

Atlas Network's quarterly review of the worldwide freedom movement

# FREEDOM'S CHAMPION

**THREE'S  
A CHARM:**  
ANTI-CORRUPTION  
INITIATIVE BRINGS  
CHANGE TO MEXICO

**TEN WINS IN TEN COUNTRIES:**  
HOW ATLAS NETWORK'S  
INVESTMENTS IN FIGHTING  
POVERTY PAY OFF  
BY MATT WARNER

**LIBERTY FORUM & FREEDOM DINNER 2017 HIGHLIGHTS**  
INCLUDING THE TEMPLETON FREEDOM AWARD

**ALUMNI IN FOCUS:**  
THE CHEETAH  
GENERATION OF AFRICA  
BY LINDA KAVUKA

**IMPACT CASE STUDY:**  
BRINGING ABORIGINAL CANADA  
INTO THE ECONOMIC MAINSTREAM



WINTER 2017





Three's a Charm:  
Anti-Corruption Initiative Brings Change to Mexico  
By AJ Skiera

"IMCO rolled up their sleeves and said, 'OK, this is going to be hard.' I imagine they never thought it was going to be that hard, and that painful," said Carlos Loret de Mola, a prominent Mexican journalist, TV anchor, and war correspondent. This is the story of Instituto Mexicano para la Competitividad's Templeton Freedom Award-winning work to introduce accountability and transparency into the Mexican government with its anticorruption reform initiative for Mexico, "3de3." Page 6.

4  
Atlas Network's Vision,  
Mission, Strategy

5  
Message from the CEO:  
An Intellectual Adventure

11  
Supporter Spotlight:  
Luis Henrique Ball

12  
This Quarter in World10

28  
Highlights from Liberty Forum  
& Freedom Dinner 2017

35  
Connect With Atlas Network

Ten Wins in Ten Countries: How  
Atlas Network's Investments in  
Fighting Poverty Pay Off

By Matt Warner

Atlas Network COO Matt Warner examines how Atlas Network's strategic approach to investing in its partners' work is paying large dividends in helping break down the barriers to prosperity and opportunity around the world. With an investment of \$1,975,000 in reform projects in 29 countries, 10 have experienced significant policy victories and more are on their way to bearing fruit. Learn about Atlas Network's strategy on page 24.



Impact Case Study: MLI's Aboriginal Canada  
and the Natural Resource Economy Project

The history of Canada's Aboriginal people is diverse and proud, but also one of state dependency and a lack of opportunity. To address these challenges, the Macdonald-Laurier Institute (MLI)'s multi-year Aboriginal Canada and the Natural Resource Economy project has made the case that Indigenous engagement in the booming Canadian resource economy provides a once-in-a-century opportunity to set right the fundamental inequalities within Canadian life. Through its advocacy, MLI's project aims to bring Aboriginal communities into the economic mainstream, while giving them power and authority over their own lives. Page 16.



Alumni in Focus:  
The Cheetah Generation of Africa

By Linda Kavuka

"We know deep down that Africa has great potential. We have decided to take up the challenge to be the leaders of African prosperity," said Linda Kavuka, African Programs Manager at African Students for Liberty. "We are taking up the challenge to enlighten fellow youth, impart them with classical liberal ideas, and create the leaders that Africa needs. Through the support of Atlas Network, we are witnessing change in the hearts and minds for the future of Africa." Read how the Cheetah Generation of Africa is working to advance free societies around the continent in this latest Alumni in Focus. Page 20.

ABOUT ATLAS NETWORK

Washington-based Atlas Network is a nonprofit organization that strengthens the worldwide freedom movement by connecting more than 475 independent partners in over 90 countries that share the vision of a free, prosperous, and peaceful world where limited governments defend the rule of law, private property, and free markets. AtlasNetwork.org

Cover Photo Credit: Asanru / Shutterstock.com

34

Inside Atlas Network:  
The Institute Relations Team

"Our department serves as Atlas Network's hub of information on partners and allies and is the center for quality control of our network," said Elisa Bishop, Atlas Network's director of institute relations. "In Atlas Network's 'Coach, Compete, Celebrate' model, the Institute Relations team is in charge of creating the competitive environment that incentivizes our partners to aim for top performance and produce results." Learn more on page 34.





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

**Mission:** Atlas Network is the only global organization that supports and empowers a professional association of more than 475 independent organizations in over 90 countries to achieve victories for liberty.

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



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



Atlas Network's donation payment processor is certified to PCI Service Provider Level 1, the most stringent level of certification available.

## { MESSAGE FROM THE CEO }

### AN INTELLECTUAL ADVENTURE

"We must make the building of a free society once more an intellectual adventure, a deed of courage ... Unless we can make the philosophic foundations of a free society once more a living intellectual issue, and its implementation a task which challenges the ingenuity and imagination of our liveliest minds, the prospects of freedom are indeed dark. But if we can regain that belief in the power of ideas which was the mark of liberalism at its best, the battle is not lost."

F.A. Hayek penned these words nearly seventy years ago. In the intervening decades, the free society has both won big victories and suffered big defeats. Today, new enemies are reviving old destructive ideas. But I hope everyone reading this issue of Freedom's Champion would agree that, still, the battle is not lost.

If you attended our Liberty Forum & Freedom Dinner last month, you saw inspiring champions of freedom from around the world who are connected by their belief in the power of ideas – and by Atlas Network. Highlights from the event pepper the publication that is in your hands.

From one vantage point, Liberty Forum & Freedom Dinner may appear like "just another conference." Actually, it is the culmination of our annual programming which is aligned around Atlas Network's Coach! Compete! Celebrate! strategy. This strategy makes sure our partner network is greater than the sum of its parts.

By fostering camaraderie and friendly competition among peers with similar goals; by celebrating excellence among them (see the cover story on Instituto Mexicano para la Competitividad (IMCO)'s Templeton Freedom Award-winning project on page six); and by coaching up-and-coming groups from case studies of other successes – we create a dynamic that encourages our independent partner organizations to get more ambitious and achieve greater impact.

In recent years, Atlas Network has focused in on these key activities:

**Coach** – We offer the freedom movement's most comprehensive and relevant training programs through Atlas Network's Leadership Academy.

**Compete** – Hundreds of free-market organizations rigorously compete for funding and recognition from the grants and award programs we offer, thanks to our generous supporters.

**Celebrate** – Our events and communications teams excel at bringing well-earned attention and prestige to high achievers in our network.

Our strategy is working. Atlas Network's partners are feeding off one another's successes. Wins beget wins. What once seemed impossible, now is a challenge to be embraced.

I want to extend my thanks to you who have supported Atlas Network to get to this point. All over the world, we support many great people – with sharp minds and excellent character – engaged in the "intellectual adventure" that Hayek sought. Let the adventure continue!



Our strategy is working. Atlas Network's partners are feeding off one another's successes. Wins beget wins. What once seemed impossible, now is a challenge to be embraced.



Brad Lips  
CEO of Atlas Network



## THREE'S A CHARM

### Anti-Corruption Initiative Brings Change to Mexico

By AJ Skiera



Part of the IMCO team celebrates the first successful submission of 309,376 signatures in favor of the “3de3” law on March 17, 2016.

Fed up with paying bribes, illegal fees, and other forms of extortion, the people of Mexico rallied behind a campaign that started online but united in-person to push back against rampant corruption.

Instituto Mexicano para la Competitividad (IMCO) brokered a collaboration with other think tanks, business associations, and NGOs to launch the anti-corruption initiative, “3de3,” and empowered citizens to pressure Mexico’s congressional members to demonstrate greater transparency and achieve lasting reform. IMCO’s efforts were rewarded Nov. 8 during Atlas Network’s Freedom Dinner when it was awarded the prestigious \$100,000 Templeton Freedom Award.

IMCO was one of six finalists competing for the award that 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.

“Ending corruption and fostering respect for the rule of law where it does not exist is exceedingly difficult – and extremely important,” said Brad Lips, Atlas Network CEO, on IMCO’s selection as the TFA recipient. “Congratulations to IMCO for creating popular demand for this change and seeing it through.”

