

Atlas Network's quarterly review of the worldwide freedom movement

FREEDOM'S CHAMPION

REMOVING ROADBLOCKS to REDEMPTION

HOW 10 U.S. THINK TANKS ARE GETTING
CRIMINAL JUSTICE RIGHT

BY AJ SKIERA

INCREMENTALISM or DYNAMITE?

BY ROBERT GUEST, FOREIGN EDITOR, THE ECONOMIST

IMPACT CASE STUDY: IMANIFESTO IS GHANA'S
BAROMETER OF LEGITIMACY FOR THE MASSES

Photo credit: Illinois Policy Institute

HIGHLIGHTS FROM ASIA
LIBERTY FORUM 2018

THE GIBBS FELLOWS SPOTLIGHT:
STORIES FROM NEPAL,
INDONESIA, UKRAINE



SPRING 2018

FREEDOM'S CHAMPION

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Removing roadblocks to redemption: How 10 U.S. think tanks are getting criminal justice right

By AJ Skiera

On the cover: In 2017, Illinois single mom Lisa Creason achieved her dream of working as a registered nurse with the help of the Illinois Policy Institute (Photo Credit: Illinois Policy Institute). This is just one example of how several of Atlas Network's U.S. partners are putting forth both research and action to bring much-needed criminal justice reform to a country that has less than 5 percent of the world's population, yet nearly 25 percent of the world's prison population. Page 6.

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Incrementalism or dynamite?

By Robert Guest

Foreign Editor of *The Economist* and Atlas Network's 2018 Europe Liberty Forum Keynote Speaker, Robert Guest, examines the question of whether it is better to seek ideological purity or pragmatic incrementalism in this opinion piece written exclusively for *Freedom's Champion*. He writes, "...it worries me that the atmosphere in so many countries today has recently become one of intense hostility to incrementalism." Read Guest's full piece on page 20.



Impact Case Study: IMANIFesto is Ghana's barometer of legitimacy for the masses

Unrealistic campaign promises are a staple in elections across the world, and nowhere has that been truer than in Ghana – until now. Accra-based IMANI Center for Policy and Education launched its IMANIFesto Campaign, which estimated the costs and rated the feasibility of all campaign promises made by the country's major political parties. Learn how the Templeton Freedom Award Finalist IMANI Center transformed the 2016 Parliamentary Election into one based not on political promises but on policy issues on page 24.

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



The Gibbs Fellow Spotlight: Stories from Nepal, Indonesia, Ukraine

By Andriy Shpakov, Sara Sihaloho, and Akash Shrestha

Since 2016, Alan Gibbs has provided the majority of funding for Atlas Network's flagship Think Tank MBA program, including the full-sponsorship of three exceptional think tank professionals who are honored as Gibbs Fellows. The 2017 class of Gibbs Fellows were Andriy Shpakov, executive director of EasyBusiness (Ukraine); Sara Sihaloho, general manager of the Center for Indonesian Policy Studies (Indonesia); and Akash Shrestha, research coordinator at Samridhi Foundation (Nepal). We recently caught up with each to learn more about the work they are doing and how the Gibbs Fellowship helped them achieve greater impact. Page 26.

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Inside Atlas Network: Atlas Network is moving!

Atlas Network is moving across the river to Arlington, Va. in May 2018. The lease in our current space is expiring and our organizational growth in the last five years warrants a move to larger, more efficient space. Making Arlington, Va. our new home will have many advantages. We also think the name of our new building, Two Liberty Center, is a nice touch of serendipity! Learn more on page 34.



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 475 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.



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.

{ MESSAGE FROM THE CEO }



I'm writing this message aboard a long flight home from Jakarta following Atlas Network's Asia Liberty Forum – 31,000 feet above the Pacific Ocean and with airplane-noise hum giving a strange sense of solitude. Up here, it's easy to be removed from the intense partisanship that envelops discussions of public policies back near our headquarters in the Washington D.C. area.

Atlas Network is fortunate, of course, to focus on a mission that is long-term in nature, making us – and many of our partners – a counter-weight to the fractious political actors that dominate the news cycle.

Our partner network is full of people who seek improvements in policies to improve lives in measurable ways, and they welcome the opportunity to build unusual alliances to achieve good outcomes. Our cover story on progress made on criminal justice reform in the U.S. is a great example.

These last days at our Asia Liberty Forum have showcased several other common-sense policy goals that are being pursued by Atlas Network partners who work in good faith to assemble broad coalitions for change. You'll no doubt be reading about some successes by these partners soon.

With 2018 still in its infancy, we have big hopes for what Atlas Network and its partners can achieve this year. I hope readers of *Freedom's Champion* will reflect on how this partner network – 483 strong and touching 94 countries as of January 1 – amounts to an incredible asset for changing the world for the better.



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Brad Lips
CEO of Atlas Network

REMOVING ROADBLOCKS TO REDEMPTION:

How 10 U.S. think tanks are getting criminal justice right

By: AJ Skiera

A just society requires that those who commit crimes stand punishment for their deeds before being allowed to reenter society. Yet, the punishment often doesn't fit the crime, and even when it does, many are denied the tools to effectively become productive citizens after they've paid their debts. It has increasingly become the case in the United States that roadblocks to redemption are created by the very system that seeks to rehabilitate.

Several of Atlas Network's domestic partners are putting forth both research and action to bring much-needed reform to a country that has less than 5 percent of the world's population, yet nearly 25 percent of the world's prison population. Criminal justice in the U.S. has a number of areas where smart reforms can help thousands of people recapture lost economic opportunity and gain a renewed outlook on life. This is the story of what Atlas Network's partners are doing to advance criminal justice reform in the U.S.

Criminal justice reform is a multifaceted issue needing multifaceted solutions. Atlas Network's partners are leveraging their comparative advantages to achieve policy reform and improve outcomes of those who go through the correctional system. Identifying areas such as civil forfeiture (or civil asset forfeiture), barriers to prisoner reentry, occupational licensing, coercive plea-bargaining, overcriminalization, and sentencing reform, many state-based public policy groups are working to improve their backyards while national organizations advocate change at the highest level.

'POLICING FOR PROFIT:' CIVIL FORFEITURE

The northern Virginia-based Institute for Justice (IJ) is a national law firm that litigates to limit the size and scope of government power and protect Americans' economic freedom. Its apparatus has grown considerably since

1991 to encompass strategic research, boots-on-the-ground activism, communications, and legislative outreach in addition to litigating on behalf of individuals. IJ is widely considered to be a thought leader of civil forfeiture reform.

Civil forfeiture allows the government to take and sell one's property on the mere suspicion that it might be connected to criminal activity and without requiring the individual to be charged with a crime. This troubling practice has created perverse incentives for police departments around the country including receiving a portion or all of the proceeds from civil forfeiture. Police are given the power to seize property at-will and create an uphill legal battle for those seeking to get it back.

IJ provides the most comprehensive guide to civil forfeiture laws and data at the state and federal levels with its flagship publication, *Policing for Profit: The Abuse of Civil Asset Forfeiture*, which has become the go-to source for media and policymakers interested in the issue.

Since 2010, IJ has brought 18 cases challenging unjust civil forfeitures at the state and federal levels and has filed several amicus briefs with the U.S. Supreme Court and other courts to raise awareness about the lack of due process and perverse incentives that drive abuse of civil forfeiture.

