

FREEDOM'S CHAMPION

Atlas Network's quarterly review of the worldwide freedom movement



UKRAINE: A COUNTRY IN CRISIS

WHY MOVIES MATTER

(AND WHY WE SHOULD WRITE SOME GOOD ONES)

BY PAUL GUAY

IMPACT CASE STUDY:

FGA'S EFFORTS TO RESTORE
THE WORKING CLASS FUELED BY
INNOVATIVE ORGANIZATIONAL MODEL

TEMPLETON FREEDOM AWARD WINNER:

LITHUANIAN FREE MARKET INSTITUTE GIVES NEXT GENERATION OF LITHUANIAN YOUTH
FIGHTING CHANCE TO LEARN ECONOMICS OF FREEDOM

CENTER FOR INDONESIAN POLICY STUDIES WINS 2016 THINK TANK
SHARK TANK COMPETITION FOR ONLINE FOOD AFFORDABILITY COURSE

WINTER 2016



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

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

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



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



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

{ MESSAGE FROM THE CEO }

THE PROSPECTS FOR "REAL CHANGE"

"Only a crisis — actual or perceived — produces real change. When that crisis occurs, the actions that are taken depend on the ideas that are lying around. That, I believe, is our basic function: to develop alternatives to existing policies, to keep them alive and available until the politically impossible becomes the politically inevitable."

This is a famous Milton Friedman quote that I have cited many times before and one that seems to keep

If we succeed in keeping our ideas "alive and available," there is a chance that pro-liberty solutions that seemed "politically impossible" could become — to use Friedman's phrasing again — "politically inevitable."

In the aftermath of last month's surprising election result, I wonder if we are entering one of those moments when "real change" can occur.

No one is sure what to expect of the Trump administration. We wor-

saw firsthand how the freedom movement is growing in size and effectiveness. Civil society organizations committed to the principles of liberty are raising their games. They are seizing the moral high ground, and tackling big challenges. The finalists for our Templeton Freedom Award are the tip of the iceberg, showing what can be accomplished via well-conceived and professionally executed think tank campaigns.

I am tremendously grateful to these

Civil society organizations committed to the principles of liberty are raising their games. They are seizing the moral high ground, and tackling big challenges.

coming up this month in conversations I'm having with our supporters and partners around the world. Often, I have used this quote to counsel patience. There have been stretches of history in which political realities conspired against significant pro-liberty policy reforms. In such times, our challenge is to ignore consideration of what is "politically possible" in the short term, and convince as many as possible that our policy ideas ought to be in the discussion over the long term. Then, when times change and those in power are grappling for new solutions, we want to be the ones to whom they turn.

ry about some statist positions he staked out on the campaign trail, and a disposition that seems at odds with the modest leadership style I believe has characterized our best presidents. We are hopeful that on regulation, monetary policy, taxes, and other fronts, there may be opportunities for very positive change.

It is undeniable, however, that Atlas Network partners will have an important role in blocking the bad, and in advancing the good ideas that are now in play.

If you attended Atlas Network's Liberty Forum and Freedom Dinner, you

energetic partners that hit the front lines in the battle of ideas — and, of course, to the donors, without whom our movement simply would not exist. Your contributions sustain the best hope for directing the energies of unpredictable political leaders toward outcomes that enhance peace and prosperity.

Brad Lips
CEO of Atlas Network





Ukraine: A Country in Crisis

By Eric D. Dixon

A country in crisis needs solutions. After the Euromaidan revolution, five effective free-market think tanks are working together to eliminate controls, establish a consistent rule of law, and liberate enterprise.



Why Movies Matter
(And Why We Should Write Some Good Ones) By Paul Guay

We are the stories we tell — and the stories we believe. In this Atlas Network analysis, Paul Guay, co-writer of the blockbuster film *Liar, Liar*, explains, “When it comes to the realm of ideas, most people aren’t swayed by logical arguments. We’re swayed by the stories we’re told, stories that make sense to us.”

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Impact Case Study:
Foundation for Government Accountability
(United States)

“The FGA’s model turns the standard think tank approach upside down,” explains Tarren Bragdon, CEO of the FGA. This summary of Atlas Network’s latest case study highlights the organization’s innovative organizational model and its ensuing national reform.



Alumni in Focus: Álvaro Iriarte, Instituto Res Publica (Chile)

Too many young people in Chile are enamored with socialist and statist ideology. That’s why Álvaro Iriarte and his colleagues at Instituto Res Publica have made campus outreach and education a top priority. He’s helping bring fresh new ideas to the next generation of Chilean youth.



Templeton Freedom Award Winner: Lithuanian Free Market Institute (Vilnius, Lithuania) for *Economics in 31 Hours* Textbook

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

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.

WHY

MOVIES MATTER

(AND WHY WE SHOULD WRITE SOME GOOD ONES)

By Paul Guay

We are the stories we tell.

And we are the stories we believe.

In 1978, when *Superman* hit the big screen, we believed a man could fly.

In 2016, when Batman met Superman, we believed a man wouldn't want to.

What happened in 38 short years?

Reflecting the creation four decades earlier of Jerry Siegel and Joe Shuster, Christopher Reeve's Superman was noble, confident, capable of heroism, capable of love. He inspired us. When he told Lois, "I never lie," we believed him. And we thought not lying was a good thing.

By 2016, when a dark, depressed, divided, self-doubting Superman made

had no effect on the audiences of their day? Painted no picture of an ideal man? Personified for kids no image of what we might aspire to be?

And do you think the Zack Snyder Jekyll/Hyde Hamlet puppet has no opposite effect on audiences today?

Movies reflect us. And then we reflect them.

When it comes to the realm of ideas, most people aren't swayed by logical arguments. We're swayed by the stories we're told, stories that make sense to us.

Most of us get our ideas of right and wrong from art. More specifically, narrative art. More specifically still, books and TV and movies.



When it comes to the realm of ideas, most people aren't swayed by logical arguments. We're swayed by the stories we're told, stories that make sense to us.



his second desultory appearance for director Zack Snyder, the character had been perverted. His powers weren't a source of joy and wonder; they were the *problem*. Nobility and confidence were impossible. Heroism and love were the lie.

Do you think the 1938 Siegel and Shuster comic-book hero, the 1950s George Reeves *Adventures of Superman* TV hero, and the 1970s Christopher Reeve movie hero, read and watched and seen by tens of millions,

Movies make abstractions real. They show us what is good, what is to be aspired to. And they show us what to hate and fear and sneer at.

For those of us who believe in free markets, freedom of contract, entrepreneurial capitalism, and the liberating invention of money, the most puissant enemy isn't whoever is running for president this year.

It's Scrooge. And Shylock. And Robin Hood.



Batman v Superman: Dawn of Justice

Image via Warner Bros.

Every four years, we can vote against whichever candidate is going to fetter the economy (and therefore us) more.

But until we counter the damage done by such icons as Scrooge and Shylock and Robin Hood, we don't stand a chance of stopping the locomotive of politics from regulating and restricting and compelling and forbidding and robbing Peter to pay Paul and then taking its own cut before paying Paul ...

And racing toward us faster, year after year, shrinking more and more the autonomy of the individual. Politics driven by people who mean *well*. By people who think they are doing *good*.

By people who got their ideas of the good, and the bad, from books. And TV. And movies.

We need to slow the locomotive. We need to stop the locomotive. We need to turn the locomotive around, kick it in its parasitic caboose, and propel it back up the track.

