

Atlas Network's quarterly review of the worldwide freedom movement

FREEDOM'S CHAMPION

INDIA'S MARGINAL REVOLUTION

THE FEW

BY LINDA WHETSTONE

IMPACT CASE STUDY:
LITHUANIA'S NEW ECON TEXTBOOK

ALUMNI IN FOCUS:
CONNOR BOYACK'S ENTREPRENEURIAL
HUSTLE IN UTAH PAYS OFF BIG

ASIA LIBERTY FORUM:
INDIA'S CENTRE FOR CIVIL SOCIETY TAKES HOME
REGIONAL LIBERTY AWARD IN MUMBAI

{FC}
SPRING 2017



Vision: Atlas Network's vision is a free, prosperous, and peaceful world where limited governments defend the rule of law, private property, and free markets.

Mission: Atlas Network is the only global organization that supports and empowers a professional association of more than 450 independent organizations in over 90 countries to achieve victories for liberty.

Strategy: Atlas Network serves as the freedom movement's center of gravity by providing our partners with coaching, competitive grant and award opportunities, and occasions to celebrate high-impact successes.



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



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Freedom's Champion: an Atlas Network Publication

Editor-in-Chief Daniel Anthony | Graphic Designer Teresa O'Leary | Assistant Editors Grace Courter and Austin Pickrell | Copy Editor Eric D. Dixon

{ MESSAGE FROM THE CEO }

FREEING THE POTENTIAL OF THE POOR

I am tremendously optimistic about a big rethink taking place in how to address poverty.

Bono — U2 frontman and a sincere anti-poverty activist — changed his tune a couple of years back, saying, “Aid

down dreams of Sachs and the larger aid community on their head. In the process, the film earned praise from across the ideological spectrum. Its central message: Stop looking at the poor as objects of charity, but rather as capable subjects with their own

know that small reforms — which enable and incentivize productive work in a market economy — add up to make a big difference in the lives of millions upon millions of people.

These are Atlas Network partners

{ Atlas Network partner think tanks are removing the barriers to enterprise that prevent the poor from helping themselves. }

is just a stop-gap. ... Entrepreneurial capitalism takes more people out of poverty than aid.”

Nina Munk’s brilliant book *The Idealist* chronicled the failure of the “Big Aid” premise behind Jeffrey Sachs’s Millennium Villages Project. Sachs dreamed that with enough money and enough technocratic expertise, we could achieve *The End of Poverty* (the title of his 2005 book), but the results of his interventions were disappointing, and at times even counterproductive.

Poverty, Inc., the documentary that won Acton Institute our 2015 Templeton Freedom Award, turned the top-

stories of self-actualization.

The film echoes the insights of William Easterly, a longtime critic of the aid industry’s paternalist mindset. Easterly is no longer a heretic; he has become a herald of a new mindset that trusts the poor to have the capacity to lift themselves from poverty.

But is there still something constructive to be done by the compassionate among us? Of course.

Our cover story on India provides example after example. Local think tanks are removing the barriers to enterprise that prevent the poor from helping themselves. These think tanks

with which we are proud to be associated, and we want to help them scale up their important work.

Our partners convincingly demonstrate that the freedom movement works against privileges for the powerful, and for the dignity of all people worldwide.

Brad Lips
CEO of Atlas Network



FREEDOM'S CHAMPION

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India's Marginal Revolution

By Eric D. Dixon and Tarun Vats

This is the story of how small changes lead to massive transformations — ending minimal capital requirements, opening new commodity markets, increasing awareness of legal rights, protecting private property in rural populations, ending black markets, and more. This is the story of India's marginal revolution.



The Few

By Linda Whetstone

"Atlas Network now advances my father's far-reaching vision in ways and on a scale he would not have imagined possible. I continue to find inspiration in his story, and in those who have been stirred by it," writes Linda Whetstone, Atlas Network's recently appointed board chair and daughter of Atlas Network's founder, Sir Antony Fisher.

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Impact Case Study: LFMI's 'Economics in 31 Hours' Gives Next Generation of Lithuanian Youth Fighting Chance to Learn Economics of Freedom

Economics education in Lithuania has shifted from out-dated textbook lectures on big, omnipotent government solutions to innovative and interactive lessons on how property rights, free exchange, profit, and competition shape decision-making in everyday life, thanks to the work of 2016 Templeton Freedom Award winner Lithuanian Free Market Institute.

WE WANT YOUR FEEDBACK

What do you think of the new *Freedom's Champion*? If you have any feedback, comments, or ideas, feel free to send them to the publication's editor-in-chief, Daniel Anthony, at Daniel.Anthony@AtlasNetwork.org. We look forward to hearing from you as we continue to fine-tune our new publication.



Asia Liberty Forum: Highlights From Mumbai

"We're seeking to tear down the market barriers that impede free markets and free enterprise for the 1 billion people of India," said Amit Chandra of New Delhi-based Centre for Civil Society (CCS). Chandra accepted the 2017 Asia Liberty Award on behalf of CCS for its "Jeevika: Law, Liberty & Livelihood Campaign" during Asia Liberty Forum's closing dinner.



Alumni in Focus: Connor Boyack's Entrepreneurial Hustle in Utah Pays Off Big

"Creating political change in a climate of apathy and where people believe 'all is well' takes a tremendous amount of hustle and a bit of creativity," says Connor Boyack, president of Libertas Institute.



RAF Central Gunnery School, December 1942. Antony Fisher is seated at far left.

The Few

BY LINDA WHETSTONE — ATLAS NETWORK'S BOARD CHAIR AND DAUGHTER OF FOUNDER SIR ANTONY FISHER

“

My father, Sir Antony Fisher, was indeed an exceptional man to have been credited by two of the United Kingdom's greatest prime ministers as having been among “the few” who rescued the nation in its hours of need.