"Over the past seven years, IJ has secured the return of at least \$4.7 million worth of unjustly seized property for our clients," said Lisa Knepper, IJ's director of strategic research. "And just since 2014, 25 states and the District of Columbia have enacted forfeiture reforms legislatively. These include the abolition of civil forfeiture in New Mexico, the elimination of the profit incentive in D.C. and New Mexico, improved transparency in Arizona and Colorado and other states, and stronger procedural protections in a number of states."

The government should not be able to use civil forfeiture to take money from people who have done nothing wrong. Yet that is exactly what is the IRS did to Terry Dehko and his daughter Sandy Thomas, the owners of Schott's Supermarket, a small grocery store in Fraser, Michigan—until the Institute for Justice helped get it back.



Photo credit: Institute for Justice (IJ)

Its list of victories does not stop there. Through a class-action lawsuit, IJ ended several troublesome aspects of Philadelphia's abuse of civil forfeiture that regularly harmed innocent citizens. The pressure IJ built through litigation, research, and communications also forced the IRS to roll back its forfeiture program after exposing the agency's abuse of so-called "structuring laws" to seize the bank accounts of law-abiding small business owners. Citing IJ research, Supreme Court Justice Clarence Thomas issued a concurring opinion in 2017 questioning whether civil forfeiture can be reconciled with the Constitution. IJ cases and research were also cited in reports made by inspectors general for the Departments of Justice and Treasury, who warned of the high risk of abuse.

With more than 250 editorials calling for the demise of civil forfeiture being published since 2014, IJ's End Forfeiture initiative has been driving the national conversation on the issue. It has received feature coverage from high-profile outlets including *The New York Times*, *The Washington Post*, *CBS Evening News*, and HBO's "Last Week Tonight with John Oliver."

"IJ's goal is to end civil forfeiture," continued Knepper. "No one should lose their cash, car, home or other property without being convicted of a crime, and law enforcement should not have a financial incentive to pursue property. Short of abolishing civil forfeiture, our work aims to eliminate the profit incentive, to strengthen property owners' rights when challenging unjust forfeitures, and to achieve meaningful transparency and accountability for forfeiture programs."

Two other nationally minded organizations advocating reform in civil forfeiture are the Charles Koch Foundation (CKF) and Charles Koch Institute (CKI). Both organizations focus on five specific areas of the criminal justice system they deem most in need of reform: sentencing, second chances, overcriminalization, civil forfeiture, and policing practices.

"The first step to any reform is identifying the problems in the status quo and developing solutions," said Jordan Richardson, attorney and senior policy analyst at CKI. "To that end, the Charles Koch Foundation awarded a grant to the Sandra Day O'Connor College of Law at Arizona State University to publish a groundbreaking new report titled *Reforming Criminal Justice*. With contributions from over 120 of the nation's leading academics, the four-volume publication contains detailed analysis and specific policy proposals for over 57 different issues in the criminal justice system. Already, academics and policymakers across the country are using this unrivaled publication to help educate about the next steps for reform."

CKF and CKI seek to "identify the best ideas that can improve public safety and promote individual rights and human dignity, while making victims whole," Richardson continued. "We seek to advance these goals by providing opportunities for open dialogue, through public forums and events, research, and writing, as well as supporting academic research to bring solutions for long-term change."



The Charles Koch Institute hosted a criminal justice reform panel at SXSW 2017 in Austin, Texas, featuring Snoop Dogg.

In their work, CKF and CKI court traditional and nontraditional allies alike by hosting events such as the “Advancing Justice Summit: An Agenda for Human Dignity and Public Safety,” where nearly 400 leading academics, law enforcement professionals, policy makers, think tank scholars, community advocates, and other influencers convened to discuss the most urgent priorities for criminal justice and policing reform. Earlier in 2017, CKI hosted an event at the multimedia festival SXSW with award-winning rapper Snoop Dogg to discuss the need for sentencing reform.

“Perhaps what is most important to conservatives is that criminal justice reform is about human dignity, the idea that no one should be defined by their worst day, and the hope for redemption and a second chance,” Richardson said. “At least 95 percent of all state prisoners will be released from prison at some point. It makes sense to ensure that our corrections system will set them up for success.”

OVERCOMING BARRIERS TO OPPORTUNITY FOR EX-OFFENDERS

Upholding the rule of law requires that those who commit crimes be appropriately punished for their actions.

Oftentimes, though, there are barriers for formerly incarcerated individuals to effectively reenter society after proper penance has been paid. Many state-based public policy groups are working to remove the barriers to prisoner reentry so that ex-offenders can have a renewed and revitalized outlook on life.

Georgia

The Georgia Center for Opportunity (GCO)’s Prisoner Reentry Initiative was a finalist for the Templeton Freedom Award in 2017. The project included a working group of experts who made heavily vetted criminal justice reform recommendations, which were subsequently implemented by the state. A parallel campaign called, “Hiring Well, Doing Good” challenges community stakeholders and businesses to create opportunities for ex-offenders to find employment. GCO aims to break the cycle of poverty and ensure that every Georgian has the greatest opportunity for success.

“A criminal record often presents employment barriers for returning citizens, resulting in high rates of recidivism,” said Randy Hicks, president and chief executive officer of GCO. “Because work is so much more than a paycheck, our initiatives aim to pave the way for ex-offenders to successfully rejoin society and find purpose and dignity, starting with a stable job.”

Continued on page 10

ATLAS NETWORK AND TALIESIN NEXUS PRESENT

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YOUR BRAND. YOUR STORY. YOUR FILMS.



"In an intense [3] days of training, Lights Camera Liberty will get your team singularly focused on the next frontier for the liberty movement: translating our best ideas into compelling stories and coming up with a professional marketing plan to sell your narrative. If you want your organization to matter in the digital age, this program is a must do."

- MATT KIBBE, PRESIDENT, FREE THE PEOPLE

MAY 3 - 6, 2018. ON LOCATION IN LOS ANGELES

[ATLASNETWORK.ORG/LCLLA](https://atlasnetwork.org/LCLLA)

Nearly all of GCO's policy recommendations from its working group have been passed into law or resulted in agency-level changes. One success story was Georgia becoming the first state in the South to "ban the box" for public sector employment, which removes from hiring applications the check box that asks whether applicants have a criminal record. The practice of suspending the driver's licenses of those who are behind in child support payments was ended, and Parental Accountability Courts were expanded, which reduce incarceration and encourage parents to support their children. The state predicts there will be an associated 11 percent drop in recidivism in the next few years.

GCO's pilot Atlanta-area Hiring Well, Doing Good employment initiative, which has grown to include more than 40 business and community partners, is preparing to launch a second program in Columbus, Ga., and is working with other groups to replicate similar efforts in other states. The reforms spearheaded by GCO are driving a 6 percent drop in Georgia's prison population since 2012 – a \$264 million savings for taxpayers.

"By demonstrating that our policy proposals are beneficial to all Georgia families while remaining financially practical for the state, we have been able to overcome barriers faced by other groups in the state capitol," Hicks said.

Tennessee

The Beacon Center of Tennessee focuses on the "book-ends of the system, prioritizing juvenile justice reforms so that the juvenile system is not just a feeder into adult prisons, and on the back end focusing on reentry reforms that will eliminate barriers that make it harder for those leaving prison to become productive members of society," said Justin Owen, president and chief executive officer of the Beacon Center.

The Beacon Center has partnered with organizations such as the American Civil Liberties Union, Goodwill, Chamber of Commerce, and Tennessee County Services Association (which represents local government officials) to form the Tennessee Coalition for Sensible Justice, which leads the charge of advancing sensible reforms in the state.

