

FREEDOM'S CHAMPION

Atlas Network's quarterly review of the worldwide freedom movement



ALMOST HEAVEN

WILL IT TAKE A MIRACLE
TO FIX WEST VIRGINIA,
OR JUST A THINK TANK?

THE COMMON DENOMINATOR

BY JOHAN NORBERG

{IMPACT CASE STUDY}

HOW FREE MARKET FOUNDATION IS RESTORING
PROPERTY RIGHTS TO APARTHEID VICTIMS

{ALUMNI IN FOCUS}

CHAMPIONING ENTREPRENEURS IN THE NEW NEPAL

FALL 2016

THE NEXT MAGNA CARTA MOMENT | TEMPLETON FREEDOM AWARD FINALISTS



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

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.

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.



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

A MESSAGE FROM OUR CEO

Several CEOs of Atlas Network partner organizations gathered this summer near Runnymede to reflect on how Magna Carta, the foundational document protecting individual rights, was born in that location eight centuries ago. More than that, we tried to envi-

monetary policy has increasingly been gamed to serve the interests of elites, they would be angrier still.

Yet these populist sentiments have not been translated into strong efforts to reduce the role of government and re-

To win them over, we need to be better messengers. We need to seize the moral high ground in public debates, and we need to be unafraid to ridicule the statist mindset of our rivals on both left and right.

All over the world, we see widespread disgust at a political class that has presided over institutions that are often ineffectual and corrupt.

sion the next "Magna Carta moment" — the next breakthrough for liberty — and to brainstorm on how we might accelerate its arrival.

Part of our discussion centered on how a big opportunity may be slipping away.

All over the world, we see widespread disgust at a political class that has presided over institutions that are often ineffectual and corrupt. From the rise of Narendra Modi in India, to the Donald Trump and Bernie Sanders insurgencies in the United States, to this summer's Brexit vote and the broader anti-Brussels sentiment taking hold across Europe, large numbers of people are rejecting the status quo.

These people should be our allies. Their suspicion that institutions are rigged against them is well justified. If they fully understood the near-bankruptcy of most welfare states, and how

move government-granted privileges. More often, they lead to heavy-handed rule by leaders who make appeals to ethnic solidarity.

We have a difficult job ahead if we are to foster the kind of popular pro-liberty movement that can achieve real reforms. We need to redirect the public from dead-end concerns about "inequality of outcomes" that always lead to more calls for wealth redistribution. Instead, we must show the world that the critical problem is "inequality of opportunity" — which can be solved through school choice, reduced regulation, and improved rule of law.

The broad pro-liberty agenda should appeal to large numbers who are sick of corrupt leaders, tired of political correctness, and seeking an honest opportunity to improve their situation, and that of their children.

Most of all, we need to walk the walk and exemplify the virtues that a free society requires — with self-reliance, honesty, generosity, and civic engagement with audiences of all types.



Brad Lips, CEO of Atlas Network

Photo: Judd Weiss

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Authoritarian populism is on the rise throughout the world, driven by the paradox at its heart: Government fails at every turn, so it needs more power to set things right.

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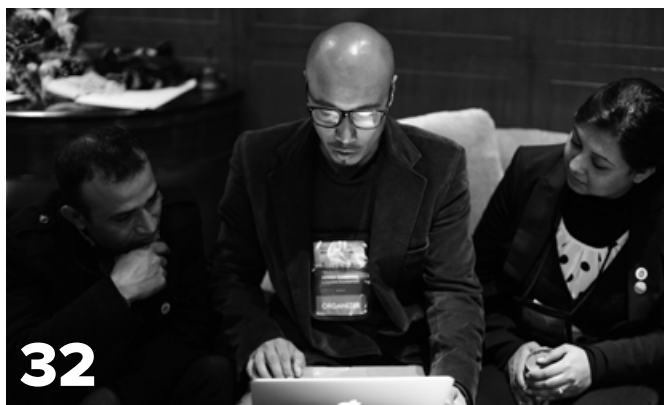
South African apartheid left a disastrous legacy that deprived poor black families of home ownership, so the Free Market Foundation launched a successful project to secure them their property titles.



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Think Tank CEOs at Runnymede Forge Next 'Magna Carta Moment'

Magna Carta was a foundational moment in the history of individual rights. Think tank CEOs from around the world gathered in Runnymede recently to strategize the next "Magna Carta moment."



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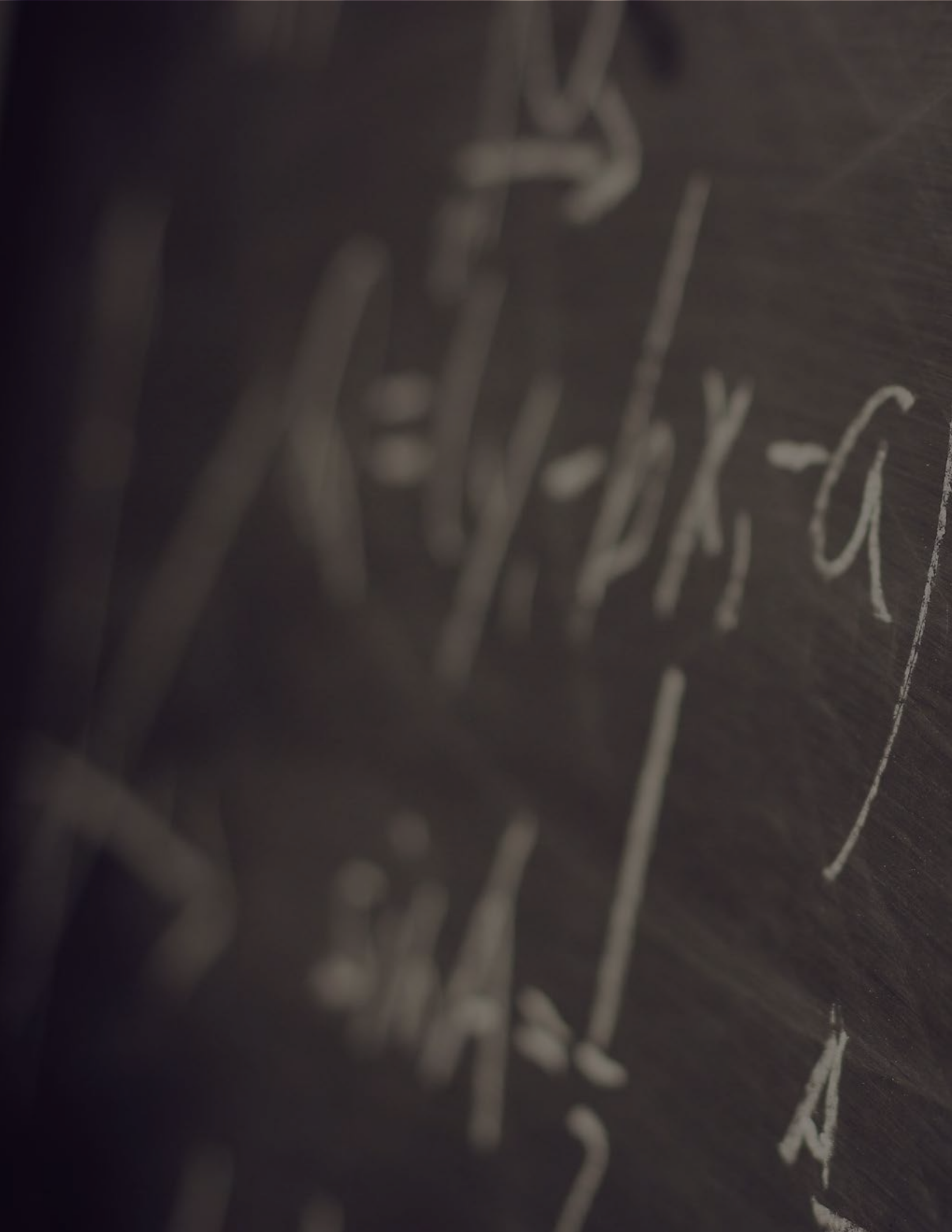
Alumni in Focus: Akash Shrestha

From violent earthquakes to new constitutions, Nepal has undergone massive shifts over the past couple of years. Akash Shrestha, research coordinator with Kathmandu-based Samriddhi Foundation, is somewhat obsessed with ensuring that entrepreneurs can earn their own living amidst all the changes in the new Nepal.