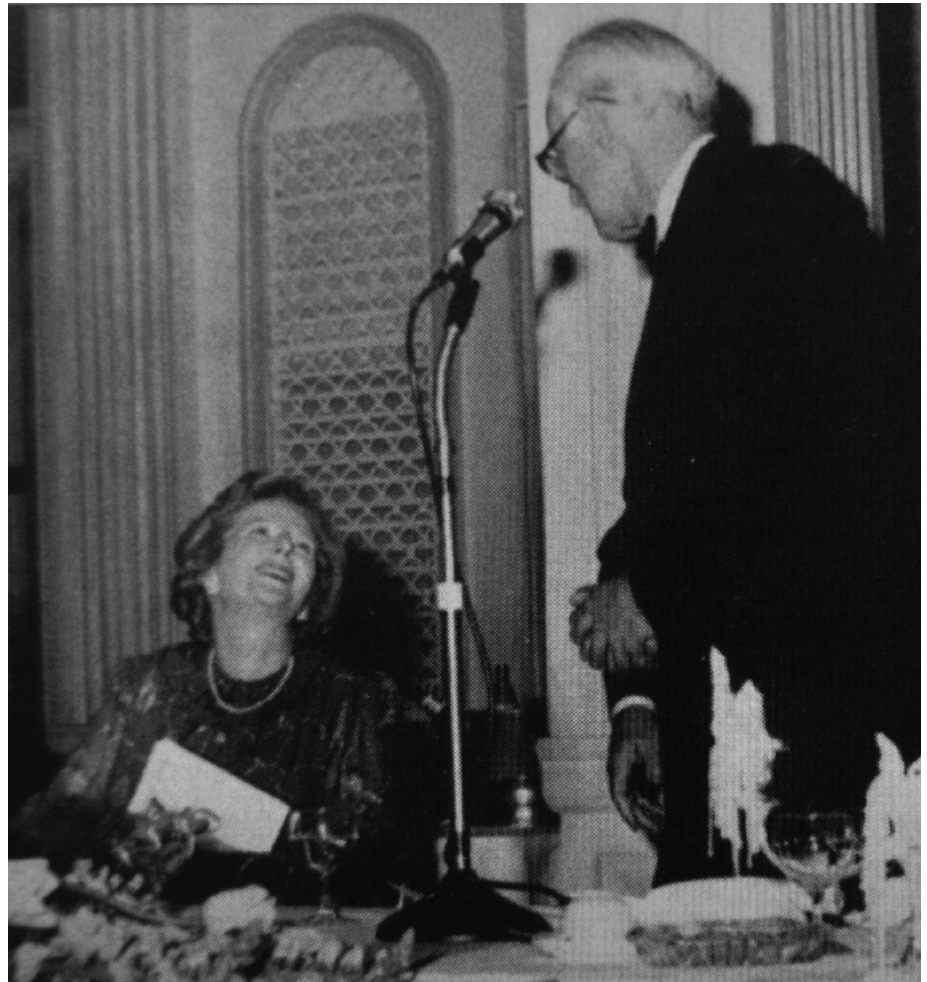
After the Battle of Britain in 1940, Winston Churchill said of the Royal Air Force pilots who held off the German Luftwasse, “Never in the field of human conflict has so much been owed by so many to so few.” My father was one of those few.

Then, in 1987 at the 30th anniversary dinner of the Institute of Economic Affairs (IEA), Margaret Thatcher said of my father and those who helped him found that institution: “They were the few. But they were right, and they saved Britain.” (She did add an aside: “But remember while the cocks may crow, it's the hen that lays the egg.”)

My father, Sir Antony Fisher, was indeed an exceptional man to have been credited by two of the United Kingdom's greatest prime ministers as having been among “the few” who rescued the nation in its hours of need.

I feel privileged to help carry on my father's legacy today, as chair of Atlas Network's board of directors. Atlas Network now advances my father's far-reaching vision in ways and on a scale he would not have imagined possible. I continue to find inspiration in his story, and in those who have been stirred by it.

Antony never knew his own father, who was killed in Gaza during the First World War. Antony's only brother died during the Battle of Britain, as he fell from his burning parachute while my father watched in horror from another plane, unable to help.



Antony Fisher and Margaret Thatcher at the Grosvenor House Hotel, London, celebrating the IEA's 30th anniversary on April 7, 1987.

These events, not surprisingly, had a profound influence on Antony. He believed they had fought and died for freedom, and after the war he became haunted by the spectre of communism advancing across Europe and socialism taking over at home.

In 1945, he read the shortened version of *The Road to Serfdom* in *Reader's Digest* and sought out its author, Friedrich Hayek, at the London School of Economics. Hayek advised my father against going into politics and told him instead to found an organiza-

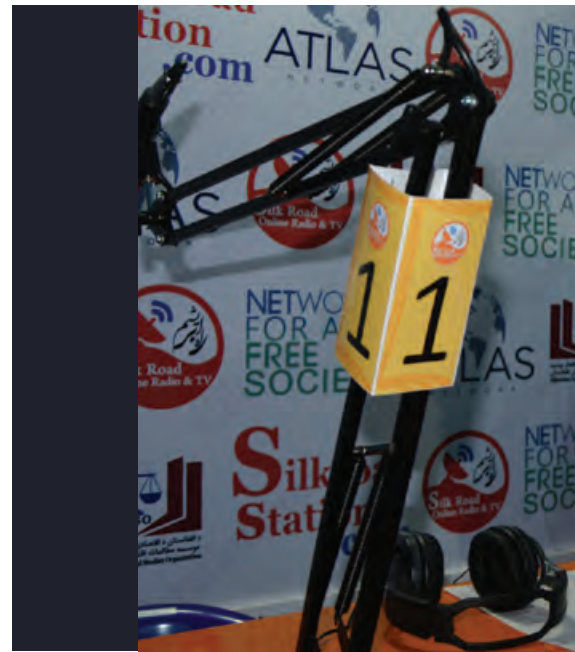
tion devoted to changing public opinion in favor of freedom. It would take academic research into market solutions for economic and social problems and render it easily understood and widely accessible. He wanted to focus on influencing both educated lay people and those he called the secondhand dealers in ideas — the intellectuals, teachers, journalists, authors, preachers, and politicians who would promote sound economic ideas more widely. Eventually, he hoped, they would transform the climate of opinion enough to turn the politically impossible into the politically inevitable.

Five years later, the IEA opened its doors in London to derision from the

“If Antony had done no more in the think tank world than found the IEA it would have been enough to put all believers in freedom in his debt,” Milton Friedman said. “But (he then took) to breeding think tanks, at first on a retail ... and then ... a wholesale basis.”

My father played a major role in developing the Fraser Institute in 1974, and co-founded the Manhattan Institute in 1978 and the Pacific Research Institute in 1979. As ever more people came to him to learn the secret of the IEA’s success, he founded Atlas Network in 1981 in San Francisco.

Atlas Network exists to strengthen the worldwide freedom movement and hasten Antony’s vision of a peaceful



“

If we are to attract the people and resources we need for this fight, we have to produce convincing evidence of outcomes that demonstrate our collective ability to influence opinion in favour of freedom on a massive scale.

chattering classes, who joked that the organization had employed the only two remaining free-market economists in the world.

For 25 years, the IEA produced rigorous, short publications on market solutions to the myriad problems created by years of socialism, but with seemingly little effect. Then, in 1979, Margaret Thatcher came to power as the United Kingdom’s new prime minister, and soon the ideas that had been advanced within many of those IEA publications became reality. Rent control and exchange control ended, union powers were curbed, and the majority of nationalised industries were privatised, among other landmark achievements.

Although others had begun making the case for free-market reforms by this point, the IEA had been the first and the most influential think tank to promote individual freedom and limited government in this way.

world where limited governments defend the rule of law, private property, and free markets, so that everyone — wherever they live in the world — can have the opportunities and prosperity that freedom brings.

We seek out individuals who share this vision, and support them with an impressive array of training, networking, and opportunities for awards and strategic grants to help them either found or develop think tanks.

When Sir Antony Fisher died in 1988, Atlas Network had somewhere in the region of 40 partners in approximately 20 countries, which was an enormous achievement in a pre-Internet age. Bill Sumner and Dan Grossman followed him as chairman, and led Atlas Network through a time of change and impressive growth. As I now take over those responsibilities, Atlas Network has grown to more than 450 partners in over 90 countries, and those who have contributed to these successes

can be very proud of their achievements.