In the Beacon Center's first year of work on reform, it has advanced two important juvenile justice reforms: now juveniles who are eligible to have their record cleared will be notified of this opportunity by their judge and those who have a juvenile record can now have it expunged at age 17 instead of 18, allowing them to apply for jobs, trade schools, or college. The Beacon Center also helped scale back a law that required those leaving prison to pay off their court fees and fines within one year or risk



Former inmate Tony Kitchens celebrates 30 years of successful reintegration with residents of Walker Faith and Character-Based Prison in Rock Spring, Ga. Photo credit: Georgia Center for Opportunity

losing their driver's license, often a necessity to get and keep a job. Now, those with an inability to pay can have their fees and fines waived, and others who continue to make payments on a plan cannot lose their license.

"When right- and left-leaning organizations like Beacon and ACLU team up, it gets attention," Owen said. "In just our first year working on this issue, we have bridged a gap and advanced common sense reforms. And now with our governor, chief justice, and other state leaders giving serious attention to this issue, we are poised to make an even bigger impact over the next few years."

Illinois

Occupational licensing restrictions pose another barrier to effective reentry in states around the country – states such as Illinois, where nearly half of those released from state prisons each year will return within three years. One driving force of recidivism – which costs an average of \$118,000 in Illinois, according to the Illinois Sentencing Policy Advisory Council – is a lack of opportunity, with 60-75 percent of former offenders being unemployed a year after their release. Illinois Policy Institute has identified occupational licensing as an actionable area for smart reform to create more opportunity for ex-offenders.

"Our research lays the groundwork for how to achieve meaningful reform, and it also makes a compelling case to lawmakers, and those across the ideological spectrum as to why criminal justice reform matters," said Hilary Gowins, vice president of communications at Illinois Policy Institute. "We talk to everyone – people concerned with fiscal responsibility and social justice alike – about why criminal justice reform matters to them. ... But most importantly, we change policy by showing how bad rules harm real people. It's why we told the story of Lisa Creason, a mother from Decatur, Ill."



We fight for solutions that are not only moral but also make sense and fix problems. That gives us the power to shape the narrative and highlight solutions that will help ex-offenders and taxpayers alike. — Hilary Gowins

After spending a year in prison for attempted robbery, Creason determined to become a nurse. She worked full-time as a certified nursing assistant and attended school part-time to earn her nursing degree – all while raising three children on her own after her fiancé was killed. However, the state refused to grant her a nursing license due to her decades-old felony conviction (a crime of desperation she committed in order to attempt to provide for her daughter). Illinois Policy Institute championed Lisa's cause, and eventually, the state made a change. Gov. Bruce Rauner signed a bill in August 2016 that allows ex-offenders such as Lisa to pursue health care worker licenses. Illinois Policy Institute also partnered with the ACLU of Illinois to produce original research on civil forfeiture that spurred a reaction in the media and state capitol, with lawmakers subsequently passing a law that shifts the burden of proof from the property owner to the government and that also removes other troublesome provisions of state civil forfeiture laws.

"Too often, fact-based research is missing from the criminal justice debate," Gowins said. "We fight for solutions that are not only moral but also make sense and fix problems. That gives us the power to shape the narrative and highlight solutions that will help ex-offenders and taxpayers alike."

(Below) Libertas Institute President Connor Boyack joins Marina Lowe of the ACLU Utah to discuss criminal justice reforms with police officers in Draper, Utah.

DUE PROCESS, OVERCRIMINALIZATION, AND LEGISLATIVE REFORM

In late January of this year the Alabama Policy Institute introduced a bill that champions strong civil forfeiture reform to help restore transparency to a broken system and to bring Alabama law in accord with the due process clause of the U.S. Constitution.

"Since no conviction is required, civil asset forfeiture is inherently flawed," said Leigh Hixon, Alabama Policy Institute's senior director of policy relations. "The due process clause of the Fifth and Fourteenth Amendments of the United States Constitution – which prohibits citizens from being 'deprived of life, liberty, or property, without due process of law' – is ignored when this practice is used."



Photo credit: Libertas Institute

The Utah-based Libertas Institute has identified several areas to improve concerning due process in the state. This includes reforming the pre-trial release system – bail reform – to incorporate a risk assessment into Utah courts. It also wants to end driver's license suspensions for non-driving drug offenses, reduce dozens of current Class B misdemeanors to infractions, limit the amount of time a person can be held without being charged with a crime or released post-arrest, make it a felony for prosecutors to withhold exculpatory evidence from the defense, and require higher standards for the judicial review of warrants, especially e-warrants for forcible entry.

"Due process isn't just a goal or something that would be nice to achieve, it's a right of every individual," said Michael Melendez, director of policy at Libertas Institute. "A person from any background could be destroyed by the inherent unfairness of the current system and we want to see a clearly visible change in how the system currently operates. ... We've been successful in reducing the use of civil asset forfeiture, reforming forcible entry laws, requiring the widespread use of body cameras, [and] outlawing the use of a variety of new technologies (radar, cell data interception, drones) by law enforcement without first obtaining a warrant."

The Cato Institute's Project on Criminal Justice targets what it identifies as four fundamental problems with America's criminal justice system: unconstitutional overcriminalization, self-defeating-policing, coercive plea-bargaining, and limited accountability for police and prosecutors.

"Today, more than 95 percent of criminal convictions are obtained through plea bargains rather than jury trials," said Clark Neily, Cato Institute's vice president for criminal justice. "This number is deeply concerning because with fewer and fewer defendants exercising their constitutional right to a jury trial, there is less and less opportunity for citizens to participate in the criminal justice system – and to provide the oversight and feedback that are crucial to maintaining a transparent, just, and accountable criminal justice system. ... Together, unconstitutional overcriminalization and coercive plea bargaining have created a wood-chipper criminal justice system that sucks in citizens and spits out convicts."

Overcriminalization refers to the proliferation of criminal rules and regulations that make illegal thousands of harmless activities. Enforcement of this unjustifiably large criminal code is often selective and unduly aggressive and, as a result, strains the relationship between communities and police. A cycle of self-defeating policing is created as a focus is taken away from enforcing important criminal laws such as robbery and murder and instead placed on enforcing laws that everyday cit-

izens are not aware of, such as shipping lobster tails in plastic bags or using the wrong procedure to clean up toilet overflows.

"Unfortunately, the plea-bargaining process can be extraordinarily coercive, with prosecutors routinely stacking up multiple charges and invoking mandatory minimums in an effort to induce defendants to give up their right to a jury trial and take whatever deal the prosecutor feels like offering," Neily said. "The result has been the practical elimination of citizen participation in the criminal justice system, resulting in a massive loss of transparency and accountability, the consequences of which we are only beginning to fully appreciate."

The Cato Institute's program of rigorous and reputable research is helping shape a national conversation on the areas needing reform described above. It hosts policy forums and annual criminal justice conferences to bring together reformers running the gamut of the political spectrum to advance bipartisan solutions to easily solved problems.

Perhaps the most influential work on criminal justice reform taking place in the network is the Texas Public Policy Foundation (TPPF)'s Right on Crime initiative. TPPF's prior work on criminal justice reform led to a 2007 overhaul in Texas, which quickly led to reform spreading across the country by late 2008. A Templeton Freedom Award finalist in 2013, Right on Crime now has directors in eight states and three staff members based in the nation's capital. While providing scholarship and research, TPPF also markets its policy recommendations to policymakers, testifies before legislative bodies, drafts legislation, and hosts events.

