

Atlas Network's quarterly review of the worldwide freedom movement

# FREEDOM'S CHAMPION



## OVERCOMING THE OUTSIDER'S DILEMMA:

CAN PHILANTHROPISTS HELP  
THE DEVELOPING WORLD?

BY MATT WARNER

**\$100,000 TEMPLETON FREEDOM  
AWARD FINALISTS NAMED**

**IMPACT CASE STUDY:**  
LATIN AMERICA'S SUPER BOWL  
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{FC}  
FALL 2017



# FREEDOM'S CHAMPION

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### Think Tanks in Brazil, Canada, Ghana, Mexico, U.S. Named Finalists for 2017 Templeton Freedom Award

Awarded since 2004, the \$100,000 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. Meet the 2017 finalists on page 6.

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## WE WANT YOUR FEEDBACK

What do you think of *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](mailto:Daniel.Anthony@AtlasNetwork.org). We look forward to hearing from you!



### Alumni in Focus: Patrick Mardini is Turning the Lights on for a Brighter Future in Lebanon

"People in Lebanon suffer from an average of 12 hours of rolling blackouts every day," said Patrick Mardini, founder and president of the Lebanese Institute for Market Studies (LIMS). "It's not reasonable to make illegal the production of a service that people need," said an entrepreneur he recently met. Mardini is tackling this problem head-on, and is Atlas Network's latest Alumni in Focus. Page 14.

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### Inside Atlas Network: The Finance and Administration Team

"We act as the backbone of Atlas Network, ensuring that all our teams have the necessary resources to carry out their mission," writes Vice President of Finance and Administration Jim Cardillo, a recent addition to the Atlas Network staff and head of the newest internal team.





**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.



## { MESSAGE FROM THE CEO }

### 'HOW TO GET THERE FROM HERE'

One of the great aspects of my job is that I get to sit down with thoughtful Atlas Network supporters, who invariably stir me to new insights. For example, Jon Utley — profiled in this issue of *Freedom's Champion* — recently challenged me during a lunch discussion, “Doesn’t it seem that we move on from talking about what works? We all know rule of law, free exchange, and light regulation and taxes are the destination. The question is how to get there from here,” he said.

I’m of a few minds about this. First, I do think there are many audiences that remain sadly unaware of our classical liberal principles. That’s why I’m enormously grateful for books like Eamonn Butler’s *Foundations of a Free Society*, published by the Institute of Economics Affairs. It’s a wonderful primer that’s been translated into more than 10 languages by Atlas Network partners since it was published just two years ago. We simply can’t expect Arabic speakers to implement a Lockean political economy if John Locke’s ideas haven’t been translated to their native tongue.

But Jon’s general point is well-taken. Our emphasis should be on *how to effect change*. Some of our allies, such as Leszek Balcerowicz, who gave a stirring address at our just-completed Europe Liberty Forum, can speak from experience. As finance minister, Balcerowicz led Poland’s economic transformation as communism collapsed in 1989. But it is difficult to do more than generalize about how to navigate crisis situations, since each one is defined by unique practical realities.

What to do then? We can draw wisdom from Milton Friedman’s 1982 insight:

“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.”

Yes. Implied in Friedman’s quote is the lesson: *we need to be there in advance*, so disruptions like the Arab Spring don’t simply pass the torch from one manner of illiberalism to another. We need to build the ranks of those who favor freedom so it’s our ideas that are “alive and available” at the right moment.

As Friedman explains, sweeping change may not be possible during normal times. But there is much to be done during them — for instance, working toward incremental reforms like those mentioned in Matt Warner’s piece, “Overcoming the Outsider’s Dilemma: Can Philanthropists Help the Developing World?” These wins move the needle on economic freedom in a meaningful way, and ultimately benefit the poor. They also win credibility for Atlas Network partners, earning them a seat at the table within their own civil societies.

The end result is what Friedman envisioned: if a crisis does come, our partners will be well-positioned to influence the reforms that are undertaken. In every issue of *Freedom’s Champion*, you see examples of how we are acting upon this theory of change to improve the odds for a future of peace and prosperity.



We need to build the ranks of those who favor freedom so it’s our ideas that are ‘alive and available’ at the right moment.