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.





THE COMMON DENOMINATOR

Extreme forces traditionally seen as opposites share a common denominator ... they are all forms of populism

By Johan Norberg

Extreme forces at play in the world today present very real challenges for the freedom movement. In the United States, these include corrupt candidates, socialist senators, and protectionist real-estate moguls. In Britain, the Labour Party is governed by an unreconstructed leftist who praises authoritarian governments. In France, National Front party leader Marine Le Pen has a real chance of becoming the next president with the help of money from Russian President Vladimir Putin. In Hungary and Poland, right-wing governments are dismantling independent institutions and the rule of law.

"We decide on something, leave it lying around and wait and see what happens. If no one kicks up a fuss, because most people don't understand what has been decided, we continue step by step until there is no turning back."

Even if they managed to lead us to the promised land this way, it would be meaningless. Of course, they led us instead to Iraq, the financial crisis, the Euro Crisis, the bailouts, mass unemployment, economic stagnation, and debt.

Government has failed, again and again.

countries tremendously. I think most people accept this view today because of the incredible growth in countries like China and India.

Once people began to accept that poor countries benefit from trade, however, they instead drew the conclusion that rich countries suffer. They think that if someone else gains something, it's because we lost. The enemy in their imagined scenarios may be the rich, big business, China's exporters, or immigrants. In each case, their conclusion is the same: What we need, they insist, is not better technology, higher productivity, and expanded trade, so that we can

The populist credo is that the government fails at everything it tries to do — so we must therefore give it more power to solve those problems!

Traditionally, these forces have been seen as opposites. In their resistance to an open world with free men and free markets, however, they share a common denominator. They are all forms of populism.

What is populism? It begins with the idea that people are mistreated by a self-serving elite. And if that were the whole of it, well, count me in. We actually have a support group for people who agree with this statement. It's called "everybody," and we have regular meetings, at the bar, in every city, in every country, every night.

The political establishment has failed, and its leaders view the people as an obstacle to their plans. The European Commission President Jean-Claude Juncker once explained to *Der Spiegel* how the European Union makes its decisions:

THE PARADOX OF POPULISM

Here, though, is the incomprehensible paradox at populism's heart. The populist credo is that the government fails at everything it tries to do — so we must therefore give it more power to solve those problems! It reminds me of the fool who told the waiter that he had two complaints: his steak was disgusting — and it was too small.

The populists arrive at such a contradictory idea because they embrace a zero-sum worldview. They live in a pre-Adam Smith world, believing that someone can win only if someone else loses.

In my book *In Defense of Global Capitalism*, I attacked the myth that globalization and free trade makes the rich richer and the poor poorer. I explained that, instead, free trade would benefit poor

cooperate more with others and benefit from their ideas. Instead, they say we need to stick together and toughen up, so that we can "beat" the others.

If our politicians fail, according to this worldview, it's not because the world is too complex for their top-down solutions, it's because they didn't try hard enough. That is why we need a strongman, they say, or at least a "muscular state," as France's National Front party puts it. They claim we need a powerful leader who isn't bothered with theories or the rule of law, but instead dares to act quickly and decisively.

The Nobel laureate author Mario Vargas Llosa has seen many of these *caudillo* military leader types up close, from Juan Perón through Hugo Chávez, and he points out that the common denominator is their charisma and attitude, a mixture of Superman and a clown.



A young refugee girl holds a sign with the common distress code "SOS." Photo credit: Alexandre Rotenberg, Shutterstock.com

The strongman can be on the left, right, or center; nationalist, socialist, or National Socialist — it doesn't matter. The real ideology underlying each is a personalized form of statism. At its root is the simple idea that a leader is big and strong and will take care of you. If we surrender to him, he'll make sure that we beat the "others," who often turn out to be not the corrupt elites and crony capitalists, but minorities, immigrants, Muslims, Jews. This is ugly and dan-

gerous. Once this process of vilifying marginalized groups begins, there's no telling where it will stop.

It's depressingly familiar, because Europe has been here before. Europe almost killed itself during the 20th century after drinking the poison of nationalism, racism, and statism. Amazingly, we survived, but instead of learning from our errors we're repeating them.

WHAT WE CAN DO

Can we do something about this? The good news is that we can. The bad news is that we are the only ones who can. For those who really believe in a zero-sum world, you have to take sides and try to beat the others, or they will beat you.

The hope lies with those of us who have always come to the defense of

creativity and voluntary cooperation. There is an enormous challenge ahead of us, because when people believe openness threatens their lives, they will

erage westerner has seen GDP per capita increase 20-fold. This has happened on other continents, as well: In Latin America and Asia it has increased

The economist William Nordhaus has estimated that innovative businesses capture only 2 percent of value they create, and 98 percent flows to the rest

Europe almost killed itself during the 20th century after drinking the poison of nationalism, racism, and statism. Amazingly, we survived, but instead of learning from our errors we're repeating them.

not accept it as a value — and they will reject the goal of limiting government to the task of protecting our rights.

It falls to us to explain that the world is not a zero-sum game. Trade creates new wealth where it did not exist before, rather than merely redistributing existing wealth. Since the introduction of free markets 200 years ago, the av-

10-fold, in Africa threefold. The more these countries and regions open up to the rest of the world, the richer they get.

This is the opposite of zero-sum. Everybody got richer, and this happened because of the openness and the experiments that populists fear. It happened because of trade, immigration, and capitalism in general.

of society — especially to consumers. Entrepreneurs take huge risks that might ruin them to create something new, and if they succeed, they keep only 2 percent. The rest immeasurably improves the lives of others. Not even the savviest dealmakers could improve on that deal!



Mario Vargas Llosa speaking at a Fundación Internacional para la Libertad conference honoring his 80th birthday in March 2016.
Photo credit: Fundación Internacional para la Libertad

People are fearful of many things, including hyper-globalization, stagnation, terrorism, or job-stealing robots. If we think these challenges are so great that we are willing to sacrifice freedom in the attempt to obtain security, we deprive ourselves of the very tools that we need to deal with those problems.

THE ASTONISHING RISE IN GLOBAL PROSPERITY

We have created a unique civilization, and we must talk about this more often. I am doing what I can in my forthcoming book, *Progress*. Despite what we hear on the news and from many authorities, the great story of our era is that we are witnessing the greatest improvement in global living standards ever to take place:

- Malnutrition, illiteracy, child labor, and infant mortality are falling faster than at any other time in human history.
- In the last 25 years, 138,000 people every day have been raised out of poverty.
- Life expectancy at birth has increased more than twice as much in the last century as it did in the previous 200,000 years.
- The risk that any individual will be exposed to war, die in a natural disaster, or be subjected to dictatorship has become smaller than ever.
- A child born today is more likely to reach retirement age than his forebears were to live to their fifth birthday.

If we think we have nothing to lose, we have poor memories.

People are fearful of many things, including hyper-globalization, stagnation, terrorism, or job-stealing robots. If we think these challenges are so great that we are willing to sacrifice freedom

in the attempt to obtain security, we deprive ourselves of the very tools that we need to deal with those problems.

Call it the “Caracas consensus.” Populist leaders insist they must control everything in order to keep foreigners and capitalists from making society fall apart. Then, when they do control everything and society falls apart as a result, they stand there, without money and without toilet paper, and blame foreigners and capitalists for the mess.

This can happen. It has happened before. It can happen again. But we can and must stop it. Every day that you work to promote understanding of freedom, you help to prevent this nightmare. That is the calling of the Institute of Economic Affairs, of Atlas Network and all its partners, of everybody who contributes to these efforts.