"In terms of our issue areas, we focus on adult corrections, juvenile justice, overcriminalization, civil asset forfeiture, and policing," said Marc Levin, vice president of criminal justice policy at TPPF. "We promote solutions that enhance public safety by reducing re-offending, particularly the types of crimes that are most harmful to other people. By the same token, we advocate for alternatives to incarceration for people who are not a threat to others. We have seen tremendous progress, for example, in reducing the number of people in prison for low-level drug cases as policymakers have realized better results for public safety, taxpayers, and the offenders can be achieved by reining in the historical overreliance on prisons."

TPPF seeks to maximize ordered liberty by having a criminal justice system that imposes the least restrictive intervention necessary to protect life and property. This is partially achieved by reducing thousands of unnecessary criminal laws that touch normal business and lei-



TPPF Vice President of Criminal Justice Policy Marc Levin testifies before the U.S. Senate Judiciary Committee on February, 25, 2014. Photo credit: Texas Public Policy Foundation

“We are perhaps most known for the dramatic changes we contributed to in Texas since we began our criminal justice work in March 2005. Since then, Texas opted against building more prisons and has reduced its incarceration rate by 20 percent while achieving a 31 percent reduction in its crime rate. Not only has Texas not built prisons, but eight adult prisons and nine juvenile lockups have been closed since 2008.”

sure activities. “For example, in Texas, there are more than 1,500 criminal laws and in Arizona, there are more than 2,000 criminal laws,” Levin said. “At the federal level, the Congressional Research Service counted more than 4,500 before giving up. Most of these laws, like the 11 felonies in Texas relating to harvesting oysters, do not concern conduct that the average person would think of as criminal and many lack a *mens rea* or intent requirement.”

TPPF’s credibility and authority have won it considerable buy-in from a variety of stakeholders both in Texas and beyond. Most of the states with high incarceration rates tend to be “red states” that are governed by conservatives who look to TPPF and its work for policy solutions. More than 90 well-known thought leaders have also signed on to Right on Crime’s Statement of Principles including, Connor Boyack, president of the Utah-based Libertas Institute; Grover Norquist, president of Americans for Tax Reform; Michael Carnuccio, president and chief executive officer of the E Foundation for Oklahoma; Stephen Moore, a writer and economic policy analyst; and many others.

“We are perhaps most known for the dramatic changes we contributed to in Texas since we began our criminal justice work in March 2005,” Levin said. “Since then, Texas opted against building more prisons and has reduced its incarceration rate by 20 percent while achieving a 31 percent reduction in its crime rate. Not only has Texas not built prisons, but eight adult prisons and nine juvenile lockups have been closed since 2008.”

Justice reinvestment policies combine saving tax dollars and redirecting some funds that would have been spent on incarceration to more cost-effective alternatives. The example of Texas – combined with the work of Right on Crime in dozens of states – has inspired more than 35 states to adopt similar policies in the past decade.

THE ROAD AHEAD

While the organizations listed above have taken different approaches to advancing criminal justice reform, a similar current runs through them all. Assembling and working in coalitions of nontraditional allies have yielded positive results when translating policy proposals into law and practice. Criminal justice has all the trappings of a bipartisan issue, and several groups on the right and left are beginning to realize that to the betterment of American society.

All of society stands to benefit when access to opportunity is expanded, unnecessary barriers are removed, incentives are properly aligned, and legal protections are enforced. Formerly incarcerated individuals who are able to find and keep employment find fulfillment for themselves and their families and an associated shrinkage of the incarceration rate saves the state and taxpayers money. There are many opportunities for reform and they all work to bring about a brighter future, where prosperity and opportunity touch all – regardless of the mistakes made earlier in life.

{ THIS QUARTER IN }

WORLD 10

[1] OPENING UP FOOD TRADE IN INDONESIA A WIN FOR FORMER THINK TANK SHARK TANK WINNER

The Center for Indonesian Policy Studies (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 recent sign of growing traction of CIPS' efforts, the Indonesian government decided to import 500 thousand tons of rice from Vietnam and Thailand.



[2] ARAB LIBERTY FESTIVAL PROMOTES ROLE OF PRIVATE SECTOR AS AGENT OF CHANGE IN REGION

Hosted by the Arab Center for Scientific Research and Humane Studies and sponsored by Atlas Network, the third annual Arab Liberty Festival brought together nearly 100 members of free-market think tanks and organizations from across the region in Rabat, Morocco. In addition to many sessions during the conference, Atlas Network presented its 2017 Regional Liberty Award for the Middle East and North Africa region to the Lebanese Institute for Market Studies (LIMS) for its "Legalize Electricity in Lebanon" campaign, which seeks to legalize the private provision of electricity in the country.



[3] SPOTLIGHT ON INDIGENOUS ENTREPRENEURS IN CHILE

When the region of Araucanía was annexed by Chile in the 19th century, the Mapuche indigenous community's lands were expropriated by the state. Fundación Chile Intercultural received a Liberating Enterprise to Advance Prosperity grant from Atlas Network for its Indigenous Private Enterprise project, which seeks to spur a change in the status quo that continues to support the legal barriers to prosperity and opportunity for the Mapuche community. The project features 32 indigenous entrepreneurs who overcame adversity and legal pitfalls to engage and thrive in private enterprise.



[4] IN MEMORIAM: GEORGE M. YEAGER

"Some in the liberty movement, but especially those in New York, may remember a tall, quiet, dignified gentleman who economized on words and often preferred to solicit the opinions of others over advancing his own. His name was George M. Yeager and he will be seen no longer," writes Tom G. Palmer in his 'In Memoriam' for the late long-time Atlas Network supporter George M. Yeager. In addition to being executive vice president for international programs, Palmer is the George M. Yeager Chair for Advancing Liberty at Atlas Network, a position created to honor Yeager's endowment.



[5] FIGHTING (AND WINNING) BULGARIA'S 'WAR ON CASH'

There was a growing sentiment within the European Union to impose upper limits on cash payments in 2017, with the Bulgarian government repeatedly considering a proposal to limit cash payments to 5,000 Bulgarian leva (the equivalent of about EUR 2,500 or USD 3,000) throughout last year. The Bulgarian Libertarian Society (BLS) spearheaded a public campaign to oppose this legislation at every turn to protect Bulgarian citizens, who still mostly rely on cash payments for many of their purchases, like second-hand car sales, among others. BLS ended the year victoriously, with the Bulgarian parliament rejecting the proposal to limit cash payments.



[6] INCREASING EMPLOYMENT OPPORTUNITIES FOR WOMEN IN SOUTHERN INDIA

The Centre for Public Policy Research (CPPR), based in Kerala, believes that modernizing the southern Indian state's labor regulations would do much to increase opportunities for women by lifting restrictions on women to work after 7 p.m. CPPR has proposed just that, along with other reforms, in its draft Model Shops and Establishments Bill. The bill also seeks to tap Kerala's potential for night-time tourism by removing restrictions on opening and closing time of establishments, among more policy proposals. CPPR's project to modernize labor policy was supported by an Atlas Network Liberating Enterprise to Advance Prosperity grant. *Photo credit: AjayTvm / Shutterstock.com*



[7] MALAYSIAN CONFERENCE EXPLORES DEMOCRATIC TRANSITIONS IN THE MUSLIM WORLD

Based in Kuala Lumpur, Istanbul Network for Liberty strives for a Muslim renaissance based on the principles of a free society, and it helped to foster this with its fifth annual conference. "I hope that the more than 125 attendees who were present during our conference took away this conviction that the democratic movement in most of the Muslim world today is getting mature despite challenges, and that the intellectual discourse on the concept of state and religion in Islam has evolved considerably," said Ali Salman, CEO of Istanbul Network for Liberty.