In our work at Atlas Network, it is important that we keep asking ourselves whether current strategies are still the best or whether there is something better. Atlas Network’s approach has received a big thumbs-up, however, from the well-respected development economist William Easterly, who worked at the World Bank for many years.

Speaking at the 2016 Annual IEA Hayek Memorial Lecture in London, Easterly rejected the traditional technocratic solutions to poverty that have been the hallmark of international aid for many years, in favor of advocating freedom and individual rights, particularly for the poor, which underpins lasting economic growth.

“Those of us who work in aid and development should ... advocate for the cause of freedom for the world’s



Photo credit: Judd Weiss

(LEFT) The Afghan Economic and Legal Studies Organisation, based in Kabul, running the Silk Road Radio Station. **(RIGHT)** Atlas Network Board Chair Linda Whetstone (center left) at Freedom Dinner 2015 with Dhananath Fernando from Advocata Institute (left), Christian-Aimé Chofor Che from the Central African Centre for Libertarian Thought and Action (center right), and Alex Njeru from Eastern African Policy Centre (right).

poor,” Easterly pleaded. “Freedom may be winning, but we know the battle is far from over. So it remains for all of us ... to keep fighting for those ideals of freedom. ... We need to convince many more that all people everywhere deserve to be free at last.”

This is exactly what Atlas Network and our partners have been doing for 36 years, and now development economists agree that freedom is the only thing that can work. Our challenge today, as I see it, is to be ever more rigorous in promoting freedom in the most effective ways possible — and on an ever-expanding scale.

If we are to attract the people and resources we need for this fight, we have to produce convincing evidence of outcomes that demonstrate our collective ability to influence opinion in favour of freedom on a massive scale. We must also, however, see that this leads to policy changes in both the short and long terms — improvements in property rights, the rule of law, and freer markets.

I hope we can also find a way to engage ex-patriates in the West who

have benefited from the institutions of freedom in their adopted countries, to support those who are struggling to promote and establish them back home.

We need to seek better ways to explain to potential friends and supporters in the West that it is also in their interest to help ensure that the poor and repressed in troubled countries will benefit from the freedom that has brought us prosperity and peace. Our security and prosperity depend on people everywhere having the opportunity to escape repression and poverty. Until they can experience some of the benefits of freedom, it is almost certain that their troubles will also in part be our troubles.

Atlas Network is proud to work with dedicated partners in many countries, including inspiring and brave partners who struggle under incredibly challenging circumstances in such countries as Pakistan, Venezuela, and Afghanistan.

Our partner in Afghanistan provides a good example. The Afghanistan Economic and Legal Studies Organization

in Kabul runs Silk Road Station radio, amongst other projects, with the purpose of promoting the values of a free society both within that country and to others who can speak their languages. It reaches about 1,000 listeners a day, and rising, and anyone can get a free mobile app to receive its content.

The station is run with 115 volunteers and four part- or full-time employees. A studio technician there earns \$180 a month, and the total cost of the station is just under \$16,000 a year. They struggle to raise even that small amount, although I believe strongly that hearts and minds in Afghanistan are eventually more likely to be changed by ideas than by force — and at a much lower price.

You are probably reading this because you are among the few who believe in and promote freedom. Between us, we greatly need to increase both our numbers and the ability of Atlas Network and its partners to expand their reach and effectiveness. I hope you will help us in this great endeavour. [FC]



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FOR MORE INFORMATION:

Please contact Stephanie Giovanetti Lips at Stephanie@AtlasNetwork.org, or 202.449.8449, to discover how you can leave Atlas Network in your estate plans.

[THIS QUARTER IN]

WORLD 10

The best of Atlas Network's biweekly World10 email report. Subscribe at: atlasnetwork.org/world10



1 — Igniting the entrepreneurial spirit in Venezuela

After six turbulent decades of socialism in Venezuela, the economic, political, and social crisis there seems to intensify every day. Atlas Network partner Econintech is working to ignite and empower the entrepreneurial spirit of its country by bringing practical skills to individuals, offering training and certification in “finance, economics, accounting, engineering, mathematics, management, computing, personal growth, and eventually languages,” with a special focus on how economic freedom allows these skills to flourish within a prosperous society.

2 — Legislative victories in Ohio for civil asset forfeiture reform, charity health care

Property rights are more secure in Ohio, and health care more available to the needy, thanks to The Buckeye Institute's analysis and subsequent new laws signed by Gov. John Kasich that implement sweeping reforms to the state's civil asset forfeiture process and allow doctors to receive continuing education credit for charitable care. The Buckeye Institute's analysis has been cited by the state legislature as a catalyst for the reforms.

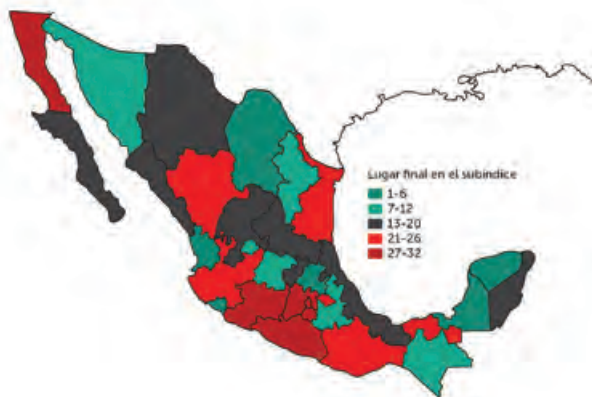


3 — Reforming and privatizing state-owned enterprises in Sri Lanka

Sri Lanka's state-owned enterprises (SOEs) have been chronically inefficient and wasteful, but the Advocata Institute is helping to change things. The Sri Lankan government has begun privatizing some of its SOEs, like SriLankan Airlines, and Advocata's landmark report “The State of State Enterprises in Sri Lanka” has been widely influential in this on-going reform process.

4 — Helping municipalities in Mexico tame soaring budgets

Municipal spending is rising in Mexico, growing by 66.8 percent during the decade from 2004 to 2014, according to the Municipal Budget Information Index, an annual publication from IMCO (Instituto Mexicano para la Competitividad) that aims to measure budgets and improve transparency. IMCO discovered in 2009 that there was little to no public information available regarding how much municipal governments in Mexico were spending, and on what. The index, now in its seventh year, measures and improves transparency of the country's several hundred municipalities.



5 — South Africa's government corruption challenges

A recent government probe rocked South Africa after allegations of presidential corruption in late 2016. The probe only scratched the surface, however, and a recent report, "Going off the Rails," from the South African Institute of Race Relations, details more than 200 infractions committed by the government that violate the South Africa Constitution or its citizens' constitutional rights. Allegations include bribery for government appointments and official obstruction of the prosecutor charged with investigating government corruption.