#### RULE OF LAW IN NAME ONLY

When Daniel Anthony traveled to Mexico City, he had but one question: What is the story of institutionalized corruption in Mexico?

Atlas Network’s vice president of marketing and communications had not even arrived at IMCO’s offices before he received his answer. While settling into the back of a taxi, his driver Miguel Angel lamented that he often has to pay an off-the-books fee just to wait in line for passengers at the airport’s only official taxi pick-up spot. Even after paying off the right guy, Miguel Angel has to jostle his way into a spot.

Anthony traveled to Mexico in June 2017 to meet with several IMCO staff members, representatives of Mexican civil society organizations, journalists, and politicians to gauge the full impact of IMCO’s anti-corruption initiative, characterized by its “3de3” (3for3) campaign. One of those meetings involved an interview with Carlos Loret de Mola, a prominent journalist, TV anchor, war correspondent, and friend of IMCO. When asked Anthony’s all-important question about the story of corruption in Mexico, Loret de Mola gave the example of Juana, a typical Mexican mom on the outskirts of the city center. Juana, he said, often feels forced to regularly pay her garbage man 20 pesos to ensure its removal. The trash collectors, in turn, bribe the local deputy director of waste removal in the municipality to receive the best routes, which provide the best pick of the litter. The deputy director, in order to shore up his scheme, bribes the director of waste removal, who bribes the president of the municipality, and onward and upward the system goes, infiltrating the government and engaging most every aspect of daily life. It’s an unfortunate legacy of the country’s historical political patronage system. Each rung up the ladder supports those above it while being rewarded for doing so.

Mexican citizens earning average incomes lose as much as 14 percent of their wages to corruption, and as much as 33 percent of the income of families living on minimum wage is spent on bribes and illegal fees just to receive basic services, according to Transparencia Mexicana’s “National Index for Corruption and Good Government.” Corruption long has been synonymous with the rules of just conduct for Mexico’s government. From 2000 to 2013, at least 41 governors of Mexican states were accused of corruption. Only 16 were criminally investigated, and just four were arrested. Meanwhile, all nine U.S. governors who faced similar accusations in that same timespan were prosecuted. In such an apathetic atmosphere, where “getting things done” involves illegally greasing the wheels in plain sight, it was widely considered to be politically impossible to enact change.

That was the case until IMCO dared to change what was considered politically impossible. This is the story of how – for the first time in modern Mexican democracy – a credible and effective anti-corruption legal infrastructure has come to life.

#### DARING TO CHANGE

Max Kaiser, IMCO’s anti-corruption director, details the influence of Mexico’s brand corruption.

“When corruption and impunity become the norm, as they have in Mexico, three things happen: they expand, corrode, and become embedded in the system. Corruption expands when politicians realize that fellow public servants are obtaining illegal benefits, without facing consequences. Corruption corrodes institutions when an important part of their staff becomes more focused on obtaining private



Part of the IMCO team gathers signatures in a Mexico City park in February 2016.

illegal benefits than on serving the public. And corruption becomes embedded in the system when an institution normalizes corruption as a regular characteristic of its procedures and activities.”

In an effort to induce transparency and accountability in the Mexican government, IMCO launched its anti-corruption reform initiative in 2015 by establishing an online platform, [www.3de3.mx](http://www.3de3.mx), in partnership with the Mexican Chapter of Transparency International, where members of Congress and Senators could provide three documents: 1) annual declarations of their assets, 2) possible conflicts of interest, and 3) proof of fiscal standing (taxes paid). These three documents were nicknamed the “3de3,” (or 3for3). A few months later, IMCO launched a parallel campaign targeted at candidates running for office, identifying those who had submitted their 3de3 declarations and providing contact information to the public for those who did not. It became such an effective public accountability tool that the National Electoral Institute promoted the 3de3 platform as a means to provide informed voting in 2015 and 2016.

“[The] 3de3 aims to spark a two-fold change: improving the efficiency of legislation to fight corruption, and channeling citizens’ anger in a constructive way to strengthen existing institutions,” says Juan Pardinias, director general of IMCO. “For the average Mexican, it opens up a new way to participate in the configuration of the political agenda, without being part of the political elite.”

The 3de3 campaign gained so much momentum that 27 of 32 governors submitted 3de3 declarations, as had nearly 3,000 candidates and civil servants. Widespread buy-in



from Mexican citizens, coupled with substantial media coverage, encouraged IMCO to translate its initiative into legislation by capitalizing on the passage of reforms in May 2015 that created the National Anti-Corruption System. The Mexican Congress had one year to produce and pass secondary laws for the system. IMCO also sought to take advantage of a recently enacted civil participation law to propose its own legislative package that would give the National Anti-Corruption System teeth, establish it as a truly independent body, and incorporate the 3de3 as a legal requirement. However, submitting a citizen-sponsored bill to the Mexican Congress required 120,000 signatures, and no previous effort had been successful.

[The] 3de3 aims to spark a two-fold change: improving the efficiency of legislation to fight corruption, and channeling citizens' anger in a constructive way to strengthen existing institutions — *Juan Pardinás*

IMCO's General Law of Administrative Responsibilities, or "Ley 3 de 3" (3 for 3 Law), which would codify the 3de3 as a legal requirement for all government employees, became the rallying point under which IMCO's campaign took shape.

The challenge proved daunting. IMCO initially raised only 2,000 signatures and its critics appeared vindicated. At a crossroads, the organization was faced with a decision: give up the drive to submit a citizen-sponsored bill and focus its efforts elsewhere, or double down and keep collecting signatures. It chose the latter and pursued new strategic partnerships, one of them being with David Noel Ramírez, then-head dean of Tecnológico de Monterrey, one of Mexico's top universities. In a YouTube plea, Ramírez asked his students and the broader community to sign the petition. His video gained traction as various groups flocked to join the campaign and gather petitions, including state-level partners and citizen groups small and large. Key to the campaign's success were the partnerships IMCO established with Transparencia Mexicana, the Espinosa Yglesias Study Center (CEEY), and the Employers Confederation of the Mexican Republic (COPARMEX), Mexico's largest national association of business owners with representation in all 32 Mexican states.

In the end, IMCO delivered 634,143 signatures in favor of "Ley 3 de 3" in April 2016 – far exceeding the number required for submission to the Senate. It would also become the first citizen initiative to make it through the Senate. IMCO's coalition marked an unprecedented popular mobilization of civil society organizations, academia, business-

es, citizen action groups, and media to demand government accountability in Mexico – and the Latin American region more broadly. This feeling was shared by Elizabeth Ramírez, director of the Office of Integrity and Transparency, USAID/Mexico, whom Anthony also met with on his trip.

"IMCO is a real strategic partner," she said. "IMCO helps get all the parties to the table."

While the government green-lit IMCO's petition collection efforts, it clearly did not want it to succeed. In June 2017, a widely circulated New York Times article announced that the Mexican government had been spying on Pardinás, his wife, and many other critics of the Mexican government, including Loret de Mola. The sophisticated spyware possessed the capability to turn their smartphones into "bugs" that could be controlled remotely and subjected both Pardinás and his wife to threatening text messages – one even threatened that there was a truck of armed men outside their home. Not to be intimidated, Pardinás and IMCO continued in their mission to bring about a better Mexico.

"IMCO rolled up their sleeves and said, 'OK, this is going to be hard,'" Loret de Mola said. "I imagine they never thought it was going to be that hard, and that painful."

But IMCO overcame.

"Juan [Pardinás] and Alexandra [Zapata, coordinator of the 3de3 project and IMCO's director of education and civic innovation] have been under tons of pressure from governments at the local, state, and federal level," Loret de Mola continued. "But they kept moving."

#### REQUEST BECOMES REQUIREMENT

Undeterred by pushback from the government, IMCO plowed ahead with its 3de3 campaign. It also was heavily involved in drafting six other measures to strengthen the National Anti-Corruption System's foundation. Within six months, all seven of IMCO's draft laws were passed, which brought the National Anti-Corruption System to life. The momentum behind the national campaign created a sense of urgency that dominated the legislative agenda, and IMCO staffers regularly provided Congressional testimony during the lawmaking process.