[8] THE FATAL CONCEIT OF AID REFORMERS | MATT WARNER

In a recent extended analysis, Atlas Network COO Matt Warner investigates the implications of the latest complexity research on foreign aid and finds that, while there is a growing consensus among experts in favor of reform, a more fundamental change in our thinking is needed if we hope to see lasting economic progress. He writes, "An alternative interpretation of the complexity research suggests minimizing the economic role of aid agencies and governments in developing nations, thus maximizing economic freedom for individuals to steer development towards a more reliable path to prosperity."



[9] ATLAS NETWORK SALUTES DEPARTING PRES. ALEX CHAFUEN AS HE TRANSITIONS TO NEW ROLE AT ACTON INSTITUTE

Alex Chafuen, longtime president of Atlas Network, moved to Acton Institute in January 2018 to serve as its managing director, international. Chafuen became president and CEO of Atlas Network in 1991 and led the organization during a long period of growth. He has since served Atlas Network as its president from 2009 to 2017, and the network now touches 94 countries with 483 independent partners, many of which benefited from early counsel from Chafuen. "I am extremely thankful to my colleagues, donors, and allies of Atlas Network who, for over three decades, made possible our work of helping start and develop think tanks across the globe," said Chafuen.



[10] ATLAS NETWORK HIRES DR. LYALL SWIM AS NEW DIRECTOR OF TRAINING

Atlas Network is excited to announce that Dr. Lyall Swim joined the organization this January as director of training. "The strength of the freedom movement is only as powerful and impactful as the quality and capability of the people engaged in this work," said Dr. Swim. "Because of Atlas Network's emphasis on a 'coach' strategy, our partners can leverage Atlas Network's growing suite of high quality training programs to ensure that their people, who are doing tremendous work on the front lines of liberty, have the tools, knowledge, and capability they need to achieve the kinds of outcomes that will break down barriers to prosperity and opportunity."



To learn more about any of the stories in this issue of This Quarter in World10, visit AtlasNetwork.org/FCSpring2018World10

{ SUPPORTER SPOTLIGHT }

LARRY JANESKY



Larry Janesky started a carpentry business right out of high school in 1982 and built his first house at age 18. Five years later, he got into the basement waterproofing business, which has blossomed into the largest employer in his town of Seymour, Conn. He has written an award-winning book, *The Highest Calling*, is a sought-after motivational speaker, and maintains an inspirational blog: ThinkDaily.com.

When we asked about his favorite ThinkDaily message, Larry replied, “*From the inner, the outer*. The idea is that all the physical results you see around you are manifestations of what is going on inside you.”

He continued, “The same is true with our society, our country, and our world. Ideas rule. What we learn and come to believe in will manifest in the physical world. Therefore, the battle of ideas is one we must win. Things can go sideways in the world really fast, so we can’t wait. Now is the time to act. I don’t know exactly what to do in all these cases and in all these places, and I don’t have the time to do it. But I can contribute what I do have to help people who do know at Atlas Network partner organizations. We are a great partnership in this – made possible by Atlas Network.”

“Standing up to tyranny requires courage, as does facing our own personal fears by pushing our self-imposed limits. We need more informed, thoughtful, courageous people.”

Larry Janesky jumping 80 feet off a freestyle motocross ramp performing a nac-nac.



Larry and Atlas Network Board Chair Linda Whetstone at Liberty Forum in 2013.

Among the other interests that occupy Larry’s time, he is an avid motocross racer. With his son, Larry won the Baja 1000 in 2015, the longest non-stop cross-country race in the world at 1,000 miles. Their victory is depicted in a thrilling full-length documentary, *Into the Dust*, which has been viewed more than three-quarter million times on YouTube.

Despite his many passions, he prioritizes his work with the freedom movement because he believes in its impact: “Atlas Network makes a little go a long way. The results they get for the tiny budget they have are just incredible ... At the end of my days, I can look back at my support of Atlas Network as one of my important contributions and legacy to make the world we live in a better place.”

**doing
development
differently**



Is it better to give a poor village a pile of cash or a flock of chickens?

The answer: Neither!

One of the most prominent debates currently happening in economic development pits Bill Gates against development expert Chris Blattman on whether to give poor people chickens or cash. Both cases are no doubt borne of noble motives, but neither is a proven method for achieving prosperity and both completely sidestep what has proven to be the most consequential problem: The institutions governing where poor people live.

Research shows when poor people relocate to countries with economic rights for the poor they thrive. As Harvard development expert Lant Pritchett explains it, “Mostly in the world there aren't poor people. There are people in poor places.” Giving someone a chicken or a tidy sum of cash will do little in a country that makes it nearly impossible for them to be productive because there are too many barriers to enterprise and too few legally secured economic rights.

Changes that last and have cultural buy-in always come from the bottom up. And Atlas Network's more than 475 independent partners in over 90 countries are creating locally grown solutions to poverty. They're bringing about incremental changes to break down the barriers to prosperity and opportunity, piece by piece.

This is a strategy that changes the trajectory of poverty for the long-term. It's a strategy that works. It's a strategy we can scale up. With your help, we can permanently combat the root causes of poverty. It's time for us to work together on Doing Development Differently.

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INCREMENTALISM OR DYNAMITE?

By Robert Guest, Foreign Editor, *The Economist*, and Atlas Network's 2018 Europe Liberty Forum Keynote Speaker (Copenhagen, Denmark, May 29 – 30)



As a journalist who travels a lot, I am constantly struck by the number of bullies and crooks who seek power, and the tendency of power to make them more abusive and grasping.

I once hitched a ride on a truck in Cameroon, which was trying to deliver beer from the commercial capital, Douala, to a village more than 300 miles away. The journey should have taken less than a day, but it took four. The main cause of the delay was that we were stopped 47 times at police roadblocks. At many of these stops, overfed and aggressive cops found fault with our paperwork and demanded cash to overlook our (imaginary) infractions. A hint of how much poorer such abuses make Cameroonians could be gleaned from way the price of a

bottle of beer shot up by nearly 30 percent as we moved further away from the factory.

The main reason that poor countries are poor is that they have predatory governments. Life in a place like Cameroon would be far more prosperous and pleasant if the people who wield power, from the lowly gendarme to the president himself, were subject to binding checks and balances.

All libertarians agree that overmighty government is a curse. But some go further. Occasionally, when I talk to freedom-loving students, they quiz me about Somalia. Is it true, they ask, that this country with no government to speak of is doing rather well?



No, I reply, it is not. In the absence of a functioning state, anarchy reigns. Men with guns strut around killing and robbing with impunity. A good friend of mine was murdered in Mogadishu, the Somali capital, simply because she was foreign. She walked out of her hotel and someone shot her in the back in broad daylight. The killer was never caught.

In the absence of a functioning state, anarchy reigns. Men with guns strut around killing and robbing with impunity.

Granted, there are some advantages to having no government. The complete absence of regulation allowed mobile telephony to take off in Somalia faster than in many more orderly countries. But this hardly makes up for widespread, terrifying insecurity.

The point of this story is that institutions matter. I consider myself a libertarian. I believe that government should be modest in size and limited in its powers to coerce individuals. But I like to think I am pragmatic. Yes, all state institutions are flawed, but many are necessary. You cannot check abuses of power without laws and institutions designed for that purpose. And that the best way to improve governance is usually to take the institutions that already exist and nudge them incrementally in a more freedom-respecting direction.