Don't let the lights go out – not again. The world is worth fighting for. I'd like to conclude as Ayn Rand once did:

“This then, is the choice. Think it over. Consider the subject, check your premises, check past history and find out whether it is true that men can never be free. It isn't true, because they have been. Find out what made it possible. See for yourself. And then if you are convinced—rationally convinced—then let us save the world together. We still have time.”

Thank you, all of you, for making the right choice. We need you now more than ever.



Johan Norberg, author of *In Defense of Global Capitalism* and senior fellow at the Cato Institute.



The cover of Norberg's upcoming book, *Progress*.

WORLD 10



1 — Britain's Brexit Transition Must Be Market-Oriented

Institute of Economic Affairs
London, England

Now that the decision has been made to exit from the European Union, the question becomes how to implement the withdrawal in a way that maximizes the benefits of political independence while minimizing potential drawbacks such as decreased international trade and labor mobility. The Institute of Economic Affairs (IEA) is working to ensure that the Brexit transition includes several free-market policy reforms.

2 — Peter Munk's \$5 Million Gift Funds New Fraser Institute Education Center

Fraser Institute
Vancouver, Canada

The Fraser Institute has for years provided educational programs for students, teachers, and journalists, and is now expanding its reach thanks to a recently announced donation of \$5 million from Canadian businessman and philanthropist Peter Munk. The Fraser Institute plans to use the gift to launch the Peter Munk Centre for Free Enterprise Education.



3 — Can These Drones Protect Property Rights in the Philippines?

Foundation for Economic Freedom
Quezon City, Philippines

There are 24 million land parcels in the Philippines, and only half of them are titled. The Foundation for Economic Freedom (FEF) is working to document Filipino citizens' property claims with the use of drones as a tool for land surveying. FEF's study determined that drones could cover the same ground in 10 minutes that had previously taken six hours with conventional methods.



4 — Challenging Tennessee’s Shampoo Licensure Scheme

Beacon Center of Tennessee
Nashville, Tenn.

Out-of-control licensing boards are a major drag on the economy, and in Tennessee these boards are more rampant than ever. The Tennessee Board of Cosmetology requires 300 hours of training and up to \$3,000 in tuition simply for a license to shampoo hair. The Beacon Center of Tennessee is going to bat for Tennesseans by formally challenging this under the Tennessee constitutional prohibition against monopolies.

5 — Victory Against Tax Code Absurdity in Honduras

Fundación Eléutera
San Pedro Sula, Honduras

Fundación Eléutera’s campaign for tax code reform in Honduras was so successful that, after gaining the support of private sector and civil society organizations, the Honduran government scrapped its draft proposal a few months ago and began a new one — which incorporated nearly half of the organization’s 20 proposals, such as its suggestion to end temporary but automatic business closures for small errors like not having an email address on sales receipts. Still, Fundación Eléutera warns, much remains to be done, especially a deep reform of the country’s income tax system.



6 — New Timbro Index Documents Rise of Authoritarian Populism in Europe

Timbro
Stockholm, Sweden

The Timbro Authoritarian Populism Index 2016 chronicles the rise of populist parties in 33 European countries from 1980 to 2016. In recent elections, for example, a fifth of all European voters have voted for authoritarian populist parties, and a third of governments in Europe are dependent on populist parties.



7 — ‘Peace Through Entrepreneurship’ Conference in Morocco Focuses on Trade, Social Harmony

Arab Center for Scientific Research and Humane Studies
Rabat, Morocco

Market activity fosters peace and cooperation, the theme of the recent “Peace Through Entrepreneurship” conference in Marrakesh, hosted by the Arab Center for Scientific Research and Humane Studies. The unique event brought together more than 200 people from the Middle East and North Africa to explore trade and social harmony — with a special focus on countries in the Arab world.

8 — Friedman Foundation Changes Name to Build Upon Legacy of Milton and Rose Friedman

EdChoice
Indianapolis, Ind.

When economists Milton and Rose Friedman launched their foundation 20 years ago, they knew that the issue of educational choice was bigger than their name. Robert Enlow explains how the foundation’s new name, EdChoice, focuses on a future of empowering parents and children. “I don’t want to undersell it; this is a big change,” Enlow said. “The Friedmans and their legacy mean so much to so many of us.”



9 — Bastiat and Butler Now Translated for 35 Million Malayalam Speakers

Centre for Public Policy Research (CPPR)
Kochi, India

CPPR has rigorously translated Frédéric Bastiat’s *The Law* and Eamonn Butler’s *Foundations of a Free Society* into Malayalam to promote increased awareness of the prerequisites necessary for greater freedom. These translations can now bring the essential ideals of classical liberalism to 35 million Malayalam speakers throughout India and other parts of the world.

10 — Campaigning Against Germany’s Nanny State: Don’t Nudge Me!

Prometheus – The Liberty Institute
Berlin, Germany

Prometheus recently launched the Don’t Nudge Me! campaign to oppose Germany’s repressive nanny state. The campaign website DontNudge.me highlights the ills of government nudging and programs like a ban on short-term apartment rentals in Berlin, a penalty tax on soda, a mind-manipulation program that pushes people to stop watching television at night, and much more.





ATLAS NETWORK PRESENTS:

WORLD10

World10 is a biweekly report on the top 10 happenings in the worldwide freedom movement. Atlas Network is in the unique position to have the inside scoop on everything that our more than 450 partners are doing in over 90 countries. Subscribe today to get the report straight to your inbox every two weeks.

AtlasNetwork.org/**World10**

{SUPPORTER SPOTLIGHT} MICHAEL KRUPP



Atlas Network is ... vitally important to my entire family. It's a privilege to be a part of this dynamic and impressive group, with its commitment to meaningful growth and integrity.



While I support many organizations demonstrating a strong commitment to libertarian ideals and principles, Atlas Network is foremost and vitally important to my entire family. It's a privilege to be a part of this dynamic and impressive group, with its commitment to meaningful growth and integrity.

Atlas Network continues to impress and surprise by accomplishing so much with so little. By keeping its administrative (3 percent) and fundraising (8 percent) expenses so low, 89 percent of its remaining revenues are available to invest in multiple activities.

I love that, unlike other organizations, it focuses on both expanding awareness and encouraging aggressive support and guidance to more than 450 independent partners around the world. It is marvelous to see the enthusiasm and gratitude expressed from all six major continents and countries, including Russia, Venezuela, Indonesia, Vietnam, Ethiopia, etc. From my vantage point, Atlas Network is well on its way to creating a real and meaningful reinterpretation and workable framework for a 21st century alternative to the United Nations.

Atlas Network is committed to creating greater awareness and fostering an understanding of the importance of allowing freedom, liberty, limited government, the rule of law, and


free markets to better enable the citizens of the world to truly prosper. This effort is led by passionate and persistent individuals prepared to change the world one day at a time, as the tipping point in consciousness eventually arrives.

Atlas Network works in tandem with other great organizations like the Cato Institute, the Foundation for Economic Education (FEE), the Institute for Humane Studies (IHS), and Students For Liberty (SFL). Few recognize the contribution and commitment that Dr. Tom G. Palmer has invested in building upon the principles of freedom and liberty with SFL and thousands of its young and passionate students from around the world. This is the nucleus of what tomorrow can become; we should remain incredibly optimistic.

In August, I visited the Atlas Network offices in Washington, D.C. It was thrilling to see the activity buzzing on Skype from around the world, new interns training to make an important mark in our next generation, and finally meeting so many of the active and effective workers at Atlas Network.

Never have so few done so much for so many with so little! Thank you, Atlas Network!

Michael Krupp
Longboat Key, Fla.