And the best way we can do that is to change what people perceive as the good.

We need to seize the moral high ground.

We need to create characters as potent as Dickens's Scrooge and Shakespeare's Shylock, stories of self-responsible individuals who live in the real world, where one man's invention can help millions, where trade is of benefit to both parties, where employment is freely chosen by both employer and employee, rather than in Dickens's and Shakespeare's zero-sum horror show.

We need to seize Robin Hood from those who misread the legend, who celebrate robbing the rich to give to the poor. We need to tell the story truly — Robin Hood robbed from those who *stole* wealth, who attained it through *political favors*, and

gave it back to those it was stolen from: the poor.

We need an Icarus who soars close to the sun ... and finds a way to survive and to flourish, to bathe in the light and harness the heat for his own needs and for the needs of those with whom he trades.

We need a Victor Frankenstein who laughs when told, "There are some things Man was not meant to know" ... who masters nature and channels lightning for his purposes ... who creates life and *then does not aban-*



Superman (1978) Warner Bros.

We need an Icarus who soars close to the sun ... and finds a way to survive and to flourish, to bathe in the light and harness the heat for his own needs and for the needs of those with whom he trades.

don it. Who nurtures it, helps it to grow. Who teaches his creation everything he knows, and who learns from it everything he can.

We need a Pandora who opens many boxes ... some filled with dangers, yes, but others with promises, and still others with possibilities. If we believed every unopened box held only evil, we'd never have left the cave. But we did leave the cave,

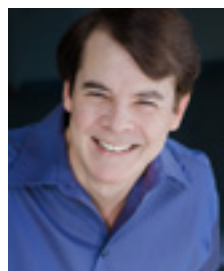
because we opened our eyes and we wanted to see.

Of course there are dangers. But that's only part of the story. As a wise fictional character, half-human, half-Vulcan, tells us, "There are always ... possibilities."

We need a Superman who makes us want to fly. [\[F\]](#)

My friend Robert Bidinotto, who writes eloquently of the narratives that guide our lives, has listed 100 films of the kind I'm calling for. To look at the titles is to remember the Promethean potential of Man ... and to realize once again how magnificent and powerful movies can be. You can see the list here: onatl.as/pyx

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Paul Guay conceived and co-wrote *Liar, Liar* and co-wrote *The Little Rascals* and *Heartbreakers*. He is proud to point out that his liar stops lying, his heartbreakers stop heartbreaking, and at the door to their clubhouse, beneath the sign saying "The He-Man Woman-Haters Club," his rascals finally and voluntarily post a new sign: "Women Welcome." Guay has been a faculty panelist and mentor at Atlas Network's *Lights, Camera, Liberty!* storytelling workshops.

FOCUS ON THE IMPORTANCE OF NARRATIVE ART FOR
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HOW TO TELL YOUR STORY AND START IMPACTING CULTURE.

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WORLD 10



1 — ‘Flash Drives for Freedom’ sneaks outside information into North Korea

The people of North Korea lack information about the outside world, but the New York-based Human Rights Foundation and the Silicon Valley nonprofit Forum280 aim to change that with their “Flash Drives for Freedom” campaign, which delivers information and education into North Korea on thousands of donated USB drives. The campaign has received extensive international media coverage including in *Wired*, BBC News, and the *Guardian*, among others.

2 — Yon Goicoechea, Friedman Prize winner, still being held in Venezuela prison

Venezuela’s streets are still filled with protestors as the food and medicine shortages remain and the government’s secret police continue stifling any dissent. As of press time, Venezuelan lawyer and human rights activist Yon Goicoechea is still being held in prison. Goicoechea was abducted from his vehicle on Aug. 29 by “what was surely the Venezuelan regime’s secret police,” reported the Cato Institute. Goicoechea won Cato’s prestigious Milton Friedman Prize for Advancing Liberty in 2008 for his role as a pivotal force behind Venezuela’s nonviolent student movement.



Photo: Cato Institute



3 — OPENFest brings Balkans new ideas through art, music, discourse

OPENFest gathered around 2,000 people from Bosnia and Herzegovina and around the Balkans for three days in October in the historic city of Sarajevo. “In the best tradition of classical liberalism, OPENFest brought together sculptors and poets and scholars and painters and musicians and activists to celebrate and advance liberty,” said Dr. Tom G. Palmer, keynote speaker at the event. Admir Čavalić, founder and director of the think tank Multi, had an idea to create OPENFest, so he pitched his proposal during Atlas Network’s 2015 Think Tank Shark Tank Competition. Čavalić won that competition’s \$25,000 grand prize and used the funds for OPENFest.

4 — Great Communicators Tournament Winner asks ‘How Big Should Banks Be?’

The worldwide freedom movement has the ideas — but it often lacks the persuasion to prevail in the policy and the political debates that decide societal outcomes. Think Freely Media addresses this challenge by hosting the Great Communicators Tournament, an annual event won this year by Ben Klutsey of the Mercatus Center for his speech “How Big Should Banks Be?”



5 — Shaking up South Africa

In both symbol and substance, the liberty agenda is advancing in South Africa. The former chairman of Atlas Network partner Free Market Foundation, Herman Mashaba, was recently elected mayor of Johannesburg and his highest value, he says, is “individual freedom.” Mashaba also rails against South Africa’s “culture of dependency,” a problem also taken seriously by another Atlas Network partner in South Africa, Centre for Development and Enterprise. CDE executive director Ann Bernstein and her team recently published “The Growth Agenda: Priorities for Mass Employment and Inclusion,” a set of seven thorough studies that she says challenge a status quo in South Africa that “essentially administers and ameliorates poverty,” and instead offers free-market recommendations to get the country on a path toward prosperity.

6 — Fraser study estimates more than 45,000 Canadians leave country for non-urgent care

Health care, like all services, is subject to scarcity. A recent study from the Fraser Institute looked at the more than 45,000 Canadians who leave the country for non-emergency medical treatment in the course of a year, for urology procedures, ophthalmology treatments, general surgery, internal medicine procedures, and much more. The study further debunks the myth that Canada’s system of socialized medicine is a panacea.



7 — Unconference Refines Campaign to ‘Turn the Lights on in Lebanon’

Patrick Mardini is all about keeping the lights on in Lebanon. Mardini, of the Beirut-based Lebanese Institute for Market Studies, presented his project to “Turn the Lights On In Lebanon” during Atlas Network’s Unconference, sponsored by EdChoice. The event allowed him to crowdsource ideas from Liberty Forum attendees on how to address the country’s re-occurring blackouts by tackling the government’s energy monopoly in Lebanon, bringing privatization, and rescinding harsh regulations in the electricity market.



8 — Hackers Congress in Prague celebrates digital freedom, decentralization

Hackers Congress, an event developed by the think tank Paralelní Polis this past fall, was a gathering for freedom activists, tech-lovers, and crypto-enthusiasts from all over the world to celebrate digital freedom and decentralization. This annual event highlights how new technology brings the possibility of choice. “With a fast Internet connection, reliable anonymity, and decentralised currency, you preserve the freedom which we have been losing as a society,” Paralelní Polis says.



9 — Opposing alcohol ban in Indonesia

Indonesia is considering banning the production, distribution, sale, consumption, and possession of alcohol. Rainer Heufers, founder of the Center for Indonesian Policy Studies (CIPS), explains that such regulations “do not increase public morality and health” — but would devastate the popular island tourism economy. CIPS recently released a thorough study of the proposed ban’s disastrous consequences, which was recently covered in the *New York Times*.