The wave of anti-corruption legislation IMCO ushered through Mexico's Congress is significant for many reasons.

"In sharp contrast with the common way in which laws and institutions are created in Mexico," Kaiser explains, "the National Anti-Corruption System establishes institutions, procedures, functions, and capacities that were designed and proposed by stakeholders without an obvious conflict of interest in the subject."

(Left) Part of the IMCO team, along with its allies, gather in front of the Senate as they get ready for the first submission of signatures for the citizen-sponsored initiative "3de3" law. (Right) The IMCO team submits to the Senate an additional 324,667 signatures on April 6, 2016.



"In Mexico, we talked a lot about corruption, we raised the bar in terms of public conversation about corruption, but not until IMCO came into the picture did things start to happen. — *Carlos Loret de Mola*

The National Anti-Corruption System defines 10 separate types of corruption and spells out accompanying punishments for each. It also establishes a collaborative group of government agencies with the full investigative power to prevent and fight corruption. It implements checks and balances in the investigation and prosecution processes with an emphasis on recuperating lost resources and holds the private sector just as accountable for its active role in corruption. Furthermore, it inaugurates a new culture of accountability, simplifies the method of filing complaints, protects whistleblowers, institutes a legal obligation on public servants to report corruption, and more.

"The new anti-corruption laws are designed to break the cycle by creating better conditions for detection, investigation, and sanction of corruption, through three key improvements: comprehensive legal capacities for authorities, [defined] legal types of corruption for public and private agents, and a new system of incentives toward prevention," Kaiser says.

Importantly, the body that was created to legally monitor the implementation of the new anti-corruption system – the permanent Citizen Participation Council (CPC) – is comprised of citizens rather than bureaucrats. Pursuant to the laws passed by the Mexican Congress, notable academics and leaders in civil society were nominated to participate in a selection process that was open for public application and were appointed to be members of the National Anti-Corruption System's Selection Committee. This committee appointed all members of the CPC. Notably, Pardinás was tapped as a member and tasked with ensuring independence and circumventing political influence in the appointment process. In another unprecedented de-

parture from politics as usual, the selection process of the CPC was so transparent that it live streamed all candidate interviews, and the leading role of civil society throughout this movement was cemented by conducting the swearing-in ceremony of all members of the CPC at IMCO's office, and not in the Senate chambers.

All 32 states were given until July 18, 2017, to comply with the National Anti-Corruption System, and IMCO drafted a model state law to act as a template, with 13 states adopting at least 70 percent of IMCO's suggestions. It also set up an "anti-corruption thermometer" watchdog tool, updated monthly, to track the progress of local legal frameworks and their degree of compliance with federal standards.

Reflecting on IMCO's unprecedented success story, Loret de Mola lauds the effects of the organization's advocacy.

"In Mexico, we talked a lot about corruption," Loret de Mola said. "We raised the bar in terms of public conversation about corruption, but not until IMCO came into the picture did things start to happen."

#### POLITICALLY IMPOSSIBLE MADE POSSIBLE

At the inception of the 3de3 campaign in 2015, the concept of a "conflict of interest" was seen as unavoidable or even a necessary evil. Now, it is expected of each politician and civil servant to make such declarations. IMCO first took up the cause of anti-corruption reform after it determined how inhibitive corruption was to Mexico's competitiveness. It hinders economic growth, discourages entrepreneurship, and encourages cronyism, among several other harmful effects.



“Corruption is ultimately all about human rights,” said María Elena Morera Mitre, the wife of a formerly kidnapped businessman and founder of Causa en Común. “And IMCO’s 3de3 helps the people make the connection between corruption and the costs of corruption. 3de3 is part of the essential steps needed to rebuild all of the systems in Mexico.”

3de3 is part of the essential steps needed to rebuild all of the systems in Mexico.

— María Elena Morera Mitre

The 3de3 framework equally enacts a handful of obligations for all public servants — from low-level municipal workers to the president. This legal requirement provides Mexican citizens access to a basic level of government transparency concerning the economic interests and holdings of its public servants. Simultaneously, it represents the most comprehensive legal infrastructure to expose and fight corruption in the country’s history.

This system also represents the first time that everyday Mexican citizens were able to make their voices and their vision for governmental accountability heard directly. The success of the 3de3 campaign serves as an inspiration for the future of Mexican democracy and the role of civil society within it.

“In the context of pervasive disappointment in government and minimal engagement in public affairs, 3de3 has become tangible evidence that citizens, collaborating and working together, can enact change at the highest level in Mexico,” Zapata explains. “Moving forward, the 3de3 law and the institutional innovation that accompanied it will undoubtedly serve as inspiration for other sectors of civil society with the hope of pushing forward agendas that have been historically neglected by the political elite.”

IMCO’s relentless advocacy on behalf of all Mexicans will be lauded as a campaign that organizations can strive to emulate for years to come.

“In 10 years from now we want to see Mexico as a country where corruption is socially abhorred, it is effectively detected by efficient authorities, it is properly investigated and sanctioned, and individuals are held responsible for the crimes committed,” Kaiser concludes. “3de3 will be seen as the first step in the construction of the legal basis for institutional change, but it also will be regarded as the beginning of the change in social attitudes toward corruption in our country.”

Loret de Mola, who provided the example of Juana, describes why she can have hope for the future.

“The National Anti-Corruption System brings it all down from the top ... and that is a change of culture,” Loret de Mola says. “When Juana feels that she doesn’t need to give money anymore to have her trash picked up, that is going to be quite a different [Mexico]. It is changing now and it is happening now, all the way down to Juana. You see, Juana is irritated by corruption, not because the president has a nice house or the cabinet member is very rich, but because she has to pay this money. She supports 3de3 because she knows it starts up there. You can take down this system of corruption if you start with the people in charge of the country. That is what IMCO does. That is what the National Anti-Corruption System does.”

It is never easy to enact change at the highest level of any country, and IMCO’s citizen-led legislative initiative reminds not just Mexicans — but citizens of democratic countries everywhere — that shaping the apparatus of government is never truly out of reach.



From left to right: Atlas Network’s Daniel Anthony with Instituto Mexicano para la Competitividad’s Juan E. Pardinas, Guadalupe Mendoza, and Regina Portilla after accepting the 2017 Templeton Freedom Award for the organization’s Anti-Corruption Reform Initiative for Mexico, “3de3.”

ABOUT THE TEMPLETON FREEDOM AWARD

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 was presented during Atlas Network’s Freedom Dinner on Nov. 8, 2017, in New York City at the historic Capitale. IMCO received a \$100,000 prize, and five additional finalists received \$25,000 prizes.

Thank you to Guadalupe Mendoza and Jeff Cota for assisting in the editing of this story.



“Things will get worse before they get better, but it is not time to give up on Venezuela. We must keep the freedom movement alive.” This is one of the central messages Luis Henrique Ball shares about his native country. He recently spoke to a packed house in New York City as part of the Global Policy Perspective event series Atlas Network hosts.

Luis left Venezuela fifteen years ago, after being accused by its then strongman president Hugo Chávez of “civil rebellion and treason” as part of a crackdown against those who were working to defend individual liberties against the regime’s abuses. At that time Luis was president of the

Things will get worse before they get better, but it is not time to give up on Venezuela. We must keep the freedom movement alive.

Venezuelan Confederation of Industrialists and the U.S.–Venezuela Business Council. Previously, he had served as board vice president at CEDICE for over a decade, Atlas Network’s most accomplished Venezuelan partner. He now serves on CEDICE’s advisory board and Atlas Network’s board of directors.

“Having seen first-hand how much good Atlas Network has done for CEDICE in Venezuela, I felt privileged to join the board of directors and be part of the effort to advance liberty not just in Venezuela or the U.S., but indeed worldwide.”

Luis Henrique Ball was educated at Carnegie Mellon University and at The Choate School in the U.S., and has played an active role as an alumnus of both institutions.

This desire to help defend freedom has also manifested itself in Luis’s creation of the PanAm Post, an online bilingual publication dedicated to news and opinion about the Americas. Founded in 2013, the site now attracts an average of 1.3 million monthly readers.