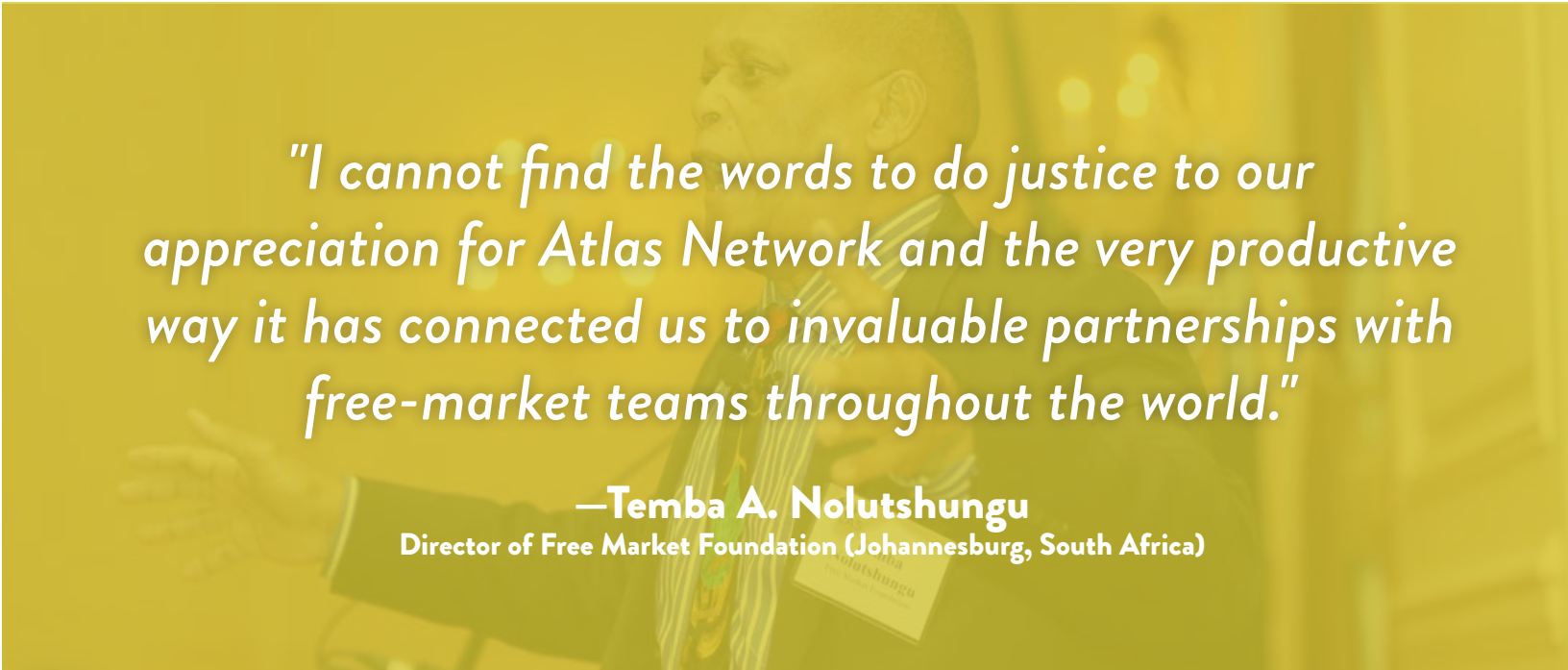
"There is a community of people from all over the world who feel the same way you do. Being a supporting partner of Atlas Network means the world to me."

—Jean-Claude Gruffat, Atlas Club member

It's more than just donating, it's becoming part of something greater.

Members of Atlas Club invest \$1,000 or more each year to help Atlas Network in the fight for freedom and prosperity with an international network of more than 450 think tanks. Atlas Club members receive special updates from Atlas Network leadership and partners to ensure that you are connected to the latest developments from the front lines in the battle for freedom.

AtlasNetwork.org/AtlasClub



"I cannot find the words to do justice to our appreciation for Atlas Network and the very productive way it has connected us to invaluable partnerships with free-market teams throughout the world."

—Temba A. Nolutshungu

Director of Free Market Foundation (Johannesburg, South Africa)



Awarded since 2004, the Templeton Freedom Award is named for the late investor and philanthropist Sir John Templeton. The award annually honors his legacy by identifying and recognizing the most exceptional and innovative contributions to the understanding of free enterprise, and the public policies that encourage prosperity, innovation, and human fulfillment via free competition. The award is generously supported by Templeton Religion Trust and will be presented during Atlas Network's Freedom Dinner on Nov. 10, 2016, at New York City's historic Capitale. The winning organization will receive a \$100,000 prize and the five runners-up will receive \$25,000. Atlas Network is excited to announce the long-anticipated finalists for this year's award.

2016 TEMPLETON FREEDOM AWARD FINALISTS

Economics in 31 Hours

Lithuanian Free Market Institute — *Vilnius, Lithuania*

Economic education in Lithuania had been hobbled for decades by socialist textbooks, but Lithuanian Free Market Institute's *Economics in 31 Hours* is now used by 41 percent of all 9th and 10th graders. It teaches the importance of property, exchange, profit, money, and competition to everyday lives and decisions.

The Right to Try Initiative

Goldwater Institute — *Phoenix, Ariz.*

The FDA keeps potentially life-saving drugs out of reach of terminally ill patients even after deeming them safe. Goldwater Institute led a nationwide effort to give patients the right to try. Now, thanks to legislative victories in 31 states, patients are finally beginning to access new medicines before it's too late.

Litigating for Liberty

The Centre for Justice — *Stockholm, Sweden*

The Centre for Justice protects the liberties of small-scale entrepreneurs in Sweden with strategic litigation, thorough research, and sophisticated media relations — winning 14 out of 14 cases before the highest court in Sweden and setting many practical precedents for freedom, such as allowing legal liability for trade unions and government agencies.

From Welfare to Work

Foundation for Government Accountability — *Naples, Fla.*

In eight years, America's welfare state has doubled the able-bodied adults on food stamps and Medicaid. But in 2015, the Foundation for Government Accountability (FGA) began an effort that has achieved reform in 22 states, moving millions off welfare and into jobs, and promising to save taxpayers \$56 billion over a decade.

Economic Reform Campaign

The Israel Center for Social and Economic Progress — *Mevasseret Zion, Israel*

Founded in the late '70s to help Israel realize its enormous potential by freeing its economy from the shackles of a regressive socialist and statist system, the Israel Center for Social and Economic Progress has led major reforms that have transformed the Israeli economy. Its newest reforms reduce the tax and bureaucratic burden for small businesses, break the banking industry's credit card duopoly, scale back duty fees, and liberalize import laws.

Legislative and Policy Project

FIRE, The Foundation for Individual Rights in Education — *Philadelphia, Pa.*

Nearly half of American colleges and universities maintain blatantly unconstitutional speech codes. That's why FIRE, the Foundation for Individual Rights in Education, fights to restore fundamental freedoms on college campuses. Since 2012, FIRE's Legislative and Policy Project has worked to directly confront attempts by legislators and federal agencies to stifle speech and violate student and faculty members' rights.

November 10 | 6:30 - 11:00 p.m.

Freedom Dinner 2016

new york city

Freedom Dinner is the annual gala celebration of the worldwide freedom movement's most important achievements, featuring the announcement of the prestigious

\$100,000 Templeton Freedom Award, the 2016 Think Tank Shark Tank Competition, and a Toast to Freedom by Alan Charles Kors. Freedom Dinner will follow a special daytime program at New York City's Princeton Club, featuring John Fund (National Review Online) among others discussing the policy consequences of the 2016 elections.

Freedom Dinner is generously co-sponsored by
Smith Family Foundation

For tickets and sponsorships visit:
atlasnetwork.org/freedomdinner

For more information, please contact
Stephanie Giovanetti Lips at 914.484.1523

Capitale
130 Bowery
New York, NY 10013

THINK TANK CEOS AT RUNNYMEDE FORGE NEXT 'MAGNA CARTA MOMENT'

Just over a year ago, the world celebrated the 800th anniversary of the signing of Magna Carta, a conciliatory agreement between King John and his noble lords at a swampy site called Runnymede, about 20 miles west of London. The document served to limit the king's power both legally and rhetorically, and subjugate him to the rule of law. Today, it is celebrated as a near singular inflection point in the cause of limited government and individual liberty.

This past June, CEOs from 17 of the most ambitious free-market organizations in the United States and Europe came together in Windsor, England, for Atlas Network's Transatlantic CEO

Summit, only days before they were scheduled to participate in Atlas Network's 2016 Europe Liberty Forum in London. During the intensive summit, the CEOs developed a strategy for creating what they would call the next "Magna Carta moment," meaning both a widely publicized and a widely favored shift in power — away from centralized political leadership and toward the individual.