Photo credit: JHMimaging / Shutterstock.com

10 — Kansas Policy Institute presents Spirit of Freedom Award to George Pearson

The Kansas Policy Institute recently awarded its John J. Ingalls Spirit of Freedom Award to its chairman and co-founder George Pearson, who has also long been a board member of Atlas Network. “Simply put, good policies produce good outcomes and bad policies produce bad outcomes,” Pearson said while accepting the award. “As many of you have heard me say, I believe that we are over-invested in political outcomes and underinvested in getting good policy into the political process.”



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{ SUPPORTER SPOTLIGHT }

ANNOUNCING THE GEORGE M. YEAGER CHAIR FOR ADVANCING LIBERTY AT ATLAS NETWORK

Dr. Tom G. Palmer has been named the George M. Yeager Chair for Advancing Liberty at Atlas Network. Palmer is Atlas Network's executive vice president for international programs, by which he is responsible for establishing programs in 14 languages and managing programs for a worldwide network of think tanks.

The Chair for Advancing Liberty is made possible by the generosity of George Yeager, a longtime champion of liberty and limited, common-sense government. The chairship will be supported both by current gifts and a major commitment to the Fisher Legacy Society, Atlas Network's planned giving community for those who want to ensure that the battle for liberty is waged for decades to come.

This new chairship will enhance Dr. Palmer's work to spread the principles of a free society around the world




George M. Yeager
Photo credit: Cato Institute / Hechler

and empower local leaders to achieve real victories for liberty in their home countries, continuing work that he pioneered as director of the Cato In-

stitute's Center for the Promotion of Human Rights. In fact, Palmer's experience promoting liberty throughout the world dates as far back as the 1980s, when he smuggled anti-communist and pro-liberty books, photocopiers, and fax machines into Soviet Bloc countries and helped establish many free-market groups there.

His writings about individual rights, justice, self-ownership, self-control, economic development, institutions of civil society, free expression, peace, and much more all reflect Palmer's unique global perspective on the crucial role that liberty plays in the flourishing of human dignity and prosperity.

Atlas Network is deeply grateful for Yeager's support and his long-term vision for all that the liberty movement can and will accomplish in the future. 

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

LIBERTY FORUM 2016: HIGHLIGHTS FROM MIAMI



Pilirani Banda from the Center for Free Market Enterprise in Malawi (third from left) accepting the 2016 Smith Student Outreach Award for its Free Society Initiative. Also pictured, from left: Matt Warner (Atlas Network), Don Smith (Smith Family Foundation), and Cindy Cerquitella (Atlas Network).



Chilean reformer José Piñera (left) speaking about “The Direction of Freedom in Latin America,” alongside Gabriel Calzada (Universidad Francisco Marroquín) and Rodolfo Milani.



Legendary filmmaker Bob Chitester (Free To Choose Network, right), being honored with a Fisher Lifetime Achievement Award, with Atlas Network CEO Brad Lips.

Think Tank MBA 2016 graduates celebrating.



Carlos Blohm (CEDICE) in an Atlas Network baseball cap, pictured with Carlos Zuloaga (left) and Helena and Luis Henrique Ball (Atlas Network board member, right).



Manali Shah (Centre for Civil Society, India) participates in Speed Networking.

Atlas Network board member Dan Grossman being recognized for his achievements as chairman of the board from 2008–16. Pictured with Brad Lips (Atlas Network, left).



John Stossel with Atlas Network board member Andrea Rich.



Photo: Judd Weiss

Alan Gibbs, lead sponsor of Think Tank MBA, with his daughter, Atlas Network Vice Chair Debbi Gibbs.



Photo: Judd Weiss

Tarren Bragdon and Chad Goote, both from the Foundation for Government Accountability (FGA) in Florida, celebrating the FGA's announcement as a finalist for the 2016 Templeton Freedom Award.



Photo: Judd Weiss

Professor Lawrence White with Atlas Network President Alex Chafuen before delivering the Liggio Lecture on the intellectual history of sound money.



Photo: Judd Weiss

Atlas Network Advisory Council member Ron Manners (right) with Laura Liu (Atlas Network) at Unconference.



Photo: Judd Weiss

Unconference encourages collaboration to fine-tune projects to advance liberty. Robert Enlow (EdChoice, United States, center) receives feedback from Atlas Network supporter Steve Hardy (right) and Atlas Network COO Matt Warner (left).



Photo: Judd Weiss

Atlas Network incoming Board Chair Linda Whetstone (right) gives the Sir Antony Fisher International Memorial Award to Manhattan Institute scholars Diana Furchtgott-Roth and Jared Meyer for their book *Disinherited: How Washington Is Betraying America's Young* (Encounter Books, 2015).



Photo: Judd Weiss

Atlas Network board member Gerry Ohrstrom poses a question from the floor during Dr. Tom G. Palmer's presentation of his new book, *Self-Control or State Control? You Decide*.



"I've attended most liberty-related conferences and major events in the country, and many around the world. Some events are bigger, many are a lot of fun, but Atlas Network's Liberty Forum is the most impressive in terms of the consistently exceptional caliber of international attendees and speakers, the high-end quality of the venues, and how smoothly the entire event is run. Atlas Network knows how to be effective, and you can't help but leave its events inspired, ready to take meaningful action alongside phenomenal new friends."

— Judd Weiss



Žilvinas Šilėnas, Marija Vyšniauskaitė, and Ieva Navickaitė of the Lithuanian Free Market Institute accepting the Templeton Freedom Award.

LITHUANIAN FREE MARKET INSTITUTE'S 'ECONOMICS IN 31 HOURS' TEXTBOOK WINS 2016 TEMPLETON FREEDOM AWARD

In high schools across the world, most students graduate without any exposure to the concepts of market economics. The Lithuanian Free Market Institute (LFMI), based in Vilnius, Lithuania, sought to change that by developing its *Economics in 31 Hours* textbook, which has been awarded this year's prestigious \$100,000 Templeton Freedom Award. The award, generously supported by the Templeton Religion Trust, was presented during Atlas Network's Freedom Dinner on Nov. 10 in New York City at the historic Capitale.

Economics in 31 Hours teaches how property rights, free exchange, profit, and competition shape decision-making in everyday life. Released in August 2015, the textbook is already used as part of the compulsory na-

tional curriculum by more than 60 percent of Lithuania's 9th and 10th graders, which amounts to more than 20,000 students. Instrumental to this success was official approval of *Economics in 31 Hours* by the Ministry of Education and Science and its registration as a recommended textbook for secondary schools.

"The importance of economic thinking cannot be underestimated," said Žilvinas Šilėnas, CEO of Lithuanian Free Market Institute. "Our individual and societal well-being depends on it. Unfortunately, economic education in schools is shallow at best, and incorrect at worst. Our aspiration is to win the battle for freedom of young minds. We are happy we have accomplished so much in pursuing this goal in an area where free-mar-

ket ideas normally are not heard, in public schools and within the national school curriculum."

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.

"Sir John was probably most famous for his foresight in making investments that bear fruit in the long run," said Brad Lips, CEO of Atlas Network. "LFMI's ability to immerse nearly an entire country's young people in

sound economic ideas represents an investment that is sure to bear immeasurable fruit both now and long into the future."

