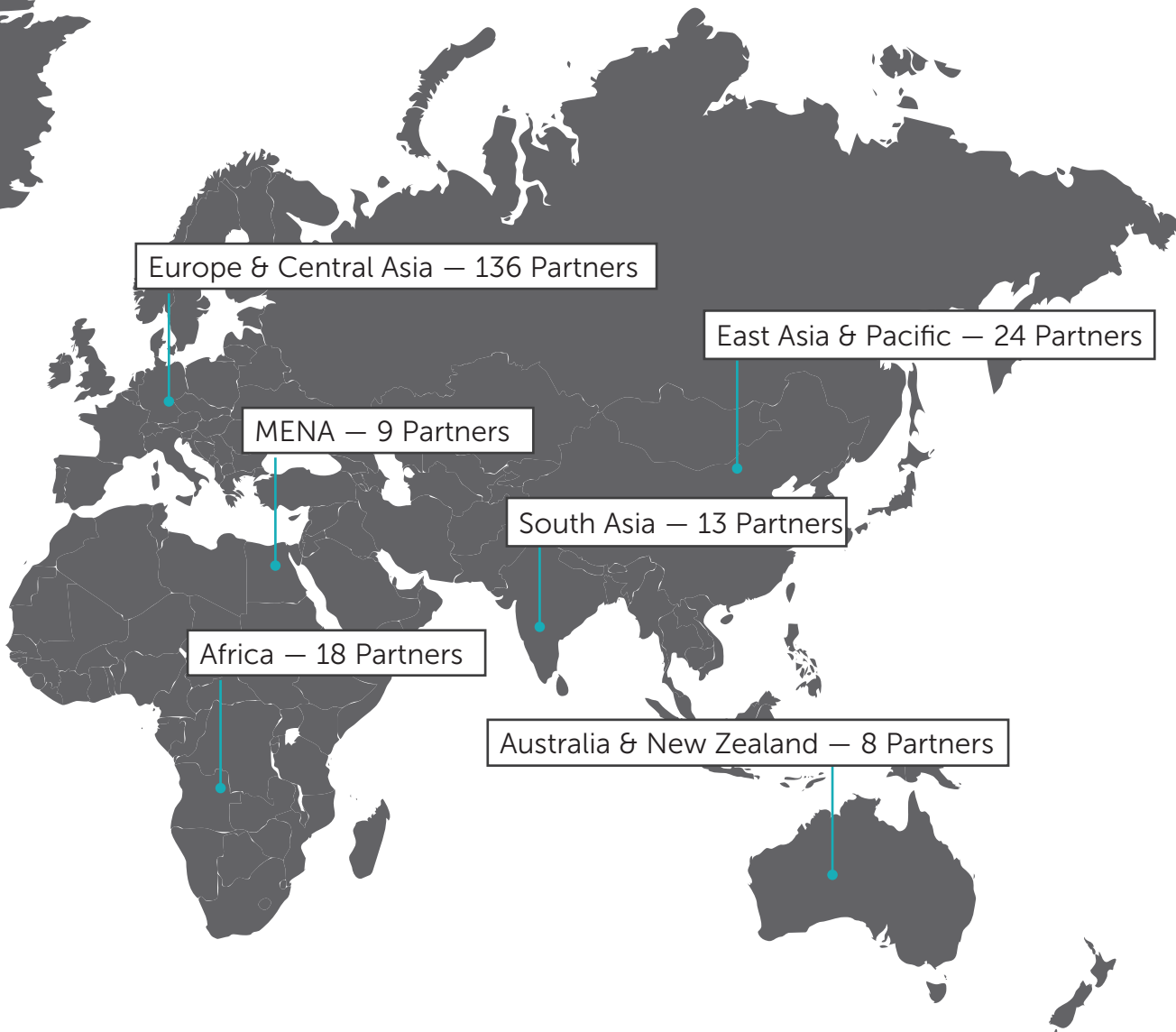
EAST ASIA & PACIFIC

Total Grants and Awards for the Region: \$238,806

AUSTRALIA & NEW ZEALAND

Total Grants and Awards for the Region: \$700





CELEBRATING ACHIEVEMENT

Atlas Network multiplied its conference activity in 2016 to create more links, foster more competition, and spread more inspiration to the movement it nurtures.