6 — Entrepreneurs in Slovakia spend 140 hours annually complying with bureaucratic red tape

Small entrepreneurs in Slovakia spend 140 hours annually — about 17.5 full working days — navigating the country's complex regulatory red tape. That's one of the startling findings from the new "Bureaucracy Index" launched by the Institute of Economic and Social Studies, based in Bratislava, Slovakia. Those 140 hours of regulatory grappling include an average of 75 administrative tasks that cost €1,472 (US\$1,565) per year.



7 — Free the People aims to shift power away from special interests

Powerful special interests often control the political process, but the recently launched organization Free the People is devoted to one major goal: “To permanently shift power away from political insiders and Washington cronies, back to local communities and free people.” The organization, based in Washington, D.C., and headed by Matt and Terry Kibbe, is working on projects involving video narrative, imagery, storytelling, and even comedy in order to drive boots-on-the-ground social change from the bottom up.



8 — Remembering Ljubo Sirc, Slovenian hero of liberty

The Slovenian lawyer and economist Ljubo Sirc died on Dec. 1, leaving behind a legacy of “intransigent opposition to communism” and support for economic freedom, entrepreneurship, and the rule of law. To honor Sirc’s passing, Atlas Network President Alex Chafuen wrote at Forbes.com about Sirc’s life, legacy, and numerous important contributions to the liberty movement in Europe and across the globe. “Sirc was a Slovenian hero of the free society and a champion of liberty on many fronts,” Chafuen said.



9 — Communism’s bloody legacy in Bulgaria shouldn’t be forgotten

A recent peaceful demonstration led by Stoyan Panchev, founder and director of the Bulgarian Libertarian Society, decorated a campus statue of Karl Marx with a bloody crown and plastic bones to illustrate the real consequences of Marxist ideas. “Communism is responsible for a horrifying death toll,” Panchev said, “but today’s students in Bulgaria are still schooled in socialist thought rather than being taught its true bloody legacy.”



10 — Hong Kong, Switzerland, New Zealand rank highest in 2016 Human Freedom Index

The latest annual “Human Freedom Index” from the Cato Institute, the Fraser Institute, and the Friedrich Naumann Foundation provides a careful ranking of personal autonomy, civil liberties, and economic freedom. The top five freest countries for 2016 are Hong Kong, Switzerland, New Zealand, Ireland, and Denmark, while the least free are Libya, Yemen, Iran, Syria, and the Central African Republic.





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{ SUPPORTER SPOTLIGHT } ALAN GIBBS

In 1963, Alan Gibbs crossed through Checkpoint Charlie from West Berlin to the other side of the recently constructed Berlin Wall. “It was a shocker! Bare shelves, almost nothing to buy, weeds growing through cracked cement, and none of the signs of progress that existed in the West.”

A few years later, he was part of a small group tasked with drawing up the annual import licensing schedule of his native New Zealand — arguably the least-free non-communist country in the world at the time. “It was central planning at its worst,” Gibbs exclaimed. “We were deciding whether New Zealand needed more salted pork or more baby nappies [diapers] — as though the people couldn’t decide for themselves. Reading Hayek helped me discover why this central planning was doomed to fail, and why it is that limited governments and free markets create the most wealth for society.”

In the 1980s, Gibbs helped usher in a new era in Kiwi history. As described in *Trailblazers: The New Zealand Story*, a new documentary from Free To Choose Network, free-market reforms transformed the country under finance ministers Roger Douglas and Ruth Richardson. Gibbs, one of New

Zealand’s most successful businessmen, was recruited to chair the New Zealand Forestry Corporation, which became a remarkable example of successful restructuring and privatization.

In more recent decades, Gibbs has made waves in other areas — as an entrepreneur creating commercial high-speed amphibious vehicles, and as the visionary behind Gibbs Farm. The latter is a 1,000-acre sculpture park, home to massive pieces by important contemporary artists.

He continues to prioritize the advance of classical liberal ideas. A multi-year gift to Atlas Network in 2016 under-

writes its celebrated Think Tank MBA program, annually training two dozen of the liberty movement’s most promising leaders, and providing three Gibbs Fellows with special recognition and support to attend.

Gibbs explains his support of the liberty movement as an investment in humanity’s progress. “In my lifetime, the world’s population has more than tripled, and so has average GDP per capita. In total — and despite a world war — world income is up 1,300 percent. This only happened because of free markets and free trade. Today the world’s as exciting as it’s ever been and I’m keen to see future generations continue to reap the benefits of free societies.”



At Atlas Network’s 2016 Liberty Forum, former finance ministers of New Zealand Roger Douglas and Ruth Richardson joined Alan Gibbs in explaining the lessons of the country’s monumental free-market reforms.

BREAKING DOWN BARRIERS TO PROSPERITY

ASIA LIBERTY FORUM 2017

Asia Liberty Forum brought together more than 225 leaders, advocates, and think tank professionals from 22 countries to break down the barriers to prosperity in the region. Asia Liberty Forum was made possible by the generosity of several donors — most prominently, the John Templeton Foundation and the Smith Family Foundation — and was held at the Leela Mumbai Hotel in Mumbai, India, Feb. 9–11, 2017. Please join Atlas Network in 2018 for Asia Liberty Forum, Feb. 10–11 in Jakarta, Indonesia, to be co-hosted by the Center for Indonesian Policy Studies (CIPS).



(LEFT) The winner of the 2017 Think Tank Shark Tank – Asia competition, Tricia Yeoh (center) of the Institute for Democracy and Economic Affairs (Malaysia) for her pitch on a strategy to end price controls on small businesses in Malaysia along with the other contestants Akash Shrestha of Nepal-based Samriddhi Foundation (left), and Adinda Muchtar (right) of Indonesia-based Saurakebebasan.org. (RIGHT) Amit Chandra and Parth Shah, president of CCS, receive the 2017 Asia Liberty Award for its “Jeevika: Law, Liberty & Livelihood” campaign. The project aims to tear down the market barriers that impede free markets and free enterprise for the 1 billion people of India.



(LEFT) Amit Varma, best-selling writer and publisher of IndiaUncut.com, gives the keynote address, “Freedom in India.” (RIGHT) Junjie Ma of the Unirule Institute of Economics in Beijing, China, gives a heartfelt toast to freedom only weeks after the organization’s online presence was totally erased, rumored to have been carried out by elements of the Chinese government.



Asia Liberty Forum's co-host Centre for Civil Society (CCS) based in New Delhi, celebrates the completion of a successful event and its 20th anniversary of advancing liberty in India.



(LEFT) Lola Amelia of The Indonesian Institute (Jakarta), Sara Sihalohe of Jakarta-based Center for Indonesian Policy Studies (CIPS), Manali Shah, facilitator of Asia Think Tank Training – “Thinking Big,” and Suman Rai, Bikalpa, an Alternative (Nepal) during Asia Think Tank Training – “Thinking Big.” (RIGHT) Jayaprakash Narayana, renowned columnist and political reformer, and Luis Miranda, chairman of CCS, listen to opening remarks of the event.



Participants of the Asia Think Tank Training – “Thinking Big” celebrate after an intensive two days of long-term goal setting for their think tanks.