LFMI set out to produce an alternative curriculum that would build a solid foundation for free enterprise education and elevate the profile, relevance, and quality of economics education in upper secondary schools. The textbook includes lessons that develop an understanding of free enterprise and free competition among the younger generation as keys to advancing prosperity, innovation, and human fulfillment; and shape the way both students and teachers understand economics as an integral and inherent part of a complex social reality.

In a country that only a short time ago was under communist control, *Economics in 31 Hours* is giving the next



Finalists for the Templeton Freedom Award: Clarence Crafoord (Centre for Justice), Alex Chafuen (Atlas Network President), Tarren Bragdon (The Foundation for Government Accountability), Greg Lukianoff (Foundation for Individual Rights in Education), Žilvinas Šilėnas (Lithuanian Free Market Institute), Christina Sandefur (Goldwater Institute), and Brad Lips (Atlas Network CEO). Not pictured: Daniel Doran (Israel Center for Social and Economic Progress).

generation of Lithuanian youth a fighting chance to learn the economics of freedom.

LFMI also won the 2014 Templeton Freedom Award for its Municipal Performance Index for Freedom and

Free Enterprise project, which measures and ranks the performance of municipal governments in three overarching categories: municipalities for citizens, municipalities for investors, and municipal governance and administration. [Read more](#)

CENTER FOR INDONESIAN POLICY STUDIES WINS 2016 THINK TANK SHARK TANK COMPETITION FOR ONLINE FOOD AFFORDABILITY COURSE

Indonesians are widely dispersed on more than 6,000 islands, so spreading the ideas of liberty throughout the culture is most cost-effective online. For its proposal to fund a massive open online course (MOOC) devoted to teaching how free trade makes food affordable for the poor, Center for Indonesian Policy Studies (CIPS) won the \$25,000 grand prize in Atlas Network's 2016 Think Tank Shark Tank competition, sponsored by the Smith Family Foundation and held on Nov. 10 at the historic Capitale in New York City.

"Our Affordable Food for the Poor project will bring down trade barriers and benefit millions of poor families who struggle to put enough food on their tables," said Anthea Haryoko,

CIPS manager for communications and fundraising. The money won from the Think Tank Shark Tank competition will be used to develop massive open online courses. They are part of the Affordable Food for the Poor project and a key tool to spreading expert knowledge about free trade to students and universities all across this vast archipelago."

The two other participants in this year's competition were Kristina Rasmussen, president of the Illinois Policy Institute, for a yearlong storytelling project; and Gabriel Calzada, executive president of Universidad Francisco Marroquín in Guatemala, for an idea to create an on-campus center for the production of video games. The competition was judged by Don

Smith (Smith Family Foundation), Gerry Ohrstrom (George L. Ohrstrom, Jr., Foundation), Terry Kibbe (Free the People), and Dan Grossman (Atlas Network). [Read more](#)



Anthea Haryoko, manager for communications and fundraising at the Center for Indonesian Policy Studies.

FREEDOM DINNER 2016: HIGHLIGHTS FROM NEW YORK CITY



- 01 John Fund (National Review), Brad Lips (Atlas Network), Grover Norquist (Americans for Tax Reform, United States), and Matt Welch (Reason).
- 02 Rainer Heufers (CIPS, Indonesia), Sarita Sapkota (Samriddhi Foundation, Nepal), Anthea Haryoko (CIPS, Indonesia), and Joyce Lim.
- 03 Another full house for Freedom Dinner at the historic and spectacular Capitale.
- 04 John Aglialoro (The Atlas Society board member), Joan Carter, and Alan Charles Kors (Foundation for Individual Rights in Education).
- 05 The 2016 Think Tank Shark Tank Competition was sponsored by the Smith Family Foundation and judged by Don Smith (Smith Family Foundation), Gerry Ohrstrom (George L. Ohrstrom, Jr., Foundation), Terry Kibbe (Free the People), and Dan Grossman (Atlas Network chairman emeritus).
- 06 Kristen Kossmann, Julie Riggs (Becket Fund for Religious Liberty), and Cici Wilkinson.
- 07 Daniel Doran (Israel Center for Social and Economic Progress), Alex Chafuen (Atlas Network), Žilvinas Šilėnas (Lithuanian Free Market Institute), and Clarence Crafoord (Centre for Justice, Sweden).
- 08 Jim Tusty (Free To Choose Network) and Andrea Brock (The Foundation for Government Accountability).
- 09 Todd Farha, Peter Lipsett (DonorsTrust), Erin Farha, and Marilyn Pearson.
- 10 Dr. Tom G. Palmer (Atlas Network), next to Michel Kelly-Gagnon (Montreal Economic Institute, Canada), poses a question in the session "Big Wins and Important Battles for Freedom in the United States."
- 11 Alan Charles Kors, co-founder of Foundation for Individual Rights in Education, offers a Toast to Freedom.

{ FREEDOM DINNER 2016 }



Photo: Judd Weiss

12



Photo: Judd Weiss

15



Photo: Judd Weiss

13



Photo: Judd Weiss

16



Photo: Judd Weiss

14



Photo: Judd Weiss

17



Photo: Judd Weiss

18



Photo: Judd Weiss

20



Photo: Judd Weiss

19



Photo: Judd Weiss

21

12
Anthea Haryoko (CIPS, Indonesia), Beverly Hallberg (District Media Group), Kristina Rasmussen (Illinois Policy Institute), Gabriel Calzada (Universidad Francisco Marroquín, Guatemala), and Stephanie Giovanetti Lips (Atlas Network).

13
Linda Whetstone (Atlas Network chair), Dale Bottoms, and Kendra Okonski.

14
Rich Greenberg (Donald Smith & Co., Inc.) between Scott Barbee (left, Atlas Network board member) and John Hartsel (right, Donald Smith & Co., Inc.).

15
John Tillman (Illinois Policy Institute), Jennifer Grossman (The Atlas Society), and Heather Higgins (Independent Women's Forum).

16
Dan Whitfield, Nena Whitfield (Ladies of Liberty Alliance, United States), and Rebekah and Jonathan Bydlak (Coalition to Reduce Spending, United States).

17
Ieva Navickaitė, Žilvinas Šilėnas, and Marija Vyšniauskaitė celebrate Lithuanian Free Market Institute's winning of the 2016 Templeton Freedom Award.

18
Jay (The Atlas Society chairman) and Sally Lapeyere.

19
Stephanie Giovanetti Lips brings her son Andrew Giovanetti to his first Freedom Dinner.

20
Yeonmi Park and Zeke Charlesworth.

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Wolf von Laer (Students for Liberty), Kent Lassman (Competitive Enterprise Institute), and Terry Kibbe (Free the People).



UKRAINE

{ A COUNTRY IN CRISIS }

A country in crisis needs solutions. After Euromaidan, five effective free-market think tanks are working together to eliminate controls, establish a consistent rule of law, and liberate enterprise.

BY ERIC D. DIXON

News of protests and social unrest in other countries can seem remote and impersonal, because it's easy to focus on the sweep of the economic and political forces in play without seeing the millions of individual lives struggling to survive. For people in the middle of that turmoil, though, it's an intensely personal matter of life and death. In February 2014, Yuliya Tychkivska found herself in the middle of a revolution. Anti-government demonstrations in Kyiv — the “Euromaidan” movement, also known as the Revolution of Dignity — protested years of corruption and economic stagnation in Ukraine. They were met with brutal violence from police forces that killed dozens of people and injured more than 1,000.