“I love my native country and my adopted home country, and I feel this obligates me to carry out the good fight on behalf of the free society. This is best done by appealing to the hearts and minds of our fellow men with the truth. This is a theme of my work and my philanthropy, and certainly it’s the driving reason for my involvement with Atlas Network as I work with my fellow board members to grow its impact.”

(Left) Luis has long been a supporter of advancing individual and economic freedom - here are just three of the many newspaper clippings from his days in Venezuela documenting his advocacy for both.



[ THIS QUARTER IN ]

# WORLD 10

## [1] PETER J. BOETTKE DELIVERS 5TH ANNUAL LIGGIO LECTURE

Current president of the Mont Pelerin Society and George Mason University Professor of Economics and Philosophy Peter J. Boettke delivered the fifth annual Liggio Lecture at Liberty Forum in New York City on November 8. "A new generation of critical theorists are seeking to poke holes in the history of economic theory and liberal political economy, and to demonstrate the inherent inefficiency, instability, and immorality of the capitalist system," said Boettke. "... Instead, they lead to the abandoning of the disciplines of history and intellectual history. And, if we economists abandon history – in both senses – we leave our past to the kindness of our enemies. This is an extremely vulnerable position to find oneself in. Yet this is where we are. Leonard [Liggio] would want us to correct that, so let's do that."



## [2] SRI LANKA: PRIVATIZATION AND PROSPERITY IN THE "PEARL OF THE INDIAN OCEAN"

Sri Lanka is often called the "Pearl of the Indian Ocean" for its rich culture and natural beauty. Yet in recent decades, this idyllic island nation has weathered the storm of violent civil conflict and ever-growing state domination of its private sector. The Advocata Institute's inaugural research paper, *The State of State Enterprises in Sri Lanka*, published in May 2016, helped change the national conversation about the condition of the state-owned SriLankan Airlines. As a result, Sri Lanka's government began searching for private investors to start the process of privatizing the airline, sparking a dialogue on the country's remaining 245 state-owned enterprises.



## [3] SMITH FELLOW SPOTLIGHT: RAFAEL ACEVEDO, ECONINTECH (VENEZUELA)

Rafael Acevedo, a recent participant in Atlas Network's Smith Fellowship and director of the Venezuela-based Econintech, discusses how his time in Washington created new partnerships in his organization's work to curb inflation in Venezuela. One such partnership came out of a meeting with Dr. Steve H. Hanke, professor of applied economics at Johns Hopkins University. "The conclusion of our meeting resulted in the start of a new partnership, and Professor Hanke's support is very important to our work in a country like Venezuela," said Acevedo. "Now, we can say that we have the support and advice of one of the most influential free-market economists in the world."



## [4] UFM ANNOUNCES EXPANSION WITH EUROPEAN CAMPUS SET TO OPEN IN SPAIN

Gabriel Calzada, president of Universidad Francisco Marroquín (UFM), revealed in a surprise announcement at Europe Liberty Forum 2017 that the free-market Guatemalan university will open a European campus in Madrid in February 2018, encouraging European institutions working to expand individual liberty to partner with UFM Madrid to create in Europe a classical liberal education hub like the one UFM has forged in Latin America over the last 46 years.



## [5] LOCALLY GROWN SOLUTIONS BRING BOTTOM-UP DEVELOPMENT TO CÔTE D'IVOIRE

In Côte d'Ivoire, only 4 percent of all rural land is legally registered, which leaves the people living on the other 96 percent in an ambiguity that impedes investment and causes many disputes. Audace Institut Afrique (AIA) has sought to remove this ambiguity with its Rural Land Project (Acteur Communautaire), which has created and trained four different village committees to create land registers that map out all private land in each village and note the rightful owners. "This program gives concrete meaning to the idea of bottom-up development," said Gisèle Dutheil, director of AIA. "After one year of work in pilot villages, we realized that it is possible to improve land governance by relying on local skills."



## [6] PRIVATELY PROVIDED INFRASTRUCTURE DELIVERS BASIC HUMAN NEEDS IN PERU

Nearly 9 million Peruvians lack consistent access to clean water under Peru's current publicly provided system. Lima-based Contribuyentes por Respeto (CpR) has faced this problem head-on with its "Infrastructure for all" project, which advocates replacing state-run infrastructure organizations with Public-Private Partnerships (PPPs) that can provide more reliable and efficient services to Peruvians. Last year, CpR's work culminated in the Peruvian government passing a law to allow private companies to invest in water reservoirs through PPPs (and not publicly owned companies) to provide quality water to those without it.



## [7] MADRID-BASED ORG'S BOOK ON THE 'OUTBREAK OF POPULISM' DRAWS HIGH-PROFILE READERS

Fundación Internacional para la Libertad (FIL)'s new book – titled "The Outbreak of Populism" ("El estallido del populismo") – examines in detail the many shapes that populism takes, from radicalism on the left to nationalist populism on the right in Latin America, the United States, and Europe. More than 70 media outlets have covered FIL's book launch events, and it has attracted high-profile readers, such as Sebastián Piñera (former president and current presidential candidate of Chile). Mario Vargas Llosa, pictured right, wrote the book's prologue.





#### [8] PAVING THE WAY FOR EASE OF DOING BUSINESS REFORM IN INDIA

The Centre for Civil Society (CCS) has won Atlas Network's \$50,000 Leveraging Indices for Free Enterprise Policy Reform (LIFE) Award for its work to reduce barriers to prosperity and opportunity in India. CCS' work on the project has culminated in numerous policy wins promoting the ease of doing business in India, with one of the most significant being the elimination of minimum capital requirements, which required would-be entrepreneurs to deposit 111.2 percent of per-capita income before starting new businesses. And there have been associated improvements in India's ranking in the World Bank's Doing Business Index. "It's a heart-warming recognition, validation, and appreciation, which will inspire us to continue the good fight," said Parth J Shah, president of CCS. "It strengthens our credibility and helps amplify our noise in the ears of the state."



#### [9] 'FROM THIRD WORLD TO FIRST' IN UKRAINE THROUGH ECONOMIC FREEDOM

The legacy of Soviet rule is felt more strongly in some former satellite states than others, and nowhere is that legacy felt more acutely than in Ukraine, where economic crises have troubled the country despite sustained international investment. The Bendukidze Free Market Center, in partnership with the Fraser Institute, hosted an Economic Freedom Forum to bring together think tanks and scholars across Europe and North America, as well as many local Ukrainian businessmen, students, and other curious citizens to examine how the country's current perils can be transcended through enhanced economic freedom, bringing Ukraine from the Third World and into the First.



#### [10] CINDY CERQUITELLA NAMED NEW EXECUTIVE DIRECTOR OF AMERICA'S FUTURE FOUNDATION

Atlas Network's Leadership Academy Director Cindy Cerquitella has accepted the position of executive director of America's Future Foundation. As we were going to print on this issue we learned of this bittersweet news. Cerquitella has become one of the best-known faces of Atlas Network and a trusted friend to partners all over the world. She was a central figure in the creation of Atlas Network's robust training program and is the key reason it has grown to what it is. Thanks to her, thousands of talented people all over the world are advancing liberty with the tools, skills, and connections necessary for success.



To learn more about any of the stories in this issue of This Quarter in World10, visit [AtlasNetwork.org/FCWinter2017World10](https://AtlasNetwork.org/FCWinter2017World10)

HOLLYWOOD INSIDERS

PRACTICAL TRAININGS

PERSONALIZED CONSULTATION

# LIGHTS, CAMERA, LIBERTY!

ATLAS NETWORK IN ASSOCIATION WITH TALIESIN NEXUS PRESENTS  
THREE INSPIRING DAYS OF INFLUENCING CULTURE AND STORYTELLING FOR IMPACT  
MAY 2018. ON LOCATION IN LOS ANGELES



ATLASNETWORK.ORG/LCLLA



## { IMPACT CASE STUDY }

### ABORIGINAL CANADA AND THE NATURAL RESOURCE ECONOMY PROJECT



*The Macdonald-Laurier Institute's multi-year Aboriginal Canada and the Natural Resource Economy project has made the case that Indigenous engagement in the Canadian resource economy provides a once-in-a-century opportunity to set right the fundamental inequalities within Canadian life.*

The history of Canada's Aboriginal people is diverse and proud, but also one defined historically by forced state dependency and a lack of opportunity. To address these challenges, Macdonald-Laurier Institute (MLI)'s multi-year Aboriginal Canada and the Natural Resource Economy project has made the case that Indigenous engagement in the booming Canadian resource economy provides a once-in-a-century opportunity to set right the fundamental inequalities within Canadian life.