01

Holding plaques in recognition of their 2016 Latin America Liberty Awards are José Francisco Lagos Garrido (Instituto Res Publica, Chile); Agustín Etchebarne (Libertad y Progreso, Argentina); and Claudia Regil (Instituto de Pensamiento Estratégico Ágora A.C., Mexico); with Brad Lips, Atlas Network CEO (left); Alex Chafuen, Atlas Network president; and Gabriel Calzada, Universidad Francisco Marroquín president.

02

Just weeks before his passing, Giancarlo Ibárgüen of Universidad Francisco Marroquín (center) is honored at the Latin America Liberty Forum with the establishment of a new prize in his name.





03

03

Sweden-based Centre for Justice (Centrum för Rättvisa) won the inaugural Europe Liberty Award for its “Litigating for Individual Liberty and Fundamental Rights” project: “The Nordic Individual Rights Revolution.”

The award was given at the end of the inaugural Europe Liberty Forum, held June 8–9 in London and co-hosted by the Institute of Economic Affairs (IEA). The conference focused on spreading the ideas of freedom to millions in the United Kingdom, Europe, and beyond.



04

04

The inaugural Africa Liberty Forum kicked off with more than 120 attendees in Accra, Ghana, on June 9–10, co-hosted by IMANI Center for Policy and Education. The event brought together friends of the freedom movement across Africa to discuss challenges facing the region and to learn from one another how to most effectively advance free-market reforms.

Namibia-based Chevauchee Foundation won the inaugural Africa Liberty Award for its “Namibia Schools Reading and Debating Societies” program that introduces the ideas of freedom, Austrian economics, and public choice theory to students in high schools and universities across the country.

CELEBRATING ACHIEVEMENT



(TOP LEFT) The second annual Arab Liberty Festival, held from Nov. 28 through Dec. 5 in Rabat, Morocco, focused on promoting economic freedom and classical liberal values throughout the Middle East. Hosted by the Arab Center for Scientific Research and Humane Studies and sponsored by Atlas Network, the Arab Liberty Festival brought together more than 110 senior members of free-market think tanks and organizations from across the Arab world.

At the gala dinner, Atlas Network presented its Regional Liberty Award for the Middle East and North Africa (MENA) region to the Arab Center for Scientific and Humane Studies, for its Averroes Academy project.

(BOTTOM LEFT) In February, Atlas Network partners in Asia joined together for the 2016 Asia Liberty Forum, held in Kuala Lumpur, Malaysia, to strategize for even greater impact in the months to come. More than 250 people attended the conference, representing 28 countries.

The 2016 Asia Liberty Award was awarded to the Nepal-based Samriddhi Foundation for its Econ-ity project.

THINK TANK SHARK TANK



Our popular Think Tank Shark Tank Competition's 2016 winner was the Center for Indonesian Policy Studies (CIPS). The winning pitch was given by CIPS Manager for Communication and Fundraising Anthea Haryoko.

"The Affordable Food for the Poor project will bring down trade barriers and benefit millions of poor families who struggle to put enough food on their tables. The money won from the Think Tank Shark Tank Competition will be used to develop massive open online courses. They are part of our Affordable Food for the Poor project and a key tool for spreading expert knowledge about free trade to university students all across this vast archipelago. We want to thank the Smith Family Foundation for enabling us to do this and helping to unlock the huge potential for a prosperous Indonesia, as well as Atlas Network for setting up such a wonderful and exciting opportunity to present our ideas."

PARTNER IMPACT — LITHUANIA


"If this is a battle for the young minds then we brought in the big guns. Liberty, choice, and respect for the individual — these values built the modern world. We are glad to have helped our public schools and teachers to explore these ideas in the classroom."

*Žilvinas Šilėnas,
CEO of Lithuanian Free Market Institute*

In November 2016, Lithuanian Free Market Institute won the Templeton Freedom Award for its book Economics in 31 Hours, which has succeeded in getting 65 percent of Lithuanian high schools to teach economics based on sound market principles.



BUILDING A MOVEMENT



"I am extremely excited to be so closely involved with Atlas Network as it continues to gain momentum. Our partners from all over the world inspire us with their enthusiasm and dedication in exploring and promoting the ideas of liberty even in those countries where it is most repressed."

In September 2016, Atlas Network's Board of Directors elected Linda Whetstone, daughter of our late founder Sir Antony Fisher, to serve as board chair.

BUILDING A MOVEMENT

Atlas Network is increasingly seen as a center of gravity within the worldwide freedom movement. Our events, media engagement, and online presence generate new appreciation for the benefits of liberty.