“There are tears streaming down my face and I don't know if it is from the tear gas they used last night, or from the sight of seeing friends killed beside me,” Tychkivska wrote to Atlas Network Director of Outreach Stephanie Giovanetti Lips during the conflict. “But we're going back out to the Euromaidan tonight. Our country is at a crossroads and we can't afford to lose.”

“There are tears streaming down my face and I don't know if it is from the tear gas they used last night, or from the sight of seeing friends killed beside me, but we're going back out to the Euromaidan tonight. Our country is at a crossroads and we can't afford to lose.”

Yuliya Tychkivska

They ultimately won that battle. After Ukraine's corrupt former President Viktor Yanukovich signed a political compromise and agreed to new elections at the end of the year, he abandoned the country in disgrace. The new focus of Ukraine's protest movement was how to move forward after the revolution. Tychkivska had been working for economics professor Pavlo Sheremeta, who was suddenly appointed to lead Ukraine's Ministry of Economic Development and Trade, so she found herself in a position to help make a difference. Tychkivska helped organize an Emergency Economic Summit for Ukraine less than a month after the revolution, along with Dr. Tom G. Palmer, Atlas Network's executive vice president for international programs, and the late Kakha Bendukidze, a businessman and free-market leader who had also served in several appointed positions in the governments of both Ukraine and Georgia. The summit drew experienced reformers from Latvia, Slovakia, Poland, Georgia, Sweden, Russia, and Bulgaria, and attracted more than 650 attendees and 100 reporters. It brought widespread public attention to the importance of economic freedom, individual liberty, property rights, and sound money, as well as the need to denationalize industries and slash taxes, spending, and regulatory red tape.

*Kyiv, Ukraine — February 2014. Protestors gather in Independence Square.
Photo credit: Vadven / Shutterstock.com*



Photo credit: Judd Weiss

Yuliya Tychkivska, vice president for management education at the Kyiv School of Economics and a co-founder and trustee of the Bendukidze Free Market Center.

Still, Ukraine remains in a precarious position. The country's post-revolutionary government has edged forward with modest new reforms, but it has inherited tremendous economic and institutional challenges. Ukraine is ranked 135th out of 159 countries in the Fraser Institute's 2016 "Economic Freedom of the World" report (the most recent data are from 2014), and 130th out of 168 on Transparency International's Corruption Perceptions Index 2015. Russian military incursions into and occupation of Ukrainian territory — and, in the case of Crimea, outright annexation — has led to ongoing violence on Ukrainian territory, a drain of resources to build a national defense force, substantial refugee populations, and disruption of economic relations and activities. It has also been only 25 years since Ukraine was still part of the communist Soviet Union, and much of the Soviet legacy has remained.

THE SLOW PACE OF CHANGE

Since then, the free-market reform movement has grown in Ukraine. Two years ago, there were no Ukrainian Atlas Network partners, but today there are five. Tychkivska co-founded the Bendukidze Free Market Center, named in memory of her friend

Ukraine's people have struggled for years under the weight of a lumbering, inefficient, and wasteful state, but the future holds a strong promise of hope. The current transition period represents a new opportunity to shore up property rights, strength-

2014. The country is still in the early stages of long-term change, and its geopolitical footing is still uncertain.

"Ukraine is starting to make positive changes, but the pace has been slow," said Tychkivska, who is today vice president for management education at the Kyiv School of Economics and a co-founder and trustee of the Bendukidze Free Market Center. The organization is named after the late champion of the post-Soviet liberty movement Kakha Bendukidze, who also spearheaded the transformation of the Georgian economy through an ambitious and entrepreneurial program of bureaucracy reduction, privatization, elimination of import taxes, liberalization of the country's tax laws and labor code, and reform of the judicial and police services.

Georgia may serve as a model for a successful market-oriented reform campaign, but replicating that success across the Black Sea in Ukraine will require great effort and persistence. Reforms in Ukraine have been particularly slow in the areas of decentralization, competition policy, and governance, although there has been some success in improving public finance, rehabilitating the banking system, and deregulating business

Ukraine's people have struggled for years under the weight of a lumbering, inefficient, and wasteful state, but the future holds a strong promise of hope.

and colleague, and Ukraine is also home to Reed.Media, the Ukrainian Economic Freedoms Foundation (UEFF), the Center for Social and Economic Research (CASE Ukraine), and EasyBusiness. Each organization is blazing new pathways toward a freer, more prosperous, and more peaceful and secure Ukraine.

en the rule of law, reduce the burden of government, and open markets to investment, both domestic and international. President Petro Poroshenko, who was elected to the office in May 2014 in the wake of Yanukovich's departure, has initiated a series of institutional reforms along with a parliament that refreshed its membership through new elections in October

and the energy sector. There have been positive legislative changes, but shakedowns of businesses and special privileges for connected interests remain obstacles to the ability of free markets to create prosperity.

"Ukraine is the most corrupt, the most economically unfree, and the poorest (after Moldova) European coun-

try," said Vladimir Fedorin, one of the country's most prominent journalists and founding president of the Bendukidze Free Market Center. "Despite the victory of the Revolution of Dignity, Ukraine remains closed and corrupt with the omnipresent red tape inhibiting the development of the private sector. The reforms that have been carried out by the government since Maidan under pressure from Western allies and the civil society cannot lead the country on the path of rapid economic growth for they are mostly half-measures, incapable of dealing with overwhelming bureaucracy, corruption, and resistance to change, among other negative consequences of our Soviet heritage. In addition to the above-mentioned issues, Ukraine faces foreign military intervention that is draining its resources and is unlikely to end anytime soon."



Viacheslav Dvornikov, editor of Reed.Media.
Photo credit: Judd Weiss

TRANSFORMING THE INTELLECTUAL CLIMATE

For the past two years, Reed.Media has kept up with the dizzying array of changes in Ukraine and other countries of the former Soviet Union that are forging new paths after their liberation from behind the Iron Curtain. In addition to its extensive coverage and analysis of world news as part of its operations as an online magazine, Reed organizes lectures and conferences that bring experts from across the globe to discuss the process of institutional reform, the dangers of populism and demagoguery, strategies for fighting corruption, how to eliminate other obstacles to freedom and prosperity, and much more. In 2015, Reed.Media merged its activities with the Bendukidze Free Market Center to coordinate the provision of information and analysis to readers of Ukrainian and Russian.

"From my point of view, the biggest challenge is the need to change the intellectual climate," said Viacheslav Dvornikov, editor of Reed.Media. "Ukraine needs pro-freedom ideas to be mainstream, in order to become a truly free society. Even young people tend to have prejudices, to be closed-minded and to believe in myths — attitudes that are often exploited by unscrupulous populists. My first instinct was that the most important challenge was the lack of reforms in Ukraine, especially economic reforms, but as I have reflected further, I have realized that ideas come first."

Reed.Media's annual Free Generation Forum conference, organized in Kyiv in cooperation with European Students for Liberty, spreads those ideas in a unique way through its focuses on the challenges and shared experience of today's rising generation of post-communist countries.



Photo credit: Judd Weiss

Ukraine is the most corrupt, the most economically unfree, and the poorest (after Moldova) European country. Despite the victory of the Revolution of Dignity, Ukraine remains closed and corrupt with the omnipresent red tape inhibiting the development of the private sector.