So it worries me that the atmosphere in so many countries today has recently become one of intense hostility to incrementalism. The loudest voices are those who say that our institutions are so rotten that we should tear them down and start again.

I'm not just talking about places like Turkey, where an elected despot has purged the courts, the media, the bureaucracy, and the army of tens of thousands of people he suspects of disloyalty, and imprisoned thousands more. I'm also talking about rich countries.

“...it worries me that the atmosphere in so many countries today has recently become one of intense hostility to incrementalism.”



In Britain, where I'm from, voters have decided to scrap our basic constitutional order, which since 1975 has meant being part of Europe. What they want to replace it with, no one has a clue. A number of pundits whom I respect think that breaking free of the statist shackles of the European Union will allow Britain to become a free-market paradise. Others think that leaving the wicked capitalist European Union will allow them to build a socialist paradise. They cannot both be right.

In the West more broadly, the proportion of votes won by radical populists of the left or right has vaulted from 7 percent in 2010 to 35 percent last year. Such politicians typically denounce the old establishment as irredeemably corrupt. And indeed, the failure of that establishment to prevent the financial crash of 2008–9 greatly undermined its credibility. But what the populists offer is likely to be much worse than what we have today. They typically vow to sweep the old order away and rule by channeling the will of “the people,” which only they can discern.

This is incredibly dangerous. There is no single popular will. There are millions of individuals with different values and different interests. In a representative democracy, government seeks to balance competing interests and somehow produce a coherent set of policies. It is not pretty, and it is far from perfect. But it is the least bad system of government humanity has yet devised, and we are deluded if we think we can reform it with dynamite.



Robert Guest will be Atlas Network's 2018 Europe Liberty Forum Keynote Speaker

Copenhagen, Denmark, May 29 – 30

Learn more or RSVP at AtlasNetwork.org/RLF

The freedom movement's most inspirational events of the year

Each year, Atlas Network hosts **regional liberty forums** in cooperation with local organizing partners to support partner organizations in their desires to learn more from each other and to accelerate the sharing of best practices through training and friendly competition.

The annual **Liberty Forum** brings together freedom champions from the entire global network to exchange ideas and share strategies. The gala **Freedom Dinner** celebrates heroes of the freedom movement and the principles that friends of Atlas Network are advancing worldwide.

Thank you to the John Templeton Foundation, the Smith Family Foundation, the Freda Uteley Foundation, and all of our sponsors for making these events possible.



AtlasNetwork.org/RLF

Liberty Forum & Freedom Dinner 2018

New York City | November 7-8

AtlasNetwork.org/LFFD18

{ IMPACT CASE STUDY }

IMANIFESTO IS GHANA'S BAROMETER OF LEGITIMACY FOR THE MASSES

Unrealistic campaign promises are a staple in elections across the world, and nowhere has that been truer than in Ghana – until now. In 2016, Accra-based IMANI Center for Policy and Education launched its IMANIFESTO Campaign, which estimated the costs and rated the feasibility of all campaign promises made by the country's major political parties.

In order to determine the cost and viability of campaign promises, IMANI developed a three-pronged quantitative assessment framework that determines the “quality” of a campaign promise, notably its financial viability, its impact on private sector development, and the overall policy implications of implementing such a promise. IMANI identified all the promises made by the six leading political parties as of August 2016, and sorted them into three categories: quantifiable, semi-quantifiable, and non-quantifiable. In doing so, IMANI shed light on how well political parties were doing in terms of making financially measurable promises.

A total of 247 promises were identified, out of which 18 were quantifiable, 43 were semi-quantifiable, and 186 were non-quantifiable. So, the data showed that the vast majority of the promises that the parties presented were not assessable and were “empty promises.” To support this initial framework IMANI published four major research reports as part of the campaign, each with an accompanying press event covered by national media outlets and geared toward political candidates, parties, and members of the government.

Supplementing this initiative was near-constant attention in the national media and IMANI's savvy use of social media, which stirred the public debate by reaching over 2 million Facebook users and nearly 1 million Twitter users from August to November of 2016, making IMANIFESTO a household name in Ghana.

“IMANIFESTO became a reference point that benchmarked political promises along quantifiable metrics that the common man could relate to and is now the blueprint for political communication along the lines of policy promises,” said Franklin Cudjoe, founding president and CEO of IMANI.

The “2016 IMANI Pre-election Report: Critical Analysis of the Political Promises in Ghana” determined that most campaign promises made by the country's politicians and political parties were empty and vague. IMANI also determined that several candidates' policy proposals would cost more than the entire GDP of the country of Ghana.



(Top) IMANIFESTO's media events were covered by several major national news outlets, such as Joy News. (Bottom) Franklin Cudjoe, founding president and CEO of IMANI Center for Policy and Education, speaks during a panel of the 2017 finalists for the Templeton Freedom Award.

That report created a media frenzy that forced party leaders to address criticism of their parties' platforms. One such promise that the report sunk was the Convention People's Party (CPP) pledge to establish exportation of African tropical almonds as the backbone of the coun-

try's economy. The party promised that such a move would yield USD \$300 billion in revenue. IMANI found that the value of the world's current leading almond exporter earned only USD \$4.5 billion – just 1.5 percent of what the CPP claimed it would bring in – which proved the endeavor to be unattainable and forced the CPP to abandon such a pledge.

Another example came when the New Patriotic Party (NPP) promised “one district, one factory,” a pledge to build one factory in each of Ghana's 216 administrative districts. IMANI found that such a promise had no measurable indicators and argued that the only feasible way to accomplish such a task was through a public-private partnership model, but NPP doubled down in its official response to IMANI's criticism. The NPP came to power after the most recent elections, and its roll-out of the “one district, one factory” initiative notably followed the public-private partnership model that IMANI had advocated for and not its originally proposed state-owned enterprise model.

When Ghana's finance minister presented the government's Budget Statement and Economic Policy on March 2, 2017, he announced a number of policy measures which occurred directly because of issues exposed by IMANIFesto. These reforms include the government reducing the corporate income tax from 25 to 20 percent and abolishing the following: the 17.5 percent VAT on financial services, select imported medicines, and domestic airline tickets, the five percent VAT on real estate sales, and the one percent Special Import Levy.

IMANIFesto's success has even inspired other think tanks in West Africa to visit IMANI in hopes of replicating the project in their respective countries and closing the “citizen participation gap” in the governance process. Additionally, IMANI's budget more than doubled and its number of employees increased from three to nine as a result of the IMANIFesto project. IMANI has similarly reinforced its status as one of the leading think tanks in Africa, making it easier to work with legislators, fundraise, and impact public policy decisions. The project has reminded the people of Ghana that the power to hold the government accountable is in their own hands.

The IMANIFesto project provided Ghanaians easy-to-consume information about the issues of the election and the viability of the various political promises from each party. According to Kenneth Ashigbey (then editor-in-chief and managing director of *The Daily Graphic*, the most widely read daily newspaper in Ghana), it functioned as “a barometer of legitimacy for the masses.” This allowed Ghana's 2016 election to transcend its usual partisan, religious, and tribal lines. IMANI's work also forced party leaders to revise their party manifestos to increase their feasibility and thus their attractiveness to the electorate. The campaign on the whole had a dual effect: first, it educated an electorate that previously lacked access to information about the various campaign promises of political parties that preyed upon such a lack of access, and second, it induced those parties to revise their poorly formulated platforms or risk being punished by voters at the ballot box.



Several major national Ghanaian news outlets such as *The Ghanaian Times* covered IMANIFesto.