Website Sessions

2014: 215,067

2015: 545,814

2016: 601,117



Social Media Engagements

2014: 53,600

2015: 94,649

2016: 239,280

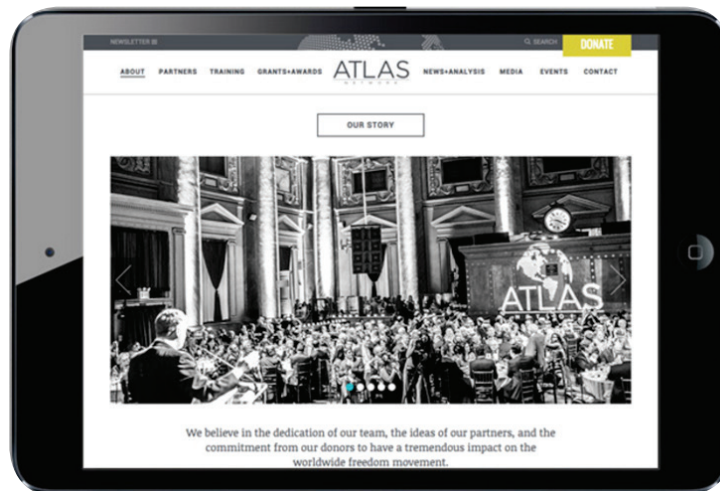


Social Media Audience Size

2014: 49,379

2015: 57,614

2016: 66,947



BUILDING A MOVEMENT



In 2016, Atlas Network was mentioned in the media 725 times. This includes a special *Stossel* segment with Atlas Network CEO Brad Lips, talking about combating global cronyism and Anthea Haryoko's project that won the 2016 Think Tank Shark Tank Competition.



Atlas Network President Alex Chafuen wrote 12 articles as a contributor for *Forbes* in 2016, covering topics like the death of Fidel Castro, the state of the U.S. economy, and the tasks at hand for intellectual entrepreneurs.



In November, Dr. Tom G. Palmer was named to the newly established position of George M. Yeager Chair for Advancing Liberty at Atlas Network. Palmer edited a new book, *Self-Control or State Control? You Decide*, available for download at: AtlasNetwork.org/selfcontrol

BUILDING A MOVEMENT

Atlas Network hosted 58 events in 2016 to connect the freedom movement's generous supporters with those making a difference on the front lines of the battle of ideas.





01

Staff of the Institute of Economic Affairs (U.K.) and Atlas Network pose together at the conclusion of a festive Europe Liberty Forum that attracted 147 participants from 23 countries.

02

Temba Nolutshungu (Free Market Foundation, South Africa) speaks at Atlas Network's 35th Anniversary event in San Francisco.

03

John Stossel with Atlas Network board member Andrea Rich.

04

Atlas Network supporter Don Smith with Dr. Tom G. Palmer.

05

Atlas Network supporters John Aglialoro and Joan Carter with Freedom Dinner keynote speaker Alan Charles Kors.

06

Atlas Network board members Kathryn Washburn and Robert Boyd.

07

Daniel Green (Templeton Religion Trust) and Stephanie Lips take a break at a conference in Banff, Canada.

08

Dan Grossman (right) is recognized for his achievements as chairman of Atlas Network's board from 2008-16. Pictured with Brad Lips.

2016 FINANCES (UNAUDITED)

REVENUE

Individuals	\$8,039,124
Foundations	\$5,990,876
Corporations	\$641,861
Other income	\$678,987
Total Revenue	\$15,350,848

EXPENSES

Programs	\$12,178,908
Management	\$373,642
Development	\$1,012,292
Total Expenses	\$13,564,842

ASSETS

Cash and Equivalents	\$1,644,614
Pledges and Receivables	\$5,342,168
Other Assets	\$1,427,751
Total	\$8,414,533

LIABILITIES AND NET ASSETS

Liabilities	\$374,212
Net Assets	\$8,040,321
Total	\$8,414,533



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



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.

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** deceased*



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Washington, DC 20005

Online

Give via debit, credit card, bank wire, or gift of stock:
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Estate Planning

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SAVE THE DATE



In addition to Atlas Network's 2017 Liberty Forum and Freedom Dinner, throughout 2017 we are hosting Regional Liberty Forums around the world. These are wonderful opportunities to travel with the Atlas Network team and visit inspiring freedom champions in their home regions. Visit AtlasNetwork.org/RLF to learn the dates and locations.



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