Vladimir Fedorin, one of the country's most prominent journalists and founding president of the Bendukidze Free Market Center.

"We have a common past, a different present, and our future depends on us," Reed.Media explains (in Russian) on its website. "We are the first generation born after the Soviet Union's collapse in countries in which the most important values — individual freedom and self-expression, private property and the free economy, human precedence over the state machinery, and a world without borders — were outlawed for 70 years. Some post-Soviet countries have been more successful on the path of reform, and others faced more difficult changes, but free people must once again fight against the restoration of dictatorship."

CREATING AN AGENDA FOR REFORM

In order to help Ukraine successfully navigate the turbulent creative destruction that is an inevitable part of any transforming societal landscape, Atlas Network partners have created multifaceted programs to reform and reduce the powers of government, secure the rights and liberties of the people, free the markets, and create the institutional infrastructure for prosperity and security.

"I believe we should move in two dimensions at the same time," Fedorin said. "The first one is education — through conferences, publishing contemporary pro-market authors (such as Johan Norberg, Tyler Cowen, etc.), and engaging public intellectuals in

discussions about liberty. The second one is economic policy. We offer pro-market ideas when politicians look for solutions to the Ukrainian economic malaise. That's why the Bendukidze Free Market Center initiated the project 'Agenda for Ukraine.' Its goal is to develop a comprehensive program of deep and fast structural reforms, as well as to transform the intellectual and political agenda into a much more libertarian one."



Misha Obolonskyi, co-founder of EasyBusiness.

The "Agenda for Ukraine" is a blueprint for reforms across all areas of government. It aims to bolster the rule of law by streamlining the judicial system, consolidating court districts, establishing a new transparent and competitive system for judicial candidate selection, and attracting reputa-

ble attorneys from abroad. Its public finance reforms include creating new competitive markets for health care and education, transferring financial responsibility for primary and secondary education from the national to the municipal level, eliminating state subsidies to business, opening the budgeting process to transparent scrutiny and performance measures, requiring public referendums for tax increases, and introducing ceilings for public debt and budget deficits. The agenda also includes several recommendations for privatizing state companies, selling and leasing public land, and implementing decentralized blockchain technology for government auctions.

"The key theme of today's Ukrainian struggle is whether the country is going to succeed in building the open-access order or fail in doing so," Fedorin said of his organization's vision of individual and economic freedom. "Of course, this struggle is not only about the economy; it is rather about attitudes of the populace. In a situation of war and economic crisis, openness is not the most popular thing. Nevertheless, we are confident that it still can prevail."

BUILDING A CLIMATE OF INNOVATION

EasyBusiness has been working to create a better climate for economic innovation and entrepreneurship for two years, and has built a strong track

record of deregulatory advocacy — as well as success in implementing its recommendations.

"Our think tank evolved right after the Revolution of Dignity to assist the newly appointed government with the process of deregulation," said Misha Obolonskyi, co-founder of EasyBusiness. "Our prime objective is to create free markets in Ukraine, enhance competition, and promote the values of freedom. For the past two years we have developed 31 policy papers, drafts of amendments to legislation, and recommendations, and 17 of them have been adopted by relevant government authorities, including six internal resolutions adopted by the National Bank of Ukraine based on our policy paper. Implementation of our recommendations have abolished more than 100 different regulations, streamlined regulatory procedures and registration procedures and aligned them with the best EU or world practices, cut the number of economic activities subject to license by half, and reduced the overall regulatory burden for small and medium enterprises."

a bank. They can only lease it or give it as a gift. That's a huge infringement of the property rights of about 6 million people in Ukraine. EasyBusiness developed a policy paper in which we analyzed the experience of farmland market liberalization in 60 countries, then developed an economic model that estimated the impact on the Ukrainian GDP and budget based on various scenarios of farmland market liberation."

TAMING A MAZE OF BUREAUCRACY

Sometimes increased accessibility to government documents and information about regulatory procedures can make the most practical difference in the lives of entrepreneurs. Through its forthcoming Wikipermit website, the Ukrainian Economic Freedoms Foundation (UEFF), founded in 2015, is collating the data on every type of permission document — licenses, registrations, certificates, etc. — that are mandatory for both businesses and individuals to conduct economic activities. Ukraine's central government requires about 1,100 such permits, and municipalities require more than 600.

UEFF will finish a new judicial review website in 2016, along with a new draft law that would abolish more of the burdensome procedures required to obtain government permission for business activities.

UEFF has achieved practical success with the abolition of 22 permission procedures for businesses in the Ukrainian agricultural sector, which takes up more than 10 percent of the country's economy and employs approximately one out of four people in the workforce.

"The abolished procedures included the obligatory registration for certain types of fertilizers, which led to the elimination of the de-facto Russian monopoly on the local fertilizer market," Zablotsky said, pointing out that, as a result, Ukrainian businesses will be able to save up to \$300 million per year in direct costs. "For the first time fertilizers from the EU are being imported into Ukraine without their prior registration in Ukraine, which took on average a staggering 500 days. That resulted in a significant drop of domestic fertilizer prices and greater foreign trade volumes."

Ukraine has languished without economic freedom for too long. The crisis of 2014 has provided the opportunity for those with the long-term interests of the country at heart to create the necessary institutional framework for prosperity and peace: limited government, secure property rights, and free markets.

EasyBusiness has also promoted a rights-based legal system, entailing respect for the rights of investors and property holders, large or small.

"We are helping the most unprotected segment of the population, elderly people in rural areas, to stand up for their property rights," Obolonskyi said. "In Ukraine, people who own farmland cannot sell it or use it as collateral in

"We want to publicize statistics on how often each permission document is issued, as well as its cost, refusal rate, procedure, duration of issuance etc.," said UEFF co-founder Maryan Zablotsky. "We want to offer people and businesses the chance to rate each permit in terms of corruption levels associated with it, its usefulness, and the ease of each procedure." Zablotsky anticipates that

UEFF also has a special long-term focus on judicial reform. Corrupt officials in the judicial system often have enough discretionary authority to freeze assets, seize property, and violate individual rights with impunity. Judicial reform is a "mammoth task," Zablotsky pointed out, so it will take much more time and effort to achieve results.

Masha Tchernaya, a photo editor for Reed.Media, has begun to capture the stories of young people who are learning to navigate life in Ukraine's transforming society and economy in her series of "Free Generation" profiles. Pictured are Kate (left), a 14-year-old student, and Eugene (right), a barista. These, and many others, are each using their unique skills to further the cause of freedom in a variety of ways.

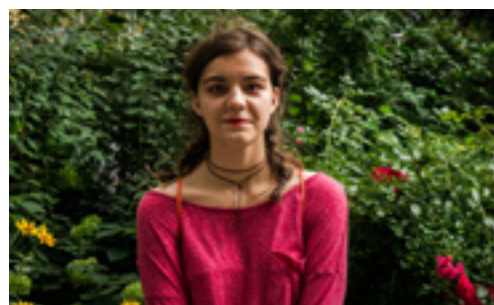




Photo credit: Marianna Ivanovska / Shutterstock.com


A FRAMEWORK FOR PROSPERITY AND PEACE

The Center for Social and Economic Research (CASE Ukraine) is part of a broader network of CASE think tanks that includes operations in Poland, Kyrgyzstan, Belarus, Moldova, Russia, and Georgia. CASE was originally founded in 1991 in Warsaw and has operated in Ukraine since the late 1990s, when it started providing expert analysis for the country's governments.