"Good ideas are more likely to come when you reach beyond your day-to-day network," said Matt Warner, Atlas Network vice president of programs and institute relations. "This gathering was an implicit challenge to think bigger and smarter about the way we

advance the cause of liberty going forward."

The CEOs recognized the dangers of an accelerated rise of populism in both the United States and Europe, so they chose to focus their energies on a strategy that will harness and redirect public discontent with a campaign designed to articulate the relationship between big government and injustice.

"No one can predict the future, but a smart think tank CEO is always looking ahead and testing assumptions about future challenges and opportunities," remarked Žilvinas Šilėnas, CEO of Lithuanian Free Market Institute.

At a swampy site called Runnymede in 1215, King John signed Magna Carta. This conciliatory agreement between the king and his noble lords legally and rhetorically limited the king's power and subjugated him to the rule of law.



CEO Summit participants gather on the footbridge connecting Eaton and Windsor.



No one can predict the future, but a smart think tank CEO is always looking ahead and testing assumptions about future challenges and opportunities. — Žilvinas Šilėnas, CEO of Lithuanian Free Market Institute



Left: Joseph G. Lehman (Mackinac Center for Public Policy, Michigan) laughs with Jon Caldara (Independence Institute, Colorado), while in the background John Tillman (Illinois Policy Institute, Illinois) shares ideas with his group. "The CEO Summit and [Europe] Liberty Forum gave me clear ideas to leverage my organization's strengths to help the global network of think tanks promoting liberty," Lehman said. "I'm excited to be a part of that force for good."

Right: Dr. Richard Durana (INESS, Slovakia) looks on as Linda Whetsone (Network for a Free Society, U.K.) brainstorms during a strategy session.



ALMOST HEAVEN

WILL IT TAKE A MIRACLE TO FIX
WEST VIRGINIA, OR JUST A THINK TANK?

By Casey Pifer



Photo: photobypatoboy/Shutterstock.com

West Virginia should be a destination state for entrepreneurs. Majestic mountains are carved by winding river valleys and sit atop a vast supply of natural resources. A rich heritage of friendly, hard-working people creates a warm, welcoming environment for visitors. An accessible distance from major northeast cities, both travelers and residents alike are compelled to describe it as “almost heaven.”

At first glance, the Mountain State seems to have it all — one would expect entrepreneurs to flock there, and families to thrive. But that’s not the case.

According to the U.S. Census Bureau’s 2015 population estimates, West Virginia had the largest population decrease in the country. This distressing decline is accompanied by a 5.7 percent unemployment rate, the 10th highest in the nation.

At first glance, the Mountain State seems to have it all — one would expect entrepreneurs to flock there, and families to thrive. But that’s not the case.

Talk to any young college graduate hailing from the state, and you’re likely to hear the same story: Despite wanting to stay, they simply can’t.

What is driving people away? Why does a state with so much going for it consistently finish last for well-being in the United States? And why does West Virginia regularly rank in the top five poorest states?

“West Virginia suffers from a fundamental lack of opportunity,” said Garrett Ballengee, executive director of the Charleston-based Cardinal Institute for West Virginia Policy. “Opportunity to receive a decent education, and to build a better life through entrepreneurship. Residents lack access to these basic pillars of well-being, so people instead leave to build better lives elsewhere.”

Founded in 2014, the Cardinal Institute officially became an Atlas Network partner in early 2016. It is positioned to become a leading voice in the state and aims to lay the intellectual groundwork necessary to rebuild West Virginia’s economy and enter a new chapter of freedom and prosperity.

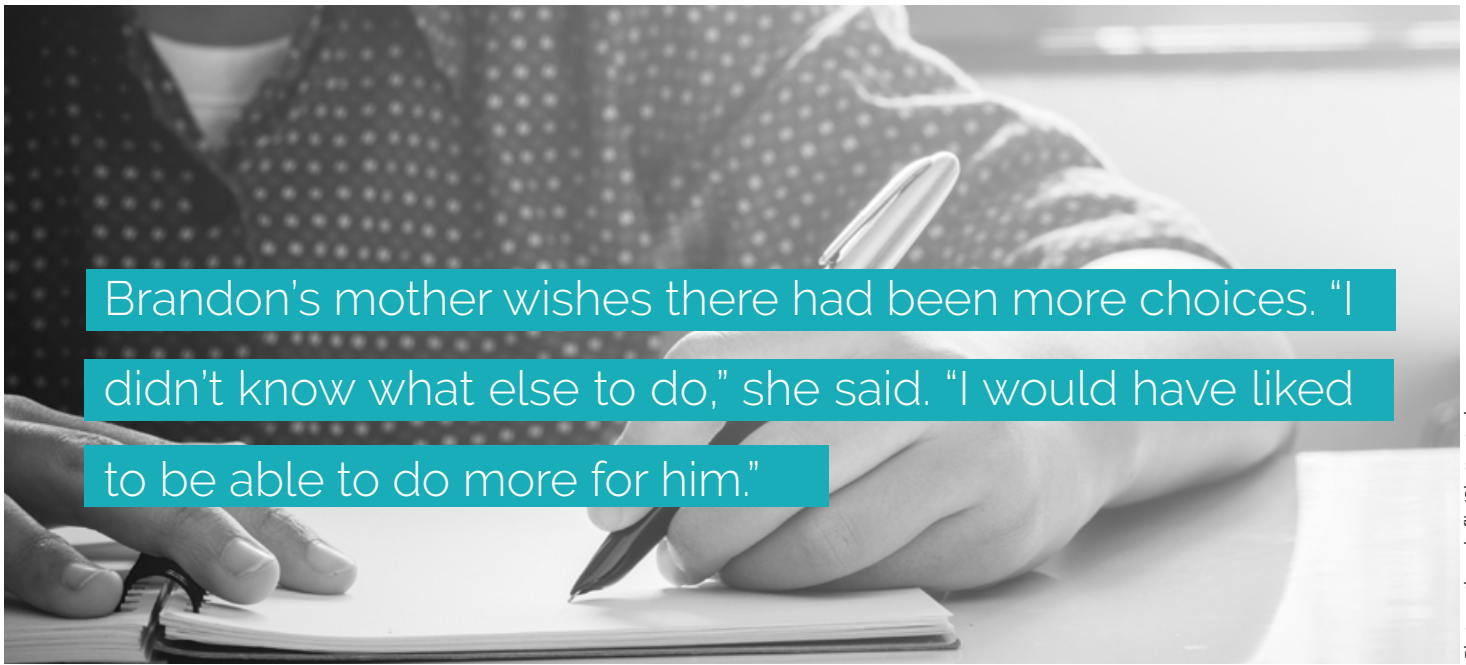


Photo: anthony heflin/Shutterstock.com

Brandon's mother wishes there had been more choices. "I didn't know what else to do," she said. "I would have liked to be able to do more for him."

LACK OF EDUCATIONAL CHOICE PROGRAMS IN WEST VIRGINIA

Access to quality education is scarce in West Virginia. According to Education Week's report "Quality Counts 2016," West Virginia places 46th out of 51 in its "Chance for Success" category. West Virginia performed even worse in its "K-12 Achievement" category, receiving a grade of "D" and placing 49th out of 51. The National Assessment of Educational Progress recently ranked West Virginia's test performance 50th among all states, with below average scores in every category. To make matters even worse, there are zero educational choice programs in West Virginia, according to EdChoice.

Because of all this, many families are forced to explore other options, like homeschooling.

"My son was not getting the education that he needed in the public school," said Carrie Webb, resident of Cedar Grove, W.Va., explaining why she chose to forgo public school for her son, Brandon. After 11 years of seeing his needs neglected, Carrie made the difficult decision to homeschool. "Pulling him out of public school was not an easy decision ... but I know I made the best decision for him."