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 study highlighted here features the work of IMANI Center for Policy and Education, a finalist for the 2017 Templeton Freedom Award. If you would like more in-depth inquiry, guidance, and discussion, be sure to participate in Think Tank Impact, an on-line 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 the full case study about IMANI's IMANIFesto Campaign, visit: [AtlasNetwork.org/IMANICaseStudy](https://atlasnetwork.org/IMANICaseStudy)

THE 2017 GIBBS FELLOWS

Since 2016, Alan Gibbs has provided the majority of funding for Atlas Network's flagship Think Tank MBA program, including the full-sponsorship of three exceptional think tank professionals who are honored as Gibbs Fellows. The 2017 class of Gibbs Fellows were Andriy Shpakov, executive director of EasyBusiness (Ukraine); Sara Sihaloho, general manager of the Center for Indonesian Policy Studies (Indonesia); and Akash Shrestha, research coordinator at Samriddhi Foundation (Nepal). We recently caught up with each to learn more about the work they are doing and how the Gibbs Fellowship helped them achieve greater impact.

Andriy Shpakov
Executive Director, EasyBusiness, Ukraine



Andriy Shpakov competes in the John Blundell Elevator Pitch Competition at Liberty Forum and Freedom Dinner in 2017.

Atlas Network: What's a Ukrainian Youthquake?

Andriy Shpakov: Although the Oxford Dictionaries' 2017 Word of the Year – “youthquake” – was used to describe the United Kingdom, Ukrainians experienced our own “significant cultural, political and social change arising from the actions or influence of young people” three years earlier, during the 2013-14 Revolution of Dignity. The shift of presidential policy from a pro-European to a pro-Russian stance led to a 100-day nationwide protest movement that resulted in the restart of the political system.

How is your organization helping restore the rights of landowners in Ukraine?

The policy environment in which EasyBusiness operates is fraught with challenges, among them being rampant government corruption, neostatist and populist sentiment, and political uncertainty. One of our policy priorities is the repeal of the prohibition on the purchase, sale, and free disposition of agricultural land, which was first introduced in 2002. The ban was adopted as a temporary measure to prevent contractors from abusive practices before the land market could be fully formed but has been prolonged 15 years. Regardless of public opinion, the ban was recently extended until the beginning of 2019 despite numerous warnings from a number of international organizations. This has distorted the market for agricultural land and has violated the constitutional rights of 7 million Ukrainian landowners, who own 28 million hectares of farmland plots.

What are you doing to help improve Ukraine's Doing Business ranking?

EasyBusiness has worked to improve Ukraine's position in the World Bank's Doing Business Index. So far we've decreased the time needed to start a business from 14 to 2 days, introduced the derivative action to strengthen the rights of minority investors, abolished paper seals, and decreased the city construction tax from 10 to 2 percent. These wins resulted in Ukraine moving up 36 positions in its Doing Business ranking, from 112 in 2014 to 76 in 2017. Furthermore, the economic impact of mentioned activities will contribute to an estimated USD \$15-20 billion over the next 10 years. Also, EasyBusiness' activities are changing both government and civil society's perception of free market ideas. As a result, the number of Members of Parliament who voted “against” prolongation of the moratorium on land sales increased from 3 in 2015 to 48 in 2017.

What's one of the best things that came out of the Gibbs Fellow program for you?

The Gibbs Fellow program within Atlas Network's Think Tank MBA 2017 allowed me to gain a unique experience of designing our mission statement and strategic objectives, as well as developing comprehensive plans for their implementation within our organization. I have no doubt that the strategic plan that came out of that training for EasyBusiness, along with learned methodologies, will serve as a roadmap on our way to promoting classical liberal principles in Ukraine. It was my great privilege to be a part of the Gibbs Fellow program and I look forward to sharing my experience among the Ukrainian community.

Sara Sihaloho
General Manager, Center for Indonesian Policy Studies, Indonesia

Atlas Network: What can you tell us about your Affordable Food for the Poor project?

Sara Sihaloho: In Indonesia we are currently facing a big issue concerning how our government does not believe in competition. It practices heavy intervention while not letting the market operate itself. Our government's import quotas and many non-tariff barriers have caused high prices for certain items, and the victim in all these situations is the consumer. Indonesia does not have a wide variety of imported goods in the supermarket, so Indonesian consumers pay higher prices for a limited variety and quality of goods.

The Center for Indonesian Policy Studies (CIPS) has a long-term project called Affordable Food for the Poor (AFP). We believe the most affected are the poor when it comes to expensive food. We conduct policy analysis and have also established a massive open online course (MOOC) on food trade called Akademi CIPS, which was the project pitch that won Atlas Network's Think Tank Shark Tank competition in 2016. We are reaching out to thousands of students through our MOOC and we are also building a coalition with other local organizations whose aim is to provide not only affordable but also nutritional food for the poor.

Our daily press releases have built our credibility as numerous media outlets begin to regularly mention our work, and we are receiving requests for media interviews. In a sign of growing traction of CIPS' efforts, the Indonesian president decided earlier this year to import



Sara Sihaloho is general manager of Center for Indonesian Policy Studies, which co-hosted Asia Liberty Forum 2018 in Jakarta, Indonesia.

500 thousand tons of rice from Vietnam and Thailand. We hope food self-sufficiency is not a platform in the next elections.

How did you use the Gibbs Fellow opportunity?

CIPS was only established in 2015 and though I have almost ten years of experience of working in the non-profit sector, there are many challenges new think tanks must navigate. Atlas Network has successfully provided tools to overcome those challenges through its Leadership Academy's trainings and webinars. I used the opportunity presented by the Gibbs Fellowship to work on a plan of establishing a knowledge management system for CIPS during the Think Tank MBA course. This system will ensure the continuity of internal knowledge and databases that will ease the changes that inevitably will happen in CIPS. The Gibbs Fellowship has given me a great opportunity to gain much-needed skills at just the right time.

Akash Shrestha

Research Coordinator, Samriddhi Foundation, Nepal

Atlas Network: What work are you doing to help all Nepalis prosper?

Akash Shrestha: Political instability in Nepal has been accompanied by policy instability. Governments change in a matter of six to nine months. A pattern has emerged where Samriddhi Foundation builds relationships with incoming ministers and they gradually come to understand issues in economic policy, only for them to be gone before they are able to implement reform.

In Nepal, the government tries to touch nearly every aspect of people's lives. The country has been poor up to the present day for a reason. There are a number of legal and procedural barriers to private enterprise and to lifting oneself out of poverty. The country tilts heavily to the left politically and for many the term "capitalism" equals cronyism, which often makes advocating for economic freedom difficult.

One of our major policy agendas has been to promote economic policy reforms that create an enabling environment for all Nepalis to prosper. For example, we worked with three Ministers of Industries over the last two and a half years to make doing business in the country easier, and companies with foreign investments can now be incorporated within seven days, and domestic businesses can be registered within 30 hours, rather than being held in bureaucratic limbo for several weeks to months.

How has the Gibbs Fellow program helped your transition into a management position within your organization?

I went into the Think Tank MBA training as a Gibbs Fellow and as one of the newest members of the management committee of Samriddhi Foundation. This change was initially very exciting and encouraging. But soon, the honeymoon period was over and I found myself managing people and being part of important decisions at the office. This was a big change for me and I found the transition to be quite a challenge.