MAY 3 - 4

Latin America Liberty Forum 2017

Buenos Aires, Argentina

Co-hosted by Fundación Libertad

ATLASNETWORK.ORG/RLF

Africa Liberty Forum 2017

Johannesburg, South Africa

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MAY 23 - 25



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INDIA'S

MARGINAL REVOLUTION

BY ERIC D. DIXON AND TARUN VATS



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SOME VICTORIES FOR LIBERTY ARE SO DRAMATIC that they immediately change the course of history, like the fall of the Berlin Wall in 1989 and the dissolution of the Soviet Union on Christmas Day in 1991. Other victories take place under the radar, without fanfare, but can yield equally transformative results. Consider India, the largest democracy in the world. For centuries, the people of India struggled under a caste system that kept people regimented by genetic lineage into class, status, and even

taking this approach, which is leading to policy change and prosperity for Indians across the country.

REMOVING BARRIERS TO ENTREPRENEURSHIP

Social change advances along many fronts simultaneously, and the Centre for Civil Society (CCS), based in the capital of New Delhi, has spent years building wide-ranging programs that give the people of India tools to forge new paths in life. After receiving

a landmark victory after sharing its reform proposal with a government official in the Ministry of Commerce and Industry.

Until recently, India's minimum capital requirements stifled entrepreneurship throughout the economy by requiring 111.2 percent of per-capita income to be paid up front. Thanks to the policy reform efforts of CCS and its Ease of Doing Business project, minimum capital requirements were rescinded in 2016, along with the need to obtain



Removal of the minimum paid-up capital requirement will help level the playing field for all entrepreneurs.

—AMIT CHANDRA, ASSOCIATE DIRECTOR OF POLICY AT CENTRE FOR CIVIL SOCIETY

occupation. Decades of socialism and central planning in the 20th century made things even worse.

Then, in 1991, the same year that the Soviet Union dissolved, India began a process of economic reform that has gradually brought freedom, dignity, and prosperity to millions upon millions of individuals. Within a decade, the average income in India had doubled, and nearly 250 million people — about a fifth of the population — have risen out of poverty since then. This transformation is remarkable, but it is still ongoing. People who want to work and build new businesses face an array of obstacles. Informal and black markets comprise the vast majority of India's economic activity. Hundreds of millions of people in forgotten rural populations struggle to survive in the face of a regulatory regime that doesn't understand their needs or protect their rights.

Much like the market process itself, discovering the best strategies for successful policy reform requires a decentralized approach. Atlas Network partners throughout India are

a grant in Atlas Network's Leveraging Indices for Free Enterprise Policy Reform (LIFE) program, CCS 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. The organization achieved

a government certificate before beginning business operations.

"I believe that the removal of the minimum paid-up capital requirement will help in bringing a level playing field for all entrepreneurs, big or small," said Amit Chandra, associate director of policy advisory for CCS. "India



Amit Chandra, associate director of policy advisory at CCS, participating in Atlas Network's 2016 Lights, Camera, Liberty! training in New Delhi, India.

is ranked 158th in the 'starting a business' section of the Ease of Doing Business Index of 2015, published by the World Bank. The removal of the country's minimum paid-up capital requirement alone can help India to move up 22 positions to 136th place."

When governments require a significant capital investment before starting a business, potential entrepreneurs face strong and sometimes insurmountable barriers. One consequence is that many of those entrepreneurs turn to the vast informal economy. Workers in countless gray-market professions, however, are subject to arbitrary enforcement measures, including punitive fines, bribery solicitations, property seizures, violence, and imprisonment. Secure rights to earn a living, bolstered by a consistent rule of law, instead allow struggling laborers to flourish.

"I met Mohammed Zia in 2010 while working on a constitutional litigation [case] involving the economic freedom of cycle rickshaw pullers," said Prashant Narang, with the CCS legal advocacy project iJustice. "Zia came from Bihar, a poor state in eastern India, to New Delhi around 2005–06 with little money in his pocket. He [rented a] rickshaw for half a dollar per day and plied it himself. In 2010, when I met him regarding the litigation, he owned 110 rickshaws! I could not believe it. This was amazing."

Zia expanded his operations without job guarantees or minimum wage regulations, Narang explained, and helped provide other migrants with similar opportunities by renting out his rickshaws to them. Unfortunately, his business was illegal before 2010 because of a rule mandating that anybody operating a rickshaw must also be its owner, making it vastly more expensive for individuals to enter legal rickshaw service. When the High

"We fight for economic freedom and property rights of the informal sector ... that makes up 90 percent of India's workforce."

—PARTH SHAH, PRESIDENT OF CENTRE FOR CIVIL SOCIETY



CCS President Parth Shah.

Court in New Delhi declared the rule to be unconstitutional in February 2010, Zia finally became a lawful entrepreneur by providing the same type of value to society that he had offered all along.

STREET VENDORS AND THE INFORMAL ECONOMY

"We fight for economic freedom and property rights of the informal sector — street vendors, cycle rickshaw pullers, micro entrepreneurs — that makes up 90 percent of India's workforce," said CCS President Parth Shah. They work in places like factories, construction sites, restaurants, and wealthy homes.

The most visible, though, are India's street vendors — estimates range

from 10 to 25 million — who set up shop anywhere they can find space and sell a dizzying array of wares and services. They epitomize the entrepreneurial spirit, using what little means they have to provide a valuable service to others — and the communities in which they operate depend on their convenience and low prices.

Despite the valuable role that street vendors play throughout India's urban centers, their informal status has often made them subject to vast public-sector corruption, bribe solicitations, raids, confiscations, and evictions. The documentary film *India Awakes*, produced by Free To Choose Network, tells the story of one such vendor, Banwari Lal Sharma, who started his first food cart with his wife more than 20 years ago. Together,

they expanded their business through tireless work and struggling through years of hostility from authorities, and he is now president of a growing association of street vendors who fight for their legal status and protection. Thanks to their efforts, along with years of policy research and advocacy by India's free-market think tanks, things are beginning to improve. Legal status and protection enables street vendors to make longer-term entrepreneurial plans, invest in better goods and production, establish a higher standard of living, and create jobs for others.

AIDING FORGOTTEN RURAL POPULATIONS

India has more bamboo than any other country in the world, but China controls more than 83 percent of the global bamboo market despite having less than half of India's acreage. The longtime classification of bamboo as a tree rather than a grass, a regulation that has persisted in India dating from the early 20th century, is largely responsible for the country's stunted market. CCS has campaigned for years toward this simple classification change, which could allow one of India's largely untapped renewable resources to boost industry throughout the country — and especially provide new livelihood opportunities within rural areas.

"Our campaign 'Bamboo is Not a Tree' challenges the law that classifies bamboo as a tree and thereby makes this renewable and abundant resource inaccessible to forest-dwelling tribal communities," Shah said. "The small farmers are unable to earn their rightful livelihoods because of the restrictions on storage, trade, and transport of their produce." Although India's central government classified bamboo as a grass in 2011, state and local regulations have not aligned with

the national ruling. CCS continues to advocate reform of bamboo regulations at all levels of government.