In West Virginia, kids like Brandon — smart and well-mannered, with dreams of graduating from college — too often become trapped in a system that does not work for them. Although homeschooling has been an adequate alternative for the family, Brandon's mother wishes there had been more choices. "I didn't know what else to do," she said. "I would have liked to be able to do more for him."

The Cardinal Institute seeks to address the lack of education freedom in West Virginia by broadly promoting the merits of school choice programs. "Many families simply cannot afford a parent to stay home with a child five days a week," Ballengee said. "Currently, the system that promotes the most flexibility for educating children, and what the Cardinal Institute will work hard to promote, is education savings accounts (ESAs)."

ESAs allow parents to tailor an educational experience to best suit the child. "Every year, participating parents would receive a debit card preloaded with money that they could spend on private tutoring, private school tuition, educational therapy,

online learning platforms, and other qualifying educational expenses for their children. In some states, unused money can be saved and put towards the child's college tuition," Ballengee said. "Fundamentally, ESAs give parents control over how their children's education dollars are spent."

The Cardinal Institute is steadfast in its view that improving educational choice is a fundamental need for West Virginia, one that feeds directly into the state's prospects for recovery and growth.

"Education is a pillar upon which all other areas of society depend, and access to a good education is critical to living a fulfilling life and maximizing one's potential," Ballengee said. "Choice on the part of the parent will spur competition, innovation, and progress. Let 1,000 flowers bloom in the education industry, and children will have access to educational products that we cannot even imagine."

HOT DOG MAN AND BIRDMAN

Economic freedom has been shown time and again to be the key to prosperity throughout the world, yet West Virginia policymakers seem to have ignored the evidence. A state that should be a destination for entrepreneurs instead sends businesses running. *Forbes* ranked West Virginia dead last in its 2015 "Forbes Best States for Business and Careers" list. And according to the Bureau of Labor Statistics, West Virginia has had the lowest employment-population ratio among the states every year since 1976.

West Virginia's aspiring entrepreneurs face burdensome and often arbitrary regulations that diminish their eco-

nomic freedom. Take, for example, the stories of Morgantown hot dog vendors Joe Stone and Joseph Byrd.

Stone lives in Morgantown, home to West Virginia University and Mountaineer football. He is a single father of three who recently lost his wife to cancer. For nearly 20 years, Joe has supported his family by selling hot dogs to the late-night bar patrons on High Street. He is affectionately known as "Hot Dog Man."

Stone's sidewalk hot dog stand has become a staple for WVU students on High Street since its establishment by the original proprietor in 1988. "Lots of

them know me from their freshman to senior year," Stone said of West Virginia University students. "This is my livelihood."

Countless customers filter in and out of bars in the downtown area, stopping by the stand with the blue and gold umbrella. For \$2, they get a dog piled high with toppings faster than they can finish yelling "Let's Go, Mountaineers!" It's affordable, easy, and quick for a hungry, homeward-bound college student who just spent a little too much money at the bar.

Stone is now the lone sidewalk vendor on Morgantown's busy nighttime



Casey Pifer (left), institute relations and programs manager at Atlas Network, with the Students For Liberty club at West Virginia University.
Photo Credit: WVU Students for Liberty



Joseph "Birdman" Byrd working his former hot dog stand in Morgantown, W.Va. Photo credit: Bryan Bumgardner

streets, but that hasn't always been the case. Prior to 2014, another stand run by the popular Joseph Byrd, better known to patrons as "Birdman," operated a short distance away. Birdman sold hot dogs there for nearly eight years, until ordinances passed by the city council in 2013 regulated him off the street.

Birdman's story is one of pain and struggle. Having grown up in the crime-ridden neighborhoods of Brooklyn, N.Y., Byrd spent more than 15 years of his life in prison. When he was released in 1999, he moved to Morgantown. Avoiding the chaos of his life before prison, Byrd began working odd jobs in downtown bars and eventually started his own hot dog stand.

"I didn't want to go back to that lifestyle," Byrd said of his days in Brooklyn. "It was painful, it was sad. God had a plan for me to get [money] another

West Virginia's aspiring entrepreneurs face burdensome and often arbitrary regulations.

way. Now I'm finding out what that plan is, you know, and it's called work. I'm working for it. ... I appreciate that. I'm thankful for that."

Students appreciated Birdman, too, making his cart nearly as popular as Hot Dog Man's. The two were rivals in a town that embraces a good competition.

In 2013, however, the city council passed an ordinance that effectively banned sidewalk vendors in the downtown business district where both stands operated.

That fall, members from all over the community came to the defense of

both vendors. The WVU chapter of Students For Liberty, an Atlas Network partner, organized an official petition against the ordinance. Ultimately, the ordinance was reversed. This seemed like a victory, but what came afterward looked just as bad. The city amended the ordinance to allow sidewalk vendors in the downtown business district, but restricted them from selling too close to the popular brick-and-mortar restaurants. This devastating regulation effectively crowded Birdman out of the market.

"I don't feel it's fair to me ... to be let down, based on a few people in power and authority, to take control of somebody else's livelihood," Byrd said.



Garrett Ballengee, executive director of the Cardinal Institute for West Virginia Policy, in front of the West Virginia State Capitol building.
Photo credit: Perry Bennett

MOUNTAINEERS AREN'T ALWAYS FREE

The economic fate of a single vendor may not seem significant in the larger picture, but his struggle of being crowded out by oppressive regulations is a familiar story for many entrepreneurs throughout West Virginia. These sorts of burdensome regulations reduce economic opportunity and freedom for the Joseph Byrds of the world.

These popular hot dog vendors had a group of students willing to go to bat for their freedoms, but countless others go undefended throughout the state. The Cardinal Institute aims to fill that void by giving West Virginian entrepreneurs a voice that has too long been drowned out by big government.

"We have to help change the culture in West Virginia from anti-market and anti-business towards an appreciation for entrepreneurship, market dynamism, and job creation," Ballengee said. "The Cardinal Institute is working to fill the gaps in how West Virginia's citizens and public officials understand free markets and economic freedom. We are only one organization, though, within a sea of government agencies, anti-market politicians, and status quo thinking, so our efforts must be creative in order to secure victories for economic freedom."



There is nothing cosmically pre-ordained that says West Virginia must always be among the least prosperous states in the country and an object of ridicule. — Garrett Ballengee, Executive Director of the Cardinal Institute for West Virginia Policy



STRIVING FOR THE 'WEST VIRGINIA MIRACLE'

In a relatively short amount of time, the Cardinal Institute has had an impressive impact. It has successfully exposed the "Wild and Wasteful" ways of the state government, highlighting its waste, fraud, and abuse of tax dollars; it has come up with an entirely new vision for West Virginia, one that paints a brighter picture for this Mountain State with so much potential; and it has already been instrumental in reforms to West Virginia's labor policy.

In 2016, the Cardinal Institute was one of the leading advocates in helping West Virginia become the country's 26th right-to-work state. "Given the rich history of unionism in West Virginia, many people did not think it could be done," Ballengee said. "This victory will give workers more freedom in the workplace. Economic considerations

aside, right-to-work is a huge moral issue for West Virginia workers, and I am proud that we helped facilitate that positive change through our educational work."

The Cardinal Institute is one of Atlas Network's more than 450 independent partners in 94 countries having an impact on many of these same issues. "We've been really impressed with the Cardinal Institute," reported Matt Warner, Atlas Network's vice president of programs and institute relations. "Garrett's vision for West Virginia is bold in a state that some have written off, but he's already proven reform can happen. Because of the rigorous training courses Garrett has participated in through Atlas Leadership Academy, we've been able to take a hard look at his strategy and approach, and we're confident the

Cardinal Institute will continue to make a difference in West Virginia, particularly in improving economic and educational opportunities for all West Virginians. Garrett believes in miracles, and he's made us believers, too."

Despite West Virginia's bleak educational and regulatory circumstances, Ballengee is optimistic that change is possible. "There is nothing cosmically pre-ordained that says West Virginia must always be among the least prosperous states in the country and an object of ridicule," Ballengee said. "I have no doubt that if we can get the correct policies in place that one day we will be reading an article in the *Wall Street Journal* titled 'The West Virginia Miracle.'"