"CASE Ukraine was established in 1999 as a successor to the Harvard Ukraine Reform Project carried out in 1996–2000 by CASE and the Harvard Institute for International Development," said Janusz Szyrmer, CASE fellow and chairman of the supervisory

board of CASE Ukraine. "Its objectives have been to improve the knowledge of post-Soviet transition and Ukraine's reforms; link Ukraine's policymaking community to a global economy; contribute to capacity building for market reforms and socio-economic development of Ukraine; provide support for institutional transformation, improvements in policy process, economic policy monitoring, and education; and finally, to assist the government of Ukraine in initiation, elaboration, and implementation of comprehensive reform programs."

Ukraine has languished without economic freedom for too long. The crisis of 2014 has provided the oppor-

tunity for those with the long-term interests of the country at heart to create the necessary institutional framework for prosperity and peace: limited government, secure property rights, and free markets. The efforts of these Atlas Network partners and other champions of liberty during these past two years provide a solid foundation on which they can build and expand the institutions of a free society in Ukraine. 

2016 was the year of innovation. 2017 will be the year of global optimism.

In 2016, we took Atlas Network's proven strategy of "Coach, Compete, and Celebrate" to the next level. In the past, we had one Liberty Forum in New York, but this year we hosted five Liberty Forums around the world in Asia, Africa, Europe, Latin America, and the United States! This expansion has enabled more of Atlas Network's brave partners than ever before to benefit from training, networking, and competitive grant opportunities.

This process has not always been easy. It's never easy to spread liberty in difficult places like Venezuela, Ukraine, the Middle East, and many more. The forces of oppression will use all the resources that they can muster in order to maintain power. Now, however, we have momentum on our side. The global freedom movement is growing in size and strength, but our freedom champions need your help.

With your support, 2017 will be the year of global optimism.

Donate now to ensure a fast start in 2017!

AtlasNetwork.org/Donate



{ IMPACT CASE STUDY }

FGA CASE STUDY HIGHLIGHTS INNOVATIVE ORGANIZATIONAL MODEL, NATIONAL REFORM CAMPAIGN

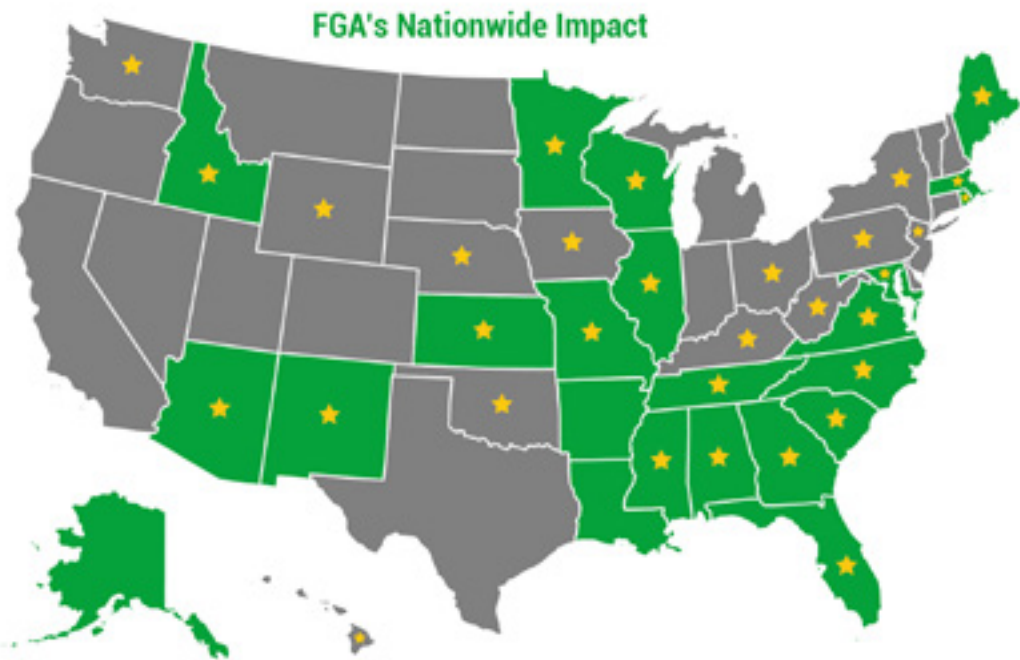
How do you lift people out of poverty? Government assistance seems like an obvious solution, but the incentive structure of welfare programs tends to keep people trapped in a cycle of dependency – preventing them from acquiring the skills and experience necessary to build a better life. The Foundation for Government Accountability (FGA), based in Florida, created a nationwide network for policy reform from scratch when it helped keep 19 states from expanding the costly Medicaid expansion, then used

that experience to bring welfare reform to 22 states between 2015 and 2016. The FGA's Restore the Working Class project has been an unprecedented success, and provides a template for how to achieve practical reform in a variety of state political climates. Restore the Working Class is the focus of one of Atlas Network's new Think Tank Impact case studies, a publication series that provides an intensive examination of successful

partner projects and explains how they were able to achieve real change. From inception through all the stages of development and execution, each case study highlights practical details that demonstrate to other think tanks how they can achieve similar results. Although each culture and political climate is different, strategies for successful project execution can be widely applicable throughout the world.



The FGA's model turns the standard think tank approach upside down, enabling it to bring its focused expertise to a much larger geographical area.



A map showing the impact of the FGA across America. Green states are where the FGA saw a victory in 2015, and states with a star represent 2016 committed reform states.

Tarren Bragdon, CEO of the FGA, founded the organization in order to concentrate on a narrow set of issues over a broad geographical area, using the organization's focused expertise to bring health care and welfare reform to as many different jurisdictions within the United States as possible. This focus has allowed the FGA to make a bigger difference than if it were to cover a wide range of issues within a single state.

"Think tanks are often afraid that if they pare down the issues they address, they might lose visibility and perceived power across a range of issues," the case study explains. "Bragdon believes that think tanks instead gain credibility through their focus. The FGA's model turns the standard think tank approach upside down, enabling it to bring its focused expertise to a much larger geographical area. Bragdon's advice to think tanks everywhere is to select one or two key issues and to invest organizational time, resources, and expertise heavily into that issue. This allows think tanks to set the agenda rather than responding or reacting to someone else's agenda."

It takes more than an innovative organizational model to build an effective nationwide reform campaign. Bragdon also explains in the case study how he created a culture of excellence and team awareness, attracted and retained the best talent by paying above-market wages, searched for staff from both inside and outside the liberty movement, identified three distinct phases of fundraising during an organization's development, and scripted fundraising pitches that focused on a sincere respect for each donor's time and giving interests.



Tarren Bragdon, CEO of the Foundation for Government Accountability, testified and shared the inspiring results of welfare reform and the power of work during the House Ways and Means Committee hearing on Moving America's Families Forward.

The FGA's Restore the Working Class project was so successful that it was named one of six finalists for the prestigious \$100,000 Templeton Freedom Award in 2016, which was awarded at Freedom Dinner 2016, on Nov. 10 in New York City (see page 22 to learn more about the winning

organization's project). This nomination continues the FGA's track record of recognition for work that makes a substantial difference in people's lives, having also been nominated as a finalist for the 2014 Templeton Freedom Award for its campaign to limit Medicaid expansion. [Read more](#)

WANT TO TAKE A DEEP DIVE INTO THE CASE STUDIES OF THE WORLDWIDE FREEDOM MOVEMENT?