In order for India's rural people to participate successfully in the economy, however, legal systems must recognize and protect their property rights. That's why the Liberty Institute has focused on helping agrarian tribes

land claims remained unofficial. Their villages were subject to raids, property seizure, and forced eviction by government officials. Their precarious legal position left them without any reason to invest in efficient cultivation, or to improve their homes, lands, or other property that could be destroyed or taken at any time — and they gained a strong in-

In order for India's rural people to participate successfully in the economy, legal systems must protect their property rights.

regain title to their ancestral lands by promoting and expanding the work of Action Research in Community Health and Development (ARCH), an NGO doing innovative work in the rural and forest areas of Gujarat, a state in western India. These tribes had their land declared the king's property during British rule, and even after India gained its independence in 1947,

centive to extract as many resources as possible from their depleting surroundings.

The famed Peruvian economist Hernando de Soto had chronicled the fundamental importance of clear property titles in his groundbreaking book *The Mystery of Capital*, but the compelling economic arguments



Banwari Lal Sharma, president of a growing association of street vendors who fight for their legal status and protection, pictured with his family at his daughters wedding. Photo credit: Free To Choose Media



The Liberty Institute and ARCH helped the local tribes transform their land from a burden into an asset and opportunity for future prosperity.



(LEFT) Barun Mitra, founder and director of the Liberty Institute. Photo credit: Judd Weiss (RIGHT) Baladevan Rangaraju, founder and director of India Institute. Photo credit: Judd Weiss

hadn't translated to real reform in rural India — until Ambrish Mehta and his wife Trupti of ARCH took matters into their own hands. They began working with a village led by a

"My role has been primarily promoting ARCH's work, because land and property rights are so fundamental in developing countries like India, and this success of ARCH is a real

about educational choice, property rights, and legal reforms. Then, two years ago, the organization devised a practical way to help ordinary citizens understand and protect their rights



Even as India is achieving several development milestones in quick succession, one area that has not improved much in decades is our criminal justice system, especially police reforms.

—BALADEVAN RANGARAJU, FOUNDER AND DIRECTOR OF INDIA INSTITUTE

Sagai tribal leader named Rama Bhai, whose applications for title had all been refused.

ARCH developed an innovative combination of GPS plotting and archived Google Earth satellite images that eventually allowed the tribes to prove their property claims and acquire legal title to their traditional lands, as well as a new future of security and investment in efficient production. By taking practical action to help the tribe gain legal recognition for its property, ARCH helped them transform the land from a burden into an asset and opportunity for future prosperity.

life demonstration of how principles could be put in to actual practice," said Liberty Institute founder and director Barun Mitra. "My involvement has been towards facilitating ARCH's work, and trying to expand it. I consider myself fortunate to have learned from ARCH's work in such a unique way how ideals could actually be implemented, and make an impact."

SECURING LEGAL RIGHTS

In order to exercise their rights, people also need reliable information about the law. The India Institute in New Delhi has spent the past six years producing innovative policy research

more effectively by developing a new mobile app named "i-torney: your pocket lawyer."

The i-torney app is designed to serve as an easily accessible tool to help people in India learn more about their legal rights, especially during interactions with law enforcement. The app began as a winning project pitch during Atlas Network's annual \$25,000 Think Tank Shark Tank competition in 2014. In the two years since then, i-torney has developed into a vital tool that arms ordinary people with specialized knowledge.

"Even as India is achieving sever-

al development milestones in quick succession, one area that has not improved much in decades is our criminal justice system, especially police reforms,” said Baladevan Rangaraju, India Institute founder and director. “After several commissions and com-

dents through community development programs.

One of CPPR’s high-profile reform projects is its campaign to liberalize the liquor trade in India, in the face of longstanding alcohol prohibition

focus on the philosophy of individual liberty, it can help change the culture’s inclination to control the personal decisions of others.

“Atlas Network partners have been able to germinate the liberal space in

Each marginal step taken by Atlas Network partners throughout India is leading to the transformation of an entire nation.

mittees and a Supreme Court ruling, implementing police reforms has been a major challenge for us. It is reflected in the huge number of custodial assaults and deaths (one every three days), and in the fact that more than two thirds of our jail inmates are undertrials — that is, accused but not yet convicted. i-torney is our humble effort to improve police accountability by empowering the common man with knowledge of his legal rights against attack on his life and liberty, and the facility to seek immediate help when the same are under threat.”

FIGHTING THE DANGERS OF LIQUOR PROHIBITION

India faces a wide array of other threats to freedom. In addition to its extensive research and policy advocacy, the Centre for Public Policy Research (CPPR), based in the southern Indian city Kochi, focuses on promoting and popularizing classical liberal values that emphasize the inherent worth and dignity of every human life — a stark contrast to the remnants of India’s roots in a regimented caste system and grinding socialist oppression. These values form the core of CPPR’s work to reform public institutions, strengthen the rule of law, and empower India’s marginalized resi-

in the western state of Gujarat, the southern state of Kerala, the eastern state of Nagaland, and Lakshadweep, a group of islands situated off India’s west coast in the Arabian sea — followed in 2016 by a new liquor ban in the eastern state of Bihar. CPPR’s work explains why alcohol prohibition creates a wide array of new problems without solving the old ones, spawns black-market liquor shops and unsafe homemade products that claim hundreds of lives each year, and devastates livelihoods for millions of farmers.

“We have global experience; we have regional experience,” said CPPR chairman D. Dhanuraj, in an interview with India’s CNBC TV 18. “The global experience is from countries like the U.S., where they had banned alcohol consumption, alcohol sales in the early 20th century. But they failed in the attempt. They figured out that liquor bans, in fact, created black markets. And the same is the case with the liquor ban that is existing in four states in India.”

The prohibitionist mindset is entrenched in India, so this fight will be ongoing for some time. CPPR hopes that by augmenting its research programs and publications with a robust

the minds of the young generation in recent times,” Dhanuraj said. “Different partners have different styles of functioning. Some of them nurture research and publication, while others are into liberal philosophy training and advocacy. All these efforts are complementary to each other.”

TRANSFORMATION THROUGH MARGINAL CHANGE

India, the world’s largest democracy, has been in a continual process of incremental reform for the past 25 years — but small changes can have an exponential impact. Ending minimum capital requirements unleashes entrepreneurship, reclassifying bamboo as a grass opens new commodity markets, creating the i-torney mobile app brings information about legal rights to people with the click of a button, new protections for property rights uplift India’s rural populations, and liquor liberalization helps put an end to dangerous black markets. Each marginal step taken by Atlas Network partners throughout India is leading to the transformation of an entire nation. 

HIGHLIGHTS FROM ATLAS NETWORK EVENTS





01
Atlas Network's Dr. Tom G. Palmer, the George M. Yeager Chair for Advancing Liberty, presents on his new book, *Self-Control or State Control? You Decide*.

02
Antonio Calí, a think tank founder who runs a low-cost private school for the poor in Guatemala, explains the impact of his work in rural Guatemala at an Atlas Network event in New York City on Dec. 8.