{ IMPACT CASE STUDY }

HOW FREE MARKET FOUNDATION IS RESTORING PROPERTY RIGHTS TO GENERATIONAL APARTHEID VICTIMS

The historical weight of apartheid in South Africa is staggering, and its repercussions continue to be felt today. The Free Market Foundation (FMF), an Atlas Network partner based in South Africa, estimates that there may be 7 million people who lack secure property titles to their property, because the former apartheid regime made ownership illegal for black residents and the modern titling process is difficult and costly for many low-income families to navigate. FMF's success story in helping make home ownership a reality for hundreds of these families to date provides a model of effective policy work — not only for future efforts in South Africa, but also for organizations around the world that can learn from the practical steps that FMF took in identifying a problem and implementing an effective solution.

Top: Maria Mothupi, who recently turned 100, at last owns her home in South Africa. The freehold title deed to the house where she has lived as a tenant since 1982 was presented to her on Thursday, May 7, 2015. **Bottom:** The Free Market Foundation conducted extensive outreach to the Ngwathe community about the benefits of the titling process.





It gives us at the FMF great satisfaction to know that Khaya Lam has transformed the lives of 1,000 low-income families in Ngwathe.

— Eustace Davie, Director of Free Market Foundation



The Khaya Lam (“My Home”) Land Reform project developed by FMF has been highlighted as one of Atlas Network’s new Think Tank Impact case studies, a publication series that showcases a successful partner project in such a way that it can be used as a blueprint for how to craft effective policy projects in any number of other countries and communities around the world. Although the details of each project are specific to time and place, the strategies and techniques involved are widely applicable. They provide lessons on challenges that any think tank might face when managing a project.

The FMF case study includes a project narrative with step-by-step details on how the organization set up a smaller-scale trial to title 3,000 municipal homes in the Ngwathe area of the Free State province, recruited a local project manager who made introductions to local officials, obtained council approval for the plan, set up a local office with a liaison officer and local attorneys, developed a marketing strategy to disseminate project benefits, and began working with residents to prepare their documentation for the titling process.

“By early 2016, the pilot project had secured 870 land titles in Ngwathe, with

another 300 in the pipeline,” the case study explains. “There has been an increase in donor interest in titling in other areas, too, with contributions and pledges received for 1,700 title transfers, mainly in the Cape Town area. FMF has demonstrated that for every US\$100,000 in funding it secures for direct project expenses, it is able to generate approximately US\$6.7 million in capital for low-income South Africans. This translates into potential for loans for education expenses, new businesses, and property improvements, as well as opportunities for inheritance and relocation.”

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 on these pages features the work of the Free Market Foundation, a finalist for Atlas Network’s prestigious Templeton Freedom Award in 2015. If you would like more in-depth analysis, 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 all the time, so keep an eye out for future publications and recommend this course to your colleagues.

Download Dr. Palmer's new book online at atlasnetwork.org/selfcontrol



Self-Control — OR — STATE CONTROL? *You Decide.*

EDITED BY
TOM G. PALMER

"State control can never substitute for self-control without destroying freedom and all that is human in both society and economy."

—Vernon L. Smith, 2002 Nobel Laureate in Economics, Chapman University

Atlas Network is excited to announce:

REGIONAL LIBERTY FORUMS IN 2017 ➡ 2018 ➡ 2019

Thanks to the John Templeton Foundation

EUROPE ➡ AFRICA ➡ ASIA ➡ LATIN AMERICA

Regional Liberty Forums bring together Atlas Network partners in order to accelerate the sharing of best practices through training and friendly competition by region. The forums will celebrate successful partner projects and will feature the winners of the Regional Liberty Awards.

Atlas Network thanks Smith Family Foundation and John Templeton Foundation for launching and growing Regional Liberty Forums.

AtlasNetwork.org/RLF

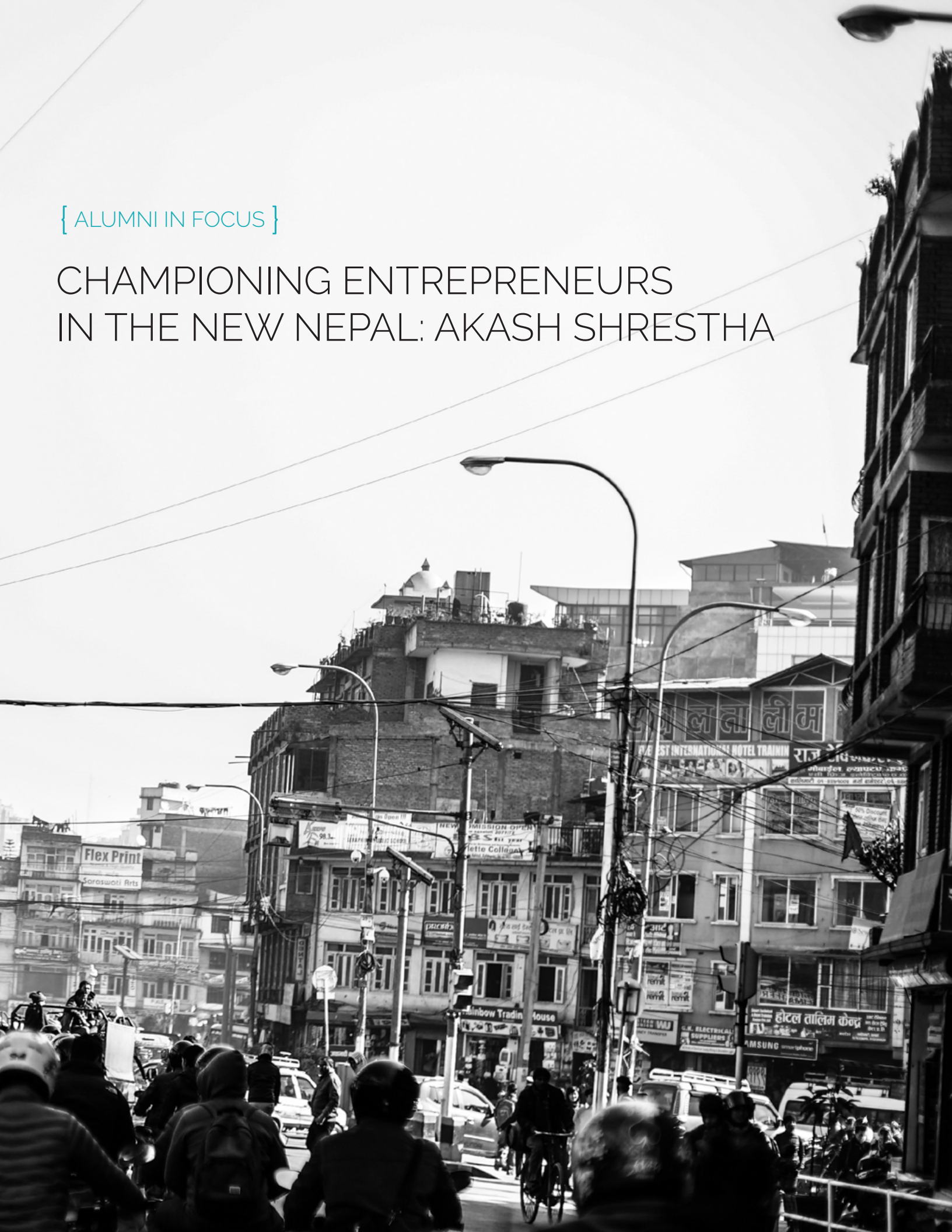




Traffic in Kathmandu, Nepal. Photo credit: Judd Weiss

{ ALUMNI IN FOCUS }

CHAMPIONING ENTREPRENEURS IN THE NEW NEPAL: AKASH SHRESTHA



Akash Shrestha, research coordinator with Kathmandu-based Samriddhi Foundation, is somewhat obsessed with ensuring that entrepreneurs can earn their own living in the new Nepal. Akash and Daniel Anthony, editor-in-chief of *Freedom's Champion* and Atlas Network's vice president of marketing and communications, first met over breakfast during the third annual Asia Liberty Forum in January 2015. Much has changed since then, so Daniel reached out for an update.