"For too long Aboriginal people have been forced by government policy to live outside the institutions that confer opportunity on everyone else," said Brian Lee Crowley, managing director of MLI.

The economic and political inequalities facing Canada's Aboriginal population are deeply engrained. And yet, MLI believes, with many Indigenous communities, that fostering economic activity through the development and cultivation of Canada's natural resources offer a rare opportunity to ensure that these historically neglected and disadvantaged peoples share in Canada's general pros-

perity. Through its advocacy and close collaboration with Aboriginal communities and organizations, MLI is working to support Indigenous efforts to generate prosperity by removing roadblocks in their way, such as the Canadian government's uneven policies on natural resource development and unclear stance on the United Nations Declaration on the Rights of Indigenous Peoples, which added to the uncertainty facing the Aboriginal population of Canada.

By any metric – employment, housing, life expectancy, health issues, incarceration – Indigenous people lag well behind other Canadians. Their income is a fraction of non-Aboriginal Canadians – between 25 to 50 percent. Their potential is so much greater. And the shortcomings of the Canadian status quo, one shared in many nations around the world, are painfully evident.

One of the most resource-rich countries in the world, Canada has monumental reserves of natural gas, hydro-electricity, potash, gold, uranium, oil, and other minerals. With resource development projects planned throughout

Canada, the country is taking advantage of these natural resources, and Aboriginal communities are benefitting. Prospective investments reach nearly Can\$675 billion over the next few years for such resource development projects throughout the country. All of these projects are located on or near traditional Aboriginal territories. Indigenous communities and local entrepreneurs, freshly empowered by legal authority and the opportunities offered in resource development, are beginning to replace dependency with prosperity for their communities.

With its vision for the self-sufficiency of the Aboriginal population based on Indigenous autonomy, resource development, and strong economic partnerships, MLI drew



Indigenous engagement in the booming Canadian resource economy provides a once-in-a-century opportunity to set right the fundamental inequalities within Canadian life.

from its strong team of economists, legal scholars, and Aboriginal leaders to produce a series of policy papers, media commentaries and public outreach exploring the biggest obstacles to resource development.

MLI's project has succeeded by offering calm, timely, and carefully thought-out interventions into national public policy debates. Its work emphasizes the importance of the legal, political, and regulatory environment to Indigenous business and, crucially, the willingness of Indigenous communities to participate in natural resource development. In the aftermath of a decision made by the Supreme Court of Canada on traditional Indigenous land rights, MLI produced reports that countered the more outspoken commentaries on the likely impact of the judgment. When Canada signed the United Nations Declaration on the Rights of Indigenous Peoples, MLI Senior Fellow Ken Coates and prominent Indigenous leader Blaine Favel wrote two reports that demonstrated the limits of "free, prior and informed consent" and that urged a more comprehensive approach to Aboriginal engagement that built on established Canadian practice.

MLI's work is comprehensive in nature, moving beyond the standard emphasis on legal rights to examine Indigenous capacity building, the role of Aboriginal economic development corporations, the growing importance of Indigenous equity investments, the transference of Canadian practices to international projects, new approaches to Indigenous participation in environmental assessment and monitoring, and Aboriginal participation in major infrastructure initiatives. MLI has, more than anything, countered the simplistic notion that Indigenous peoples uniformly oppose resource development, documenting the extensive and community-changing pattern of participation in the

market economy. The project has not shied away from identifying the systematic and policy barriers to further Indigenous engagement in resource activity and has helped the country understand the complex interplay of politics, culture, economics, history, and business opportunity that defines and shapes Indigenous economic development.

The defining aspect of the Aboriginal Canada and the Natural Resource Economy project has been its collaboration with the Aboriginal community. Collaborating with Indigenous organizations, MLI has increasingly used Aboriginal authors for its work and created a 12-person Aboriginal advisory team to provide counsel and oversight for its work on the project. This advisory team is composed of

reform-minded Aboriginal economists, business leaders, lawyers, public policy analysts, and scholars and has lent credence to MLI's work vis-à-vis the Aboriginal community. This has led to MLI pursuing partnerships with various Aboriginal groups, speaking at local conferences of Indigenous organizations and meeting with local communities. As a result, MLI has been able to better understand the processes and priorities of various Indigenous leaders, businesses, and organizations, and the community has



*Brian Lee Crowley, managing director of the Macdonald-Laurier Institute, speaks during a panel at Liberty Forum that interviewed all finalists for the Templeton Freedom Award. Crowley highlighted the importance of building both coalitions and credibility within the communities that public policy groups seek to impact.*

recognized the valuable work that MLI is doing. One such recognition was Ken Coates' being awarded the 2017 Award for Excellence in Aboriginal Relations by the Canadian Council for Aboriginal Business for his contributions to Indigenous business development.



A black and white photograph of a fish lying on its side on a dark, rough, and textured surface, possibly a rock or concrete. The fish is positioned diagonally, with its head towards the upper right and its tail towards the lower left. The lighting highlights the scales of the fish and the uneven texture of the ground.

doing  
development  
differently

## Are we still fuzzy on the whole ‘give a man a fish’ vs ‘teach a man to fish’ debate after thousands of years?

*Yes... and neither work  
to truly end poverty.*

Giving a man a fish only helps in emergency situations. And teaching a man to fish misdiagnoses the problem in a patronizing way.

Bad public policies create big obstacles to saving, investment, and entrepreneurship. If you get the obstacles out of the way, you’ll see the poor create “fisheries” and other commercial enterprises. So they’re not just feeding themselves or their families, but entire communities – communities that will prosper from more productivity, more specialization, and more free exchange.

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

This is a strategy that changes the trajectory of poverty for the long-term. It’s a strategy that works. It’s a strategy we can scale up.

With your help, we can permanently combat the root causes of poverty. It’s time for us to work together on Doing Development Differently.

VISIT [ATLASNETWORK.ORG/POVERTY](https://atlasnetwork.org/poverty) TODAY TO START DOING DEVELOPMENT DIFFERENTLY.



## { ALUMNI IN FOCUS }

### THE CHEETAH GENERATION OF AFRICA

By Linda Kavuka of African Students For Liberty (Kenya)



Linda delivering one of the Cornerstone Talks at Liberty Forum & Freedom Dinner 2017 in New York City.



And our efforts are already bearing fruits: our alumni and leaders are leading their own efforts to advance liberty in countries like Tanzania, Kenya, and South Africa.

Poverty, literacy rates, and youth unemployment are part of a long list of Africa's biggest challenges. But at the top of this list is corruption. It sweeps indiscriminately across the continent. Africa has countries that have been ruled by dictators for over 30 years, and in others power shifts from father to son. This is only possible because of corruption. In Africa, the phrase "everyone has a price" is put to real practice. Institutions are not independent, as claimed on paper. And judiciaries in many countries are threatened by the executive and rules as per the will of the government.

African Students For Liberty understands that the road to a free society is quite a long one and that things will not change overnight. But we're committed to grooming the next generation of leaders of liberty in Africa who will fight for a better future. African Students For Liberty was launched in 2013. We have since established a presence in over 22 countries.

One of the things that I'm most excited about in my role at African Students For Liberty is that we have the privilege to train and nurture the next generation of thought leaders throughout the continent. And our efforts are already bearing fruits: our alumni and leaders are leading their own efforts to advance liberty in countries like Tanzania, Kenya, and South Africa.