03
Wendy Babb, Gerald Fickenscher, Charles Albers, and Julie Planck at the Boathouse in Sarasota for an event about "Defeating the Big Government Goliath," featuring Atlas Network CEO Brad Lips, on Jan. 12.

04
Luis Miranda, chairman of Centre for Civil Society in India, speaks with Atlas Network supporter Jean-Claude Gruffat after giving a presentation, "What to Expect After India's 'Day of Rage'? An Update on India," in New York City on Jan. 26.

05
Atlas Network friends and supporters at the Boathouse in Sarasota. From left to right: George and Julie Mosher, Michael Krupp, Tim Videnka, Michael Neal, and Brad Lips.

06
At Atlas Network's holiday party, staff members Brittany Gunkler (left) and Erwin Chaloupka (middle) join Guatemalan freedom champions (from left to right) Antonio Calí, Lorena Palmieri de Morales, and Fernando Morales.

07
John Stossel asks Dr. Tom G. Palmer a question at the *Self-Control or State Control? You Decide* event in New York City on Jan. 26.

08
Dick Kossmann and Cici Wilkinson at a New York City luncheon on *Self-Control or State Control? You Decide* on Jan. 26.

{ IMPACT CASE STUDY }

LFMI CASE STUDY: 'ECONOMICS IN 31 HOURS' GIVES NEXT GENERATION OF LITHUANIAN YOUTH FIGHTING CHANCE TO LEARN ECONOMICS OF FREEDOM



Students use the Lithuanian Free Market Institute's textbook to learn the economics of freedom.

In 2002, Lithuania added economic education to its national school curriculum, mandating that 9th or 10th grade students take 31 hours of classroom study. Teachers, many of them working out of their field, struggled to make outdated textbooks relevant to their students, especially as the available material emphasized government-level solutions to economic problems through theoretical mathematical modeling of economic activity. Surveys of teachers found that 70 percent complained about the abstract marginalization of this new

mandated curriculum, made worse through limited time for planning, a lack of engaging and interactive teaching material, and a unanimous feeling among students that the course “did not relate to the surrounding reality and people’s lives.”

The Lithuanian Free Market Institute (LFMI), based in Vilnius, stepped up to launch an innovative and interactive textbook and teacher’s manual titled *Economics in 31 Hours*. In 2015, the first year of its release, it outsold the total number of economics textbooks

that had been purchased during the prior two years combined. As of January 2017, the textbook is used by 68 percent of 9th and 10th graders in Lithuania’s schools — more than 22,000 students across the country annually. Only 18 months after the original production, LFMI is now publishing the 4th edition of this textbook.

“Textbooks were aging faster than they were published,” explained Aneita Vainė, director of development and programs at LFMI. “Teaching centered largely on mainstream eco-

nomics that yielded a one-sided approach to economics and exalted big, omnipotent government.” In addition to these problems, students were not learning the significance of economics and markets in how they would approach political, social, and career decisions. “Available economics textbooks focused on mathematization of economic decisions and lacked social, civic, and ethical perspectives,” Vainė said.

LFMI had worked successfully on policy advocacy and economic reform issues in Lithuania for 25 years before it released the *Economics in 31 Hours* textbook. It had witnessed the rise of a new generation that did not remember the economic and political situation of the country before 1990. “It is by no means true that knowledge of economics is necessary for only a minority – the understanding of the discipline is crucial for everyone and essential for the well-being of the society,” said Žilvinas Šilėnas, LFMI president.

The LFMI team understood that the book needed to be part of an overall reform in the way that students learn economics, so they also developed a



Žilvinas Šilėnas, Lithuanian Free Market Institute president, teaches young students about economics.

teacher’s guide, which includes a full curriculum plan and associated learning aids. In addition, they provided training and support that would allow teachers to become more effective with material they understood.

The result was a rapid success. *Economics in 31 Hours*, named after the length of the course requirement as specified in the law, was quickly adopted by more than half of the classrooms in Lithuania. The textbook began to win awards, among them the prestigious Templeton Freedom Award in 2016 – generously supported by the Templeton Religion Trust

– and other organizations began to inquire about translations of the textbook for their own countries. “This year the teacher’s platform won the People’s Choice Award in LOGIN – the largest tech and innovations festival in the Baltic states,” Šilėnas said. “This is a strong argument for the need of contemporary learning and teaching aids of economics.”

In a country that only a short time ago was under communist control, *Economics in 31 Hours* is giving the next generation of Lithuanian youth a fighting chance to learn the economics of freedom.

The Economics in 31 Hours project team included Žilvinas Šilėnas, LFMI president; Marija Vyšniauskaitė, co-author and head of the LFMI Education Centre; Aneta Vainė, director of development and programs at LFMI; and Ieva Navickaitė, coordinator of Education Centre projects at LFMI.

WANT TO TAKE A DEEP 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 study highlighted here features the work of the Lithuanian Free Market Institute, the winner of Atlas Network’s prestigious Templeton Freedom Award in both 2014 and 2016. If you would like more in-depth inquiry, guidance, and discussion, be sure to participate in Atlas Leadership Academy’s Think Tank Impact online course, 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 the full case study about the *Economics in 31 Hours* project, visit: AtlasNetwork.org/LFMIcasestudy



{ ALUMNI IN FOCUS }

CONNOR BOYACK'S UTAH HUSTLE



Creating political change in a climate of apathy and where people believe “all is well” takes a tremendous amount of hustle and a bit of creativity.

Connor Boyack, president of the Utah-based Libertas Institute, has an entrepreneurial hustle. From his unique children’s liberty book series *The Tuttle Twins* to his work protecting economic liberty in the burgeoning Utah food truck industry, he isn’t afraid to tackle numerous projects at once. And he does it all with an appetite for success. Connor and Daniel Anthony, editor-in-chief of *Freedom’s Champion* and Atlas Network’s vice president of marketing and communications, first met when Connor attended an Atlas Network training in New York in 2015. Daniel recently caught up with Connor to learn a little more about him and his team’s work at Libertas.

How do you go from a hobby in 2009 to starting a successful free-market think tank just two years later?

Prior to starting Libertas Institute, I was a senior web developer with a successful career; politics was a mere hobby. I was part of the core team to elect Mike Lee as a senator in Utah in 2010. At the time, I was focused on the federal government — but soon thereafter realized that little to nothing good comes by focusing at this level of government. My time, talents, and energy would largely be wasted.

But the state level is different; one person at a local level can make a difference. And I saw a need in Utah — there was no voice of liberty at the state level, yet plenty of need for that voice given how overbearing the state had become on a number of issues. Realizing that I had an opportunity to turn my hobby and passion into a career, I started Libertas Institute in 2011 and haven’t looked back since.

And how do you know whether you’re having an impact?

We’ve been tremendously successful. As of now, 74 percent of our legislative proposals are enacted into law. We’ve created significant reforms on a wide range of issues: protecting parental rights, deregulating homeschooling, reforming civil asset forfeiture, increasing government transparency, limiting surveillance and protecting privacy, guarding civil liberties, and more. We have unique and compelling projects, and we’re focused on building a brand that is associated with a pattern of success.