Freedom's Champion: How is Nepal's post-earthquake rebuilding coming along? Are there more or fewer opportunities for entrepreneurs these days?

Akash Shrestha: Many people have slowly pulled their lives together and are getting back to normalcy, but Nepal has not had local elections in almost two decades. Many people, especially the young generation, have never known what it means to have elected local representatives. The government has not internalised the fact that governments cannot solve all problems. We have not seen it trying to tap into local knowledge and energies of volunteers, the private sector, and civil society actors in the rebuilding process, who were actually the first to respond right after the earthquake. The government's solutions have not worked efficiently at all. The interest subsidies and cheap credit program introduced by the government for earthquake victims have seen no real takers in the market, which reflects a lack of financial pragmatism on the side of the government and financial prudence on the side of the people.

With a historic budget of US\$10 billion in a US\$20 billion economy, with a huge portion allocated to rebuilding efforts, the government is crowding out private investments — and opportunities for entrepreneurs are decreasing. Huge government spending could trigger demand-pull inflation and increase the cost of living and cost of doing business for entrepreneurs. This is coming at a time when the government has also been restricting private investments, one sector at a time, through legal restrictions. This is not an ideal time to be in Nepal, as an entrepreneur or as an investor.

With Nepal's new constitution, what are some challenges and opportunities for entrepreneurs?

One of my research projects is called "Facilitating Enterprise in Federal Nepal" (FEFeN). With the promulgation of the new constitution in September 2015, Nepal is now a Federal Democratic Republic. The powers and functions of the central government will have to be devolved across all new provinces.

So what's the idea behind the new project?

As the new policies and institutions are devised to govern Federal Nepal, FEFeN provides recommendations for effective, economically sound, and efficient institutional struc-

tures for easy entry to and exit from the market. So we're beginning to talk to various entrepreneurs — small to big — spread across all of Nepal, to learn from them the challenges to market entry and exit that they face under the unitary and centralised system of governance. We also get their perspectives on what the structures and powers of provincial and local authorities should look like so that these and other aspiring entrepreneurs will feel that this federalism is actually for them, and that it will create a conducive and enabling environment for all to earn their own livings.

And what are you learning from the entrepreneurs you talk to?

We have already travelled to 10 districts across Nepal and interacted with many local entrepreneurs. We are also engaging with regulators, to learn about how they are approaching this aspect of federalism. I was in Birgunj — a metropolitan municipality that borders India approximately 85 miles south of Kathmandu — in May to meet entrepreneurs and local-level government agencies to learn the functions of local regulatory agencies. I wanted to test which government services were available to the people. Unfortunately, I saw that government promises and practices do not often resonate.

Lorik Prasad Yadav, a resident of Sugauli Birta, a small village within Birgunj, purchased a tractor with an initial investment of 1 million Nepalese Rupees (NPR), or approximately US\$9,300. He used it as a mobile mill for cereals like wheat and paddy. This was a huge service to the locals, and made lives easier for everyone. Women did not have to travel for hours to stationary mills anymore; Lorik would come right to their doors. These women could now invest time into other activities. His service was cheaper, too — only 1.5 NPR, or approximately 1.5 US cents per kilogram, while the other stationary mills charged 2.5 NPR. People were able to save. He'd even leave the chaff behind, so the local farmers could use it further.

But it seems as if innovation always threatens the status quo. The people running stationary mills faced massive competition there. They had to upgrade their business and make lives easier for their customers, or they'd have to shut down. Of course, instead they filed a complaint against Lorik at the Office of Cottage and Small Industries (OCSI). And the same government that has committed to modernisation of agriculture came to their rescue and closed down Lorik's business. Right across the border, in India, there are others like Lorik who are freely operating the same business. I went to the OCSI and asked them why they'd closed his business down. The answer was quite a shocker: there is no such provision in the law. The office chief acknowledged that he did not want to shut it down, but had no authority to challenge the policy.



Akash Shrestha during Asia Liberty Forum 2015 with fellow Samridhhi Foundation team members Deependra Chaulagain (left) and Arpita Nepal (right). Photo credit: Judd Weiss

The government has not internalised the fact that governments cannot solve all problems. We have not seen it trying to tap into local knowledge and energies of volunteers, the private sector, and civil society actors in the rebuilding process, who were actually the first to respond right after the earthquake.

Lorik hopes that as Nepal implements federalism his local government will have the power to frame its own laws that enable local entrepreneurs like him to earn a decent living by catering to the needs of the market, no matter how big or small the business.

What's a typical day like for you at Samridhhi Foundation?

We have a flexible approach here. Everyone is free to pace their day in their own preferred way. We operate on an informal horizontal network — nobody tells anyone else what to do. But with freedom comes responsibility. Everyone takes accountability, figures out where they fit into the entire project, and delivers. We encourage innovation, new ways of doing things, and dealing with problems head-on. Everyone's opinion matters.

How has Atlas Leadership Academy (ALA) helped you in your role?

I started working at Samridhhi on April 10, 2013, and all the new strategic frameworks and skills I've acquired since then through ALA have helped me grow within Samridhhi. They've helped me design and implement new projects, supported our donor cultivation program, and helped me more purposefully engage in networking with key stakeholders.

Akash Shrestha is a research coordinator with Kathmandu-based Samridhhi Foundation and a graduate of Atlas Leadership Academy.

FREEDOM CHAMPIONS AROUND THE NETWORK



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1. Atlas Network's monthly events series in New York City, Trendsetters NYC, brings together free-market aficionados to learn about international policy projects, including efforts to rally free-marketeers against illiberal threats in France and other parts of continental Europe.

3. Stephanie Giovanetti Lips and Keri Hunter (EdChoice) explore the henna booth at Competitive Enterprise Institute's annual gala.

2. Atlas Network's Kristina Crane, at the center of a small gathering of pro-liberty ladies, prior to Competitive Enterprise Institute's annual gala. With: Terry Kibbe (FreeThePeople); Beth Stephens (Institute for Justice); Nicole Neily (Franklin Center); Cynthia Bader; and (seated) Claire Kittle Dixon (Talent Market).

4. Craig Moran, Priscila Ortiz, Cheyenne Trimels, and Brandon Livengood show off their swag at Milton Friedman Trivia Night, hosted at Atlas Network headquarters in Washington, D.C.



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5. Patrick Reasonover in action in London at a Lights, Camera, Liberty! workshop, where think tank leaders are trained to communicate policy ideas via emotional storytelling.

6. Alongside Edita Maslauskaitė and Vytautas Žukauskas from the Lithuanian Free Market Institute, Joe Lehman (Mackinac Center, Michigan) pre-

pares his talk for an Atlas Leadership Academy Think Tank Startup Training held in Lithuania in June 2016.

7. Merima Devedžić from Multi (Udruženje Gradana) in Bosnia and Herzegovina at Think Tank Startup Training held in Lithuania in June 2016.

{ INSIDE ATLAS NETWORK }

THE PROGRAMS AND INSTITUTE RELATIONS TEAMS

"Atlas Network's institute relations and programs teams work together to make sure the opportunities we provide are well-matched to our partners' needs. Both teams are routinely in personal contact with our partners, and we work internally to bring the latest insights to bear on the way we are serving them. We regularly get together to review all upcoming grant, training, and award application deadlines with the aim of identifying those partner organizations that would most benefit and might appreciate a personal invitation. Our work is never done, and it's a great privilege for us to serve at the heart of this global network and to witness the courage, brilliance, and tirelessness of countless freedom champions working across 96 countries."

— Matt Warner

Vice President of Programs and Institute Relations



Back Row: Tarun Vats, Erwin Chaloupka, Matt Warner, Alexander Skouras, and Johannes Schmidt
Front Row: Mariana Zepeda, Laura Liu, Cindy Cerquitella, Casey Pifer, Elisa Martins

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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 Clark Ruper at: Clark.Ruper@AtlasNetwork.org