The leaders we nurture through our programs have gone on to establish free market think tanks such as the Eastern African Policy Centre (Kenya), Uhuru Initiative for Policy & Education (Tanzania), Liberty Sparks (Tanzania), Center for Free Market Enterprise (Malawi), and popular blogs such as the Rational Standard (South Africa), which are influencing policy changes in their respective countries. Our leaders are able to tap into the many opportunities available internationally in the libertarian world, pick up free-market advocacy as a career, enlighten other students in their communities, and teach peace, love, and liberty.

Very little is known about Eritrea. It is the North Korea of Africa. Its people would rather face hell than remain in the failed state. We were able to connect with those who have left the country to reside in other African countries. As a result, we now have an Eritrean Students For Liberty chapter, which is a growing community of mostly refugees

who can relate with the ideas of liberty. The group is led by Bekit, an executive board member and a Ph.D. candidate in psychology from a university in Kenya. Bekit, who was jailed in his home country, has several harrowing stories to tell of his experience. He uses his expertise in psychology to help others who have escaped from Eritrea understand the mind-control tactics of the dictator in power.

We also managed to set up groups in Burundi, Rwanda, Congo, and soon, South Sudan. These countries have something in common: they all face political instability, have experienced civil war, and their people are devastated – a great number of whom have fled their countries. We are working closely with these groups, understanding the sensitivity of their cases and teaching them classical liberal ideas in the most basic of ways. And we are excited to see that leaders from these countries are hosting events and reaching out to fellow youth to give them hope for a prosperous future.

We know deep down that Africa has great potential. We have decided to take up the challenge to be the leaders of African prosperity.



Linda speaking at the SFL West African Regional Conference 2016 in Ibadan, Nigeria.



(Top) Linda facilitating a session at the Students For Liberty Kenya Campus Caravan on issue-based dialogue projects in May 2017. (Bottom) Linda workshopping her project ideas at Atlas Network's Africa Liberty Forum 2017 with Temba Nolutshungu of Free Market Foundation (South Africa) during the Crowdsourcing Liberty session.



Atlas Network trainings have been a major part of the successes I have had so far. I have gained think tank management skills that have had a great impact on my work. They have allowed me to realize deeper insights about our strengths, our product, our audience, and how to manage all of these variables. These Atlas Network programs have changed the lives, outlooks, and motivations to better the world of the people who have participated in them. Without this training, we would not have been able to reach out to over 5,000 young people in Africa with the message of liberty. Having received the requisite skills, I can now confidently manage a think tank. I have read about what other Atlas Network partners have been doing, and their success stories have encouraged me to achieve more.

Through the support of Atlas Network, we are witnessing change in the hearts and minds for the future of Africa.



My peers at African Students for Liberty are part of what Ghanaian economist and author George Ayittey calls the Cheetah Generation. Around us we see so many problems: poverty, unemployment, corruption, death by curable diseases, and many other issues. We know deep down that Africa has great potential. We have decided to take up the challenge to be the leaders of African prosperity. We are taking up the challenge to enlighten fellow youth, impart them with classical liberal ideas, and create the leaders that Africa needs. Through the support of Atlas Network, we are witnessing change in the hearts and minds for the future of Africa.

Linda Kavuka is based in Nairobi, Kenya and works as the African Programs Manager with African Students For Liberty. She is a recent graduate of Atlas Network's Leadership Academy and was a featured presenter during the Cornerstone Talks at Liberty Forum & Freedom Dinner 2017.



# 2018 REGIONAL LIBERTY FORUMS

*The Regional Liberty Forums, sponsored by Atlas Network with local organizing hosts, are gatherings of the best and the brightest to discuss and exchange solutions that help break down barriers to prosperity and opportunity in each region.*

*Special thanks to major Regional Liberty Forum sponsors the John Templeton Foundation, the Smith Family Foundation, and all of our generous supporters.*

## ASIA LIBERTY FORUM

February 10 - 11, 2018

**Jakarta, Indonesia**

## EUROPE LIBERTY FORUM

May 29 - 30, 2018

**Copenhagen, Denmark**

## LATIN AMERICA LIBERTY FORUM

June 14 - 15, 2018

**Santiago, Chile**

## AFRICA LIBERTY FORUM

August 23 - 24, 2018

**Lagos, Nigeria**

To learn more and plan your trip, visit:

AtlasNetwork.org/**RLF**





## TEN WINS IN TEN COUNTRIES:

HOW ATLAS NETWORK'S INVESTMENTS IN ECONOMIC FREEDOM PAY OFF

By Matt Warner



*A street vendor in India (Left), a woman picking tea leaves in Sri Lanka (Above), and a souvenir shop in Bulgaria (Page 27): Atlas Network's philanthropic strategy is squarely rooted in the key insight that economic problems are solved, not by outsiders, but by the individuals themselves who stand to benefit from expanded economic choices.*

Getting ahead in one of the world's least free countries is a challenge, but things got a little easier in Argentina this year when the Macri administration eliminated a 35 percent tariff on laptops and tablets. Before the tariff was removed, parents, school teachers, and small business entrepreneurs were forced to pay inflated prices for basic technology or go without. What's more, the tariff had an outsized impact. Analysis by the Buenos Aires-based Libertad y Progreso, the nonprofit organization that successfully pushed for the tariff's repeal, found that Argentinians were actually paying double what their neighbors in Chile paid for the same computer products.

"Protectionism tries to keep a few employed at the expense of everyone else," explained Marcos Hilding Ohlsson, economist with Libertad y Progreso, "and we successfully demonstrated how harmful and unfair it is to make everyday people pay enormous prices for technology that they need to get ahead."

This win for economic freedom in Argentina was no accident. Last year, Libertad y Progreso put together a research and advocacy plan aimed at eliminating the tariff, and they shared that plan with our team at Atlas Network when they applied for one of our grant programs, Liberating Enterprise to Advance Prosperity.

Because of our existing relationship with Libertad y Progreso, we knew their work well, and we admired what they had already accomplished since their founding in 2011. Thanks to the many training programs their leaders and staff had completed through our Atlas Leadership Academy program, we also knew their team was comprised of very talented and experienced professionals – each with a passion for economic freedom and achieving real change.



So, in 2016, Atlas Network invested in Libertad y Progreso's project plan to eliminate the tariff on computer products. By summer 2017 it had won, and the tariff was gone.

So, in 2016, Atlas Network invested in Libertad y Progreso's project plan to eliminate the tariff on computer products. By summer 2017 it had won, and the tariff was gone.



“ Some of these wins may seem small, but we chose to invest in them because their impact is surprisingly large.

That is why Atlas Network’s approach to serving the global network of organizations working to promote economic freedom works so well. Based on our interdisciplinary research covering social comparison theory and network behavior, we call this strategy Coach, Compete, Celebrate. It serves to accelerate learning and new levels of excellence across the globe as peers encourage, influence, and challenge each other to think big through training, grants, awards, and recognition.

Thinking big is important for the cause of economic freedom, and achieving real wins is what thinking big is all about. Argentina wasn’t the only place our partners thought big and won. Here are nine more countries where Atlas Network invested successfully in recent victories for economic freedom by our independent, local partners:

#### UKRAINE

EasyBusiness successfully worked this year to put a true end to an archaic system of paper seals, like those of a notary, required for most businesses to gain government approvals. In practice, the seals served as a kind of bribery tour of government officials, an overwhelming drag on free enterprise.

#### BULGARIA

Institute for Market Economics advocated the simplification of the business registration system resulting in a big drop in the number of procedures and days it takes to start a business.

#### NEPAL

Samriddhi Foundation pushed the ministry of interior to adopt an unprecedented 30-hour deadline for registering new businesses and a seven-day deadline for foreign-owned businesses. Previously, those wanting to start new businesses could have been held in bureaucratic limbo for several weeks to months.

#### LITHUANIA

Lithuanian Free Market Institute achieved reforms that made it easier and faster to get electricity, easier and faster to get construction permits, and much harder for the state to monopolize industries.

#### COSTA RICA

IDEAS advocated for and saw a huge jump in Costa Ricans’ access to credit thanks to reforms that got bad government policy out of the way.