Atlas Network maintains that some of the best lessons for achieving impact are taught by sharing success stories of similar organizations. The case study highlighted here features the work of the Foundation for Government Accountability, a finalist for Atlas Network's prestigious Templeton Freedom Award in 2014 and 2016. If you would like more in-depth inquiry, guidance, and discussion, be sure to participate in Atlas Leadership Academy's Think Tank Impact online course, which includes case studies about other award-winning projects. This course, run quarterly throughout the year, allows participants to learn, share, and address organizational challenges along with others from the worldwide freedom movement. New case studies are being published regularly, so keep an eye out for future publications and recommend this course to your colleagues.

{ ALUMNI IN FOCUS }

PROMOTING JUSTICE AND FREEDOM AS AN ALTERNATIVE TO STATIST IDEAS IN CHILE

BY ÁLVARO IRIARTE, INSTITUTO RES PUBLICA (IRP)

Fighting the bias against justice and freedom

One of the major challenges in Chile today is that there seems to be almost a permanent bias against the ideas of justice and freedom. We take this challenge seriously, and that's why we strive to be the rational, emotionally relevant voice for these ideas within the public arena — and, in particular, with students. Younger generations are the living proof of the progress achieved by the ideas of freedom and justice implemented in Chile. Ironically, though, it is usually the younger generations that have such a negative view of them. Because of this, we decided to partner educational institutions with students from low-income families. We go into the educational institution and lead

discussions on the topics of poverty, education, progress, and civil society, and we have accompanying activities designed to develop skills in oration and public speaking. This project was designed to challenge the dominant position of socialist ideas inside the campuses. At the beginning, we only went to campuses in Santiago, our country's largest city and capital. There is a widespread lack of effort to spread our ideas outside of Santiago, though, so we have expanded our outreach and we are currently visiting campuses in several cities throughout Chile. In this line of action, we opened our first regional offices in Concepción on Chile's central coast in March 2016.

Santiago de Chile downtown, Chile





Instituto Res Publica team at Chile Siempre Annual Dinner (2016).



Álvaro Iriarte speaks at Liberty Forum 2016.

Younger generations are the living proof of the progress achieved by the ideas of freedom and justice implemented in Chile. Ironically, though, it is usually the younger generations that have such a negative view of them.

Countering the love for big government and state-run solutions

We always remember, as a team, that freedom and progress are not free, and that we have to defend them on a daily basis. This is our big challenge in Chile, because so many young people are enamored with socialist and statist ideas. We are constantly countering this ideology of servitude with

our activities and outreach efforts. One of the ways we do this, among others, is through our book publications project. This year we published a book on the importance of education choice and on subsidiarity and its relation with freedom and justice. We are also currently planning the

publication of books about figures throughout history who are relevant in promoting the ideas of freedom. One of our first texts will discuss freedom of conscience by studying the 15th and 16th century social philosopher Sir Thomas More.

Always looking for new ways to connect

IRP has been around since 2011, so we're still relatively new. We are constantly looking for ways to increase our interconnectedness with others in the freedom movement. Thanks to Atlas Network, we have been able to meet people in other countries who are working on similar issues, and we've learned from their experiences about how can we implement new ideas or programs back here in Chile. For example, we are now in conversations with the Foundation for Economic Education to translate some of their material for the Chilean public. We've been able to build collaborative relationships with friends from around Latin America, especially in

Argentina and Uruguay. In October, we published an op-ed together with Uruguay-based Centro de Estudios para el Desarrollo regarding the new trade agreement between Chile and Uruguay. We're also seeking ways to further collaborate and strengthen relations with the other Chilean think tanks. We did not previously have a formal system in place to gauge our outreach effectiveness, but thanks to the networking and training opportunities provided by Atlas Network's Think Tank Leadership Training and Think Tank MBA, we introduced a rigorous system to measure the effects and impact of our outreach programs.

Álvaro Iriarte is director of training at Instituto Res Publica, based in Santiago, Chile. Iriarte attended Atlas Leadership Academy's Think Tank MBA in 2016. Iriarte earned his law degree from Pontificia Universidad Católica de Chile. He joined Instituto Res Publica in 2010. Prior to that, he worked as a lawyer in the natural resources and energy department of the law firm Claro y Cia. He teaches legal history at the Universidad Autónoma de Chile, writes about property rights and economic freedom, and focuses on political thought and the history of ideas. Iriarte is a columnist at the Chilean financial newspaper El Pulso and also at a local newspaper in the north of the country. He is one of the editors of the book Subsidiariedad en Chile: Justicia y Libertad (Subsidiarity in Chile: Justice and Freedom), published in 2016.

{ INSIDE ATLAS NETWORK }

THE MARKETING AND COMMUNICATIONS TEAM

Daniel Anthony, vice president of marketing and communications shares why "Florida '09," "Running Hills," and "Year of the Swoosh" have inspired the team's work over the past three years.



Daniel Anthony, vice president of marketing and communications; Eric D. Dixon, editor; Grace Courter, marketing and communications manager; and Austin Pickrell, digital manager.

Every year, the marcom team picks an inspirational theme to frame up the year ahead.

In 2014, we picked "Florida '09," inspired by the 2009 men's basketball team at the University of Florida, alma mater of Marketing and Communications Manager Grace Courter. That was a year of major rebuilding for the Florida Gators. Similarly, we saw 2014 as the year we would totally rebuild how we promote and communicate Atlas Network's brand — and rebuild we did. We crafted the organization's first content strategy, developed World10, and rebuilt our digital presence.

In 2015, we knew that our work would actually be harder than in 2014 — because once you rebuild, you have to keep improving and innovating. So we picked the theme "Running Hills," inspired by the endurance and motivation of long-distance, all-terrain runners. We knew we had to build strat-

egies and systems to help us endure the daily challenges of brand-building for our organization and supporting our more than 450 independent

{ So what does this all mean?... it means more new opportunities to spread more liberty in more places around the world. }

partners as they work on improving their marcom capacities. Among our continued improvements in 2015, we spearheaded Atlas Network's first brand key — an intensive strategic activity that involved everyone from interns to board members, helping bring further cohesion to how the entire Atlas Network team articulated the value proposition of our brand.

In 2016, we wanted to get even better at execution, so we themed 2016 "Year of the Swoosh," loosely inspired by the iconic Nike slogan, "Just do it."

We knew we had some big projects we wanted to launch, so we *just did it*. We created our new quarterly print publication, *Freedom's Champion*; we launched an emotionally engaging digital storytelling platform; we launched our Snapchat account; we successfully promoted four regional liberty forums; and we launched a comprehensive online course designed to raise the entire industry's collective marcom capacities.

So what does this all mean? It means that more of our partners receive the vital coaching they need to run their think tanks successfully; it means more chances for our partners to compete for awards and grants; it means that we can celebrate our partners' work louder than ever; and it means more new opportunities to spread more liberty in more places around the world. And we can't take

all the credit either; the other Atlas Network teams, our partners, and our supporters are indispensable in all we do.

These past three years have been high-energy and fast-paced. We do all of our work with accountability and urgency, because each member of the marcom team — Grace, Eric, Austin, me, and the talented contractors with whom we work — has a deep passion and desire to advance freedom around the world. And we don't plan on slowing down anytime soon.

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