What are some of the projects you and your team are working on these days?

Creating political change in a climate of apathy and where people believe “all is well” takes a tremendous amount of hustle and a bit of creativity. Some of our projects have included amending state constitutions to protect the use of property as a fundamental right in order to reduce overbearing land use ordinances that effectively eliminate a property owner’s right to peacefully do with their land what they desire. We are also working on fixing the criminal justice system by restoring the jury as a fundamental backstop of the system. Many jurors don’t know about their right to acquit defendants who may be technically guilty of an unjust law but should be held harmless given the injustice of the law’s application in that particular circumstance, so we’re making sure jurors are informed. And we are protecting economic liberty in the burgeoning food truck industry by



Connor Boyack being interviewed during the "Rally for Food Truck Freedom" in 2016.

establishing a statewide reciprocity system whereby costly business license fees and food handling permits can be streamlined and regulations minimized to free up the market.

Why isn't there a free market for food trucks?

In each city where they operate, they have to get inspections, pay fees, and comply with all sorts of regulations. As mobile businesses, when they want to go from one city to the next, that creates quite a bit of regulatory redundancy — and the costs add up very quickly. Food trucks operate on a very slim profit margin, so to compete and succeed, every dollar counts.

In 2016 we decided to help raise awareness of this problem — and to point people toward a reasonable

solution. So we hosted a "Rally for Food Truck Freedom" in Salt Lake City. Nearly 2,000 people attended, along with 13 food trucks and a slew of media outlets. The truck owners were so grateful for our support and are eager to see these burdensome laws streamlined and minimized.

Sean Hintze, who runs Sean's Smokehouse BBQ and Grill, echoed what the other entrepreneurs feel. "Food trucks like mine are very difficult to operate successfully," he said. "There are a number of regulations and fees that make it difficult for us to do what we do best: sell great food to willing customers. Libertas has been a fantastic ally to us by trying to free up the market so we can operate and compete without unnecessary and burdensome regulations."

Are you only focused on Utah for now?

We love Utah. We also think our mission is critical for other states. So our goal is to work on policies and projects that can punch above their level and have an impact far beyond the borders of our state.

The policy examples I shared above are some of those we're trying to "nail and scale," with a very limited budget and small team. We've also launched a few projects that are completely unique in order to have a potentially bigger impact.

One is the Freest Cities Index — a report ranking Utah's top 50 cities on a wide range of metrics. People are familiar with national and international indices, but to our knowledge ours is



The Libertas Institute team in 2016.

the first at a local level like this. We need to create more transparency like this at a local level so it can be used — whether for political change or simply by freedom-loving families deciding in what community they want to live.

Another unique project is our series of children's books that teach young kids from ages five to 10 the principles of freedom. It's called *The Tuttle Twins*, and each book is based on an important book or essay in our movement. We have five books so far, and with support from Atlas Network we've translated some of them into foreign languages and are working with Atlas Network partners and other groups to distribute them around the world. There is nothing like this series of books, and in the years ahead we're hoping to aggressively accelerate their distribution around the world,

including getting them into schools to become part of the curriculum.

What have you gained, small or big, from your partnership with Atlas Network?

I had no educational background to do what I'm doing now. It's been a lot of on-the-job training along the way. For that reason, Atlas Network has been a tremendous resource — the Atlas Leadership Academy trainings, the mentorship with John Tillman of Illinois Policy Institute, and the online resources have allowed me to rub shoulders with experienced think tank executives from whom I can learn as I figure out what we're doing!

Leadership can be lonely. As we each work in our communities to advance the cause of freedom, it can be an

isolating and overwhelming feeling to often be in the minority — especially when you're pushing against a government that has seemingly infinite resources and supporters of the status quo.

Atlas Network is great for many reasons, not the least of which is the networking of like minds across the world who we can connect with, learn from, and share struggles and successes with — to know that we have allies in the fight, each working within their spheres of influence.

Connor Boyack has taken several courses from Atlas Network's Atlas Leadership Academy (ALA), including: Think Tank Leadership Training; Lights, Camera, Liberty; and the Mentorship program with mentor John Tillman of Illinois Policy Institute. He graduated from ALA in 2015.

{ INSIDE ATLAS NETWORK }

NONPROFIT SUCCESS: FINDING THE MARGIN THAT MATTERS

BY MATT WARNER, ATLAS NETWORK CHIEF OPERATING OFFICER

When I discovered my college town was also home to a free-market think tank, I remember thinking, “This exists?! How cool!” And, since we all experiment in college, I started volunteering there while I worked toward my degree with the plan to start a career in business. Eventually, I worked full-time for the think tank while my wife finished law school. It made sense as a job for the time being —

our donors want to know — whether we are creating value. How do we do that? We need to define the margins that matter for our cause and then construct our own urgent timeline to pursue them.

For us at Atlas Network, that means setting ambitious, meaningful, and measurable goals and organizing ourselves to achieve them, even if those

push harder next time for the win. In the meantime, falling short of a big goal will create more value than comfortably taking one small step forward.

Working for a nonprofit cause means creating your own urgency and accountability. I’m lucky to work with a group of people who don’t just want to make a difference in the world.

{ We need to define the margins that matter for our cause and then construct our own urgent timeline to pursue them. }

and, of course, it helped that I loved it.

Fast forward more than a decade later. I never left the free-market, nonprofit sector. Thanks to generous donors and visionary nonprofit leaders, people like me can build productive and rewarding careers advancing the ideals of the free society. Again, how cool.

But the nonprofit sector is missing something, and it’s easy to guess what that is: profit. When most of us think of profit, we think of money, but profit is much more than that, of course. Profit — more specifically, profit margin — is valuable information. It tells you, at least in a free market, that you are creating value for someone. Well, those of us in the nonprofit sector also crave that same valuable information. We want to know — and

outsized goals make us uncomfortable. Even if we are not completely sure at the outset how we will achieve them. Over the last few years, this approach has worked. We are achieving more, and donors are trusting us with more of their resources.

What’s the lesson here? For think tank leaders, it means don’t just do what you think you can do. The only way to know you are piercing the margin that matters is by urgently working to do what you aren’t sure is possible and defining that vision with clarity and accountability.

For donors, this means holding nonprofits accountable, and recognizing that if they are chasing the margin that matters, they will sometimes fall short. The experience of falling short stings and will spur a good team to

They want to make a big difference in the world. They want to find the margins that matter for our organization and they’re willing to commit to big goals to do so. How cool, indeed.



In late 2016, Matt Warner was named chief operating officer of Atlas Network.

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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 Clark Ruper at: **Clark.Ruper@AtlasNetwork.org**

"Today, almost all countries have excessive regulation and government expenditure. I'm motivated to support the liberty movement to help people understand that very limited government is in everybody's interest." — Alan Gibbs

Atlas Network supporter Alan Gibbs on board the Quadski — a high-speed amphibious vehicle of his own creation. See page 15 for story.



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