#### PERU

Contribuyentes por Respeto’s analysis showed how businesses, particularly small businesses, were overburdened by oppressive tax compliance rules. Thanks to its efforts, the frequency of making tax payments has been cut by two-thirds.

#### SRI LANKA

Advocata Institute’s unique analysis and infographics – demonstrating the state of crisis of the country’s state-owned airline – became the go-to reference on the topic. Its work was the final push needed to get the government to put the struggling business up for sale.

#### SLOVAKIA

INESS is a vocal champion of expanding economic choices and led the charge to reduce the burden of business licensing by introducing nominal fees – to the tune of only 1 Euro being required for registration of new businesses for entrepreneurs. Previous Slovak company law was based on rigid concepts over 50 years old, which did little to satisfy the needs of the country’s modern business environment.

#### INDIA

When Centre for Civil Society pushed for the elimination of minimum capital requirements for new businesses, the Modi government listened. Now, entrepreneurs can decide for themselves if they’re well positioned to invest in their own futures.

Some of these wins may seem small, but we chose to invest in them because their impact is surprisingly large. New research shows many of these reforms not only improve the measurable scores for their respective countries on global indices like the Fraser Institute’s “Economic Freedom of the World” report and the World Bank’s “Doing Business” report, but they are also tied to poverty reduction as they expand economic choices for low income

Photo credit: Roberto Sorin / Shutterstock.com.



people. In fact, every five percent increase in a country’s “Doing Business” score translates to a one-percentage point reduction in poverty, a new finding Atlas Network supported in the World Bank’s most recent report.

For example, in India, the minimum capital requirements for new businesses disproportionately burdened the poor and kept them from getting ahead. Growth and development experts like William Baumol and William Easterly point out that even incremental changes in a positive direction can make a big difference, particularly when it comes to expanding economic freedom, thus unleashing the ingenuity, tacit knowledge, and creative powers of more and more people.

Those are the wins, but what about the other investments? From this grant program, to date we have invested \$1,975,000 in reform projects in 29 countries, many of which are multi-year campaigns still on their way to bearing fruit, and some of which just launched this year. That means we plan to announce even more wins in the coming months as we scale up this grant program in 2018. Atlas

Network’s strategic approach to investing in our partners’ work is paying large dividends in helping break down the barriers to prosperity and opportunity around the world.



Atlas Network COO Matt Warner speaks during a special taping of Russ Roberts’ popular EconTalk podcast at Liberty Forum & Freedom Dinner 2017 in New York City. Former deputy prime minister and finance minister of Bulgaria and creator of the World Bank’s Doing Business series, Simeon Djankov, was also featured in the episode of EconTalk, speaking about the link between ease of doing business and poverty alleviation.



# LIBERTY FORUM & FREEDOM DINNER 2017

Here are some of the best photos from Liberty Forum & Freedom Dinner 2017: where freedom champions from around the world gathered in New York City for the most inspirational freedom event of the year. Special thanks to the Smith Family Foundation, John Templeton Foundation, Templeton Religion Trust, and the rest of our generous sponsors for making it all possible.



**01** Daniel Hannan, British politician, writer, and journalist, delivers a rousing Toast to Freedom — an annual tradition at Freedom Dinner.

**02** Michael Walker, chairman and founding executive director of the Fraser Institute (Canada), and Kris Mauren, co-founder and executive director of Acton Institute (United States), during the “Learning from Think Tank Luminaries” panel.

**03** From left to right: Matt Warner, moderator (Atlas Network, United States), with Cornerstone Talks presenters Dr. Tom G. Palmer (Atlas Network, United States), Carrie Lukas (Independent Women’s Forum, United States), Martin Ågerup (Center for Political Studies, Denmark), Bhakti Patil (Centre for Civil Society, India), and John Tillman (Illinois Policy Institute, United States).



**04** The 2017 Templeton Freedom Award finalists conduct a Q&A panel, moderated by Atlas Network’s Casey Pifer. The overarching theme was the importance of building coalitions outside one’s traditional circles.

**05** Avik Roy, president of the Foundation for Research on Equal Opportunity (United States), workshops his project during Crowdsourcing Liberty. Conference attendees exchanged ideas with 12 industry thought leaders who came ready to discuss their projects under development to advance liberty.

**06** Brad Lips (right), dressed in the late John Blundell’s Guatemalan waistcoat, presents a new Guatemalan waistcoat to George Pearson (left) to honor him and thank him for his many years of service on Atlas Network’s Board of Directors. The wearing of the waistcoats has become a tradition during the John Blundell Elevator Pitch Competition, which happens every year at Liberty Forum & Freedom Dinner.

**07** Recent graduates of Atlas Network’s Leadership Academy receive their certificates of completion on stage at Liberty Forum & Freedom Dinner 2017.





08



09



11



12



14



15



17



18



10



13



16



19

08 Professional violinist Brandon Summers entertains guests during a reception at Liberty Forum & Freedom Dinner.

09 Basanta Adhikari, director of Bikalpa, An Alternative (Nepal), speaks during the Lights, Camera, Liberty! Film Festival at Liberty Forum. The panel, moderated by Atlas Network's Casey Pifer, featured this year's finalists for the Lights, Camera, Liberty! Film Festival Award. Joining Adhikari were Agustín Etchebarne, general director of Libertad y Progreso (Argentina, second from left), and Dustin Hurst, communication director of Idaho Freedom Foundation (far right).

10 From left to right: Instituto Mexicano para la Competitividad's Regina Portilla, Juan E. Pardinas, and Guadalupe Mendoza accept the 2017 Templeton Freedom Award for the organization's Anti-corruption Reform Initiative for Mexico, "3de3."

11 Russ Roberts' popular EconTalk podcast came to New York City for a special live taping at Liberty Forum. The podcast featured Atlas Network COO Matt Warner and Simeon Djankov, former deputy prime minister and minister of finance of Bulgaria and creator of the World Bank's Doing Business series. They discussed Atlas Network's recently supported research that connects ease of doing business and poverty alleviation — every 5 percent increase in a country's score in the Doing Business scale results in a 1-percentage point reduction in poverty.

12 Matt Warner of Atlas Network presents the Smith Student Outreach Award to João Pedro, who accepts on behalf of Brazil-based Instituto Atlantos for its Atlantos Conference in Porto Alegre.

13 Participants and facilitators of Atlas Network's Think Tank Leadership Training. From left to right: Veronika Fajbíková, of Institute of Economic and Social Studies (Slovakia); Daniel Anthony, of Atlas Network (USA); Marianna Brashear, of Foundation for Economic Education (USA); Adam Marcus, of Students For Liberty (USA); Jaffe Abeshaus, of Center for the Study of Liberty (USA); Yevghen Shulga, of Center for Social and Economic Research (Ukraine); and Sarita Sapkota, of Samriddhi Foundation (Nepal).

14 Think Tank MBA 2017 graduate Iris Illanes Cortez, of Fundación Nueva Democracia (Bolivia), during the Speed Networking session that kicked off Liberty Forum & Freedom Dinner.

15 Akash Shrestha, research coordinator at Samriddhi Foundation (Nepal), took first place in the John Blundell Elevator Pitch Competition. Prior to the competition, Shrestha completed Atlas Network's Think Tank MBA as one of three Gibbs' Fellows — along with Andriy Shpakov of EasyBusiness (Ukraine) and Sara Sihaloho of the Center for Indonesian Policy Studies (Indonesia) — subsidized by Alan Gibbs as part of his generous support of Atlas Network's Leadership Academy.

16 Surse Pierpoint, president of Fundación Libertad (Panama), discusses an idea with Daniel Erspamer, CEO of Pelican Institute for Public Policy (USA).

17 Rocio Guijarro, executive director of Centro de Divulgacion del Conocimiento Economico para la Libertad (CEDICE, Venezuela), listens to a question during a panel titled "Think Tanks vs. Populists of the Left and Right" and moderated by Casey Given. Veronika Fajbíková, of Institute of Economic and Social Studies (Slovakia), and Javier El-Hage, of Human Rights Foundation (USA), were also featured on the panel.