Think Tank MBA helped me see through the change process that I was going through professionally. It taught me many lessons in organizational management such

as assessing personalities and skill sets of team members so as to build a strong team and harness its full potential. As I put this lesson to practice, I see myself growing more comfortable managing people, making decisions, and thus adding value at work. Needless to mention, meeting new people, making new friends, learning from the vast experience of Atlas Network's many partners in the worldwide freedom movement, and building friendships were all invaluable takeaways from the program.



Akash Shrestha presents on Samriddhi Foundation's Reform Circle project at Asia Liberty Forum 2018 in Jakarta, Indonesia.



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lisa.roberts@atlasnetwork.org or 202-449-8449 to discover how you can leave Atlas Network in your estate plans.

ASIA LIBERTY FORUM 2018

More than 250 people from 30 countries gathered in Jakarta, Indonesia from February 10-11 for Asia Liberty Forum 2018. Hosted by Atlas Network with local co-host the Center for Indonesian Policy Studies (CIPS), the conference featured several thought-provoking breakout sessions examining the trajectory of liberty, property rights, and technology in the region. Cornerstone Talks delivered by prominent business, think tank, and civil society leaders from around Asia also shaped the forum. Atlas Network would like to thank the support of the Smith Family Foundation, the John Templeton Foundation, the Freda Utley Foundation, and other generous supporters for making Asia Liberty Forum 2018 possible.

01 Preceding Asia Freedom Dinner was an Indonesian cultural performance of Saman Dance, or the dance of thousand hands, that originated from the Aceh province in Indonesia.

02 Preceding Asia Liberty Forum 2018 was Atlas Network's Lessons in Effective Fundraising training, where 19 intellectual entrepreneurs from 13 countries gathered to learn from industry thought leaders.

03 Basanta Adhikari, founder and director of Bikalpa, an Alternative (Nepal) presents his project's takeaways from the Crowdsourcing Liberty session.

04 The first group of Cornerstone Talks presenters. From left to right: Amartuvshin Dorj (Mises Institute-Mongolia, Mongolia), Hizkia Respatiadi (Center for Indonesian Policy Studies, Indonesia), Eunhee Park (Teach North Korean Refugees, South Korea), Nila Tanzil (Rainbow Reading Gardens, Indonesia), moderator Terry Kibbe (Free the People, USA), Barun Mitra (Liberty Institute, India), and Razeen Sally (National University of Singapore, Singapore).

05 Parth Shah, founder and president of Centre for Civil Society (India), answers a question about ease of doing business in India.

06 Gus Yahya, general secretary of Nahdlatul Ulama Supreme Council (the largest independent Islamic organization in the world) delivers a keynote address on the topic of tolerance and civility in Muslim communities around the region.

07 CEOs of think tanks from around Asia convene for the CEO Breakfast on the second day of Asia Liberty Forum.

08 Ma Junjie, acting director and project researcher of Unirule Institute of Economics (China), delivers his winning Elevator Pitch on the role of Chinese civil society.

09 Dhananath Fernando, chief operating officer of Advocata Institute (Sri Lanka), presents his winning project pitch for the Think Tank Shark Tank – Asia competition: "Removing Protectionism Taxes in Construction Industry" in Sri Lanka.

10 The judges of the 2018 Think Tank Shark Tank – Asia competition. From left to right: Terry Kibbe, Chatib Basri, Siegfried Herzog, Linda Whetstone, and Razeen Sally.

11 Khalid Ramizy, general director of Afghanistan Economic and Legal Studies Organization (Afghanistan), accepts the 2018 Asia Liberty Award from Atlas Network Board Chair Linda Whetstone for his organization's Silk Road Station project.

12 Center for Indonesian Policy Studies General Manager Sara Sihalocho presents the book "12 Indonesian Dreams" to two of the women featured in the book.



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AROUND THE NETWORK

NAPLES, FLA.

01 From left to right: Dr. Tom G. Palmer (Executive Vice President for International Programs and George M. Yeager Chair for Advancing Liberty at Atlas Network) with Bob Levy, Andriy Shpakov (Executive Director of EasyBusiness in Ukraine) and Agustín Etchebarne (Executive Director of Libertad y Progreso in Argentina) at an Atlas Network event in Naples on January 8, 2018, about removing barriers to enterprise.



SARASOTA, FLA.

02 Dr. Tom G. Palmer speaking at the Ringling College Lifelong Learning Academy about The Morality of Capitalism in Sarasota, Fla., on January 9, 2018.



NEW YORK, NY

03 From left to right: Nikos Monoyios, Brad Lips, and John Kunze at an Atlas Network event in NYC on December 7, 2017. The reception featured Axel Kaiser, cofounder and executive director of Fundación Para el Progreso, who spoke about Chile's elections.

04 Axel Kaiser, cofounder and executive director of Fundación Para el Progreso, speaking about Chile's elections at an Atlas Network event in NYC on December 7, 2017.

05 Atlas Network CEO Brad Lips (left) with Andriy Shpakov, executive director of EasyBusiness in Ukraine, at an Atlas Network event in New York City on January 10, 2017.



GUATEMALA



Gabriel Calzada (left), president of Universidad Francisco Marroquín (UFM) in Guatemala, with Atlas Network CEO Brad Lips during a donor tour in January 2018 of UFM, Antigua, and a low-cost private school for the poor in Guatemala.



From left to right: Marilyn Pearson, George Pearson, John Ciesielka, John Mazur, Lissa Hanckel, and Dolores Grande in Guatemala on a donor tour in January 2018.



From left to right: Linda Edwards, Marilyn Pearson, George Pearson, and John Mazur in Guatemala on a donor tour in January 2018.



Above: Guatemala's leading newspaper, Prensa Libre, interviewed Brad Lips on Atlas Network's Doing Development Differently campaign.



From left to right: Antonio Cali, founder of IDEAS-Comalapa and of La Cima, a low-cost private school for the poor in Guatemala; Lorena Palmieri de Morales, co-founder and board member of the Faith and Freedom Institute; and Isabel Moir in Guatemala on a donor tour in January 2018.

{ INSIDE ATLAS NETWORK }

ATLAS NETWORK IS MOVING!

Atlas Network is moving across the river to Arlington, Va. in May 2018. The lease in our current space is expiring and our organizational growth in the last five years warrants a move to larger, more efficient space. Making Arlington, Va. our new home will have many advantages. We also think the name of our new building, Two Liberty Center, is a nice touch of serendipity!

We are also looking forward to having so many fantastic partner organizations in our new neighborhood including Mercatus Center, Institute for Humane Studies, and Institute for Justice, among others.

"Success lies with the flow of ideas among staff," said Katherine Price, Atlas Network's manager of special projects and assistant to the CEO. "By breaking down some of the barriers to collaboration (literally), our new office uses our space more efficiently and creates opportunities to bring our Coach, Compete, Celebrate strategy to life on a day-to-day basis for staff and visitors alike."

This is an important time in the life of Atlas Network, and we are confident this move will better position our team for success while making more efficient use of our precious resources. Come visit us this summer in the new space to see why Atlas Network is truly among the very best places to work in the liberty movement.

Katherine Price, Atlas Network's manager of special projects and assistant to the CEO, collaborating with Raul Reyes-Patton of Peabody Office about the new office space the Atlas Network team will be moving into in May of this year.





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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**



Atlas Network supporter Larry Janesky won the 2015 Baja 1000 race with his son; the longest non-stop motorcycle race in the world at 1,000 miles.

“I hope my philanthropy will keep America free for my kids and grandkids, and help others in less free places be more free. Is it a drop in the ocean? Maybe. But if I am to live with virtue, which is all I can control, I must.” *—Larry Janesky*