18 Alexandre Pesey, founder of Institut de Formation Politique (France), won this year's Think Tank Shark Tank competition for his pitch to create a civic incubator ("The incubator Le Coquetier") designed to identify, select, train, coach, and guide intellectual entrepreneurs across France. Through the project, the organization plans to incubate and grow 10 organizations to advance liberty in France.

19 From left to right: Mónica Melo Guerrero, of Instituto Especializado de Investigación y Formación en Ciencias Jurídicas (Dominican Republic), Christina Martin, of Pacific Legal Foundation (USA), Emma García-Prieto, of CREO (El Salvador), and Cindy Cerquitella, of Atlas Network (USA).



LIBERTY FORUM & FREEDOM DINNER 2017 CONTINUED



Atlas Network supporters Joan Carter (left) and Giovanna Cugnasca.



Atlas Network supporter Paul Linthorst (left) and Ron Manners, chairman of Mannkal Economic Education Foundation.



Jennifer Wagner (left), vice president of communications at EdChoice, and Keri Hunter, vice president of training and outreach at EdChoice.



Left to right: Michael Sertic, Tarun Vats, Al Canata, Garret Edwards, Robert Schimenz, and Kyle Walker.



Debbi Gibbs (left), vice chair of Atlas Network's board of directors, with Compassion & Choices' chief program officer Kim Callinan and national director of development Linda Roth Platt.



Left to right: Edward Stringham, president of the American Institute for Economic Research; Atlas Network Advisory Council member Charles Albers; and Atlas Network supporter Julie Planck.



The 2017 Templeton Freedom Award finalists pictured with Atlas Network staff. From left to right: Brad Lips (Atlas Network CEO), Linda Whetstone (Atlas Network Chairman), Alex Chafuen (Atlas Network President), Franklin Cudjoe (IMANI, Ghana), Amy Proulx (John Templeton Foundation, United States), Brian Lee Crowley (Macdonald-Laurier Institute, Canada), Juan Pardinias (Instituto Mexicano para la Competitividad, Mexico), Justin Owen (Beacon Center of Tennessee, United States), Randy Hicks (Georgia Center for Opportunity, United States), Julio Lamb (Instituto de Estudos Empresariais, Brazil), and Dr. Tom G. Palmer (George M. Yeager Chair for Advancing Liberty and Executive Vice President for International Programs at Atlas Network).



The judges for the 2017 Think Tank Shark Tank Competition, left to right: Fred Young, Linda Edwards, Terry Kibbe, and Don Smith.



Atlas Network supporters Neal Goldman and Marlene Mieske.



Left to right: Martin Ågerup, president of the Center for Political Studies (CEPOS) in Denmark; Lawson Bader, CEO of DonorsTrust; and Atlas Network supporters Linda & Bryant Edwards.



The historic Capitale in New York City was nearly bursting at the seams with more than 650 people in attendance for Atlas Network's annual Freedom Dinner.



{ INSIDE ATLAS NETWORK }

INSTITUTE RELATIONS TEAM BY ELISA BISHOP

*From left to right: Elisa Bishop, Director of Institute Relations; Martin Stillman, Institute Relations Associate; Casey Pifer, Institute Relations Manager; and Vale Sloane, Institute Relations Associate.*



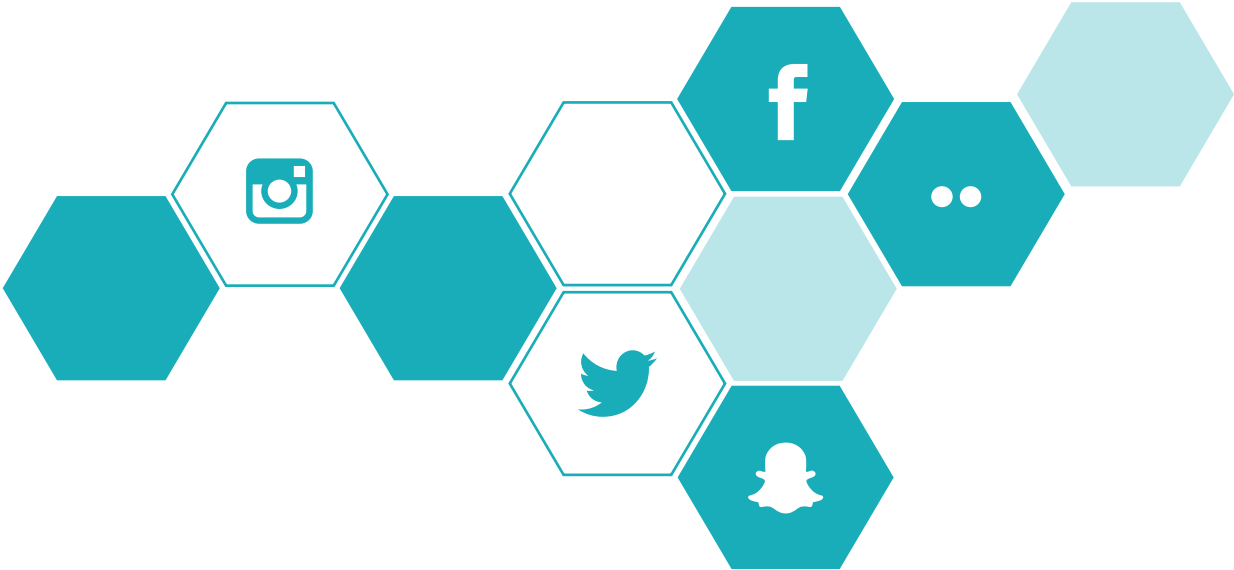
Atlas Network exists to strengthen and connect a worldwide network of more than 475 partner organizations in 90 countries. The Institute Relations department works closely with our network on a daily basis to coordinate those efforts effectively, catering to our partners in multiple ways with the goal of helping them advance their mission.

In Atlas Network's "Coach, Compete, Celebrate" model, the Institute Relations team is in charge of creating the competitive environment that incentivizes our partners to aim for top performance and produce results.

Our department serves as Atlas Network's hub of information on partners and allies and is the center for quality control of our network. We recognize that in order to support our network appropriately, we must have accurate and up to date information on our partners. That is why we run a meticulous vetting process for potential partners and perform frequent partner status reviews throughout the year.

In Atlas Network's "Coach, Compete, Celebrate" model, the Institute Relations team is in charge of creating the competitive environment that incentivizes our partners to aim for top performance and produce results. We are in charge of Atlas Network's competitive grant and award programs, setting the standards and requirements of all applications, managing the evaluation process, and rigorously monitoring grantee reporting. In addition, we diligently keep track of our partners' wins so we can celebrate their accomplishments and highlight their impact.

Although our work is filled with processes, deadlines, and standards that must be followed, our main business is to build relationships. We take pride in having such a diverse network of individuals and organizations working for the same goal: more freedom.



CONNECT WITH ATLAS NETWORK

{ twitter }  
[@AtlasNetwork](#)

{ facebook }  
[facebook.com/atlasnetwork](#)

{ instagram }  
[@atlasnetwork](#)

{ web }  
[AtlasNetwork.org](#)

{ snapchat }  
[atlasnetwork](#)

{ phone }  
**202-449-8449**

{ fax }  
**202-280-1259**

{ email }  
[info@AtlasNetwork.org](#)

{ address }  
**Atlas Network**  
**1201 L St. NW**  
**Washington, DC 20005**

{ donate }  
[AtlasNetwork.org/donate](#)  
**202-449-8444**

SUPPORT THE VISION

Your gift will be highly leveraged and will help Atlas Network cultivate a highly effective and expansive global network of independent partners committed to advancing our shared vision. Make your tax-deductible gift at [AtlasNetwork.org/donate](#) or email our director of development Clark Rupert at: [Clark.Ruper@AtlasNetwork.org](#)





“

Having seen first-hand how much good Atlas Network has done for CEDICE in Venezuela, I felt privileged to join the board of directors and be part of the effort to advance liberty not just in Venezuela or the U.S., but indeed worldwide.”

*A longtime supporter of Atlas Network and current board member, Luis Henrique Ball is pictured here with his wife Helena. See page 11 for his story.*