Brad Lips  
CEO of Atlas Network



# THE TEMPLETON *Freedom* AWARD

## 2017 FINALISTS

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 winning organization receives a \$100,000 dollar prize and the runners-up each receive \$25,000 dollars. The award is generously supported by Templeton Religion Trust and is presented during Atlas Network's Liberty Forum and Freedom Dinner in New York City. Here are this year's finalists:



### Georgia Center for Opportunity (Norcross, Georgia) Prisoner Reentry Initiative

Approximately 1 in 13 Georgians are under some form of correctional supervision – the highest rate in the country. The Georgia Center for Opportunity (GCO) tackled this disturbing trend head-on with its Prisoner Reentry Initiative. After forming its first working group on the issue in 2013, GCO produced expert insights in two landmark reports. In the years that followed, nearly all of GCO's recommendations were adopted into law, helping to broaden opportunities for former inmates reintegrating into society. With a 6 percent drop in Georgia's prison population since 2012 – a \$264 million saving for taxpayers – the reforms spearheaded by GCO are driving this positive trend. GCO's Prisoner Reentry Initiative gives formerly incarcerated individuals and their families a renewed and revitalized outlook on life.



### IMANI Center for Policy and Education (Accra, Ghana) IMANIFesto

Last year, IMANI Center for Policy and Education launched its 2016 IMANIFesto Campaign, which estimated the costs and feasibility of all campaign promises made by Ghana's political parties. Near-constant attention on national radio and television, combined with IMANI's savvy use of social media, made IMANIFesto a household name in Ghana. IMANIFesto transformed the 2016 Parliamentary Election into one based not on political promises but on policy issues, and its engagement of millions of Ghanaians reminded the people of Ghana that the power to hold their government accountable is in their own hands. In the end, IMANIFesto was a huge success: it forced Ghanaian politicians to defend or reform many of their unrealistic campaign promises.



### Beacon Center of Tennessee (Nashville, Tennessee) Tackle the Hall Income Tax

For decades, Tennessee has claimed to be an income tax-free state, and for decades, this has been a lie. Despite a constitutional amendment banning income taxes, Tennessee continued to tax income gained through investment with its "Hall Tax." But last year, the Beacon Center of Tennessee fought back with a comprehensive public awareness and digital advertising campaign "Tackle the Hall Tax." The Beacon Center's relentless advocacy culminated in a full repeal of the Hall Tax, and Tennessee is now only the second state in history to fully repeal an income tax. Tennessee taxpayers are projected to save over \$300 million dollars per year, and now, as a truly income tax-free state, Tennessee can rightfully be counted as a beacon for economic freedom.





**Instituto de Estudos Empresariais (Porto Alegre, Brazil)**  
**Fórum da Liberdade**

What began as a modest attempt to create a new dialogue in an otherwise closed and illiberal Brazilian state has become a treasured international event – Instituto de Estudos Empresariais’s (IEE) annual Fórum da Liberdade has been described as “the Super Bowl of liberalism.” Bringing the ideas of a free society to the mainstream of Latin American culture, Fórum da Liberdade provides a unique space for business leaders, students, academics, and politicians to discuss policy and principles, many of which come to life as a result of the big event. In 2017 the event spanned six days, attracted more than 6,000 participants, and garnered hundreds of media mentions. There’s nothing else like it in the world: Fórum da Liberdade has reinvented what it means to have a relevant and inspirational freedom event.



**Instituto Mexicano para la Competitividad (Mexico City, Mexico)**  
**Anticorruption Reform Initiative for Mexico, 3for3**

For the first time in the history of modern Mexican democracy, a credible and effective anticorruption legal infrastructure now exists. Mexican politicians face real tests of accountability thanks to Instituto Mexicano para la Competitividad’s (IMCO) revolutionary “3for3” campaign. As of July 2017, the law requires every politician to publish his or her declarations of assets, taxes paid, and possible conflicts of interest. This comes as the result of an intensive two-year campaign launched and led by IMCO in which they raised more than 630,000 signatures – five times the number required – to introduce the “3for3” framework to the Mexican Congress for passage into law. Seven laws, drafted by IMCO, were passed within six months, creating the National Anticorruption System. IMCO’s “3for3” campaign fights corruption and gives Mexicans hope for the future.

**Macdonald-Laurier Institute for Public Policy (Ottawa, Canada)**  
**Aboriginal Canada and the Natural Resource Economy**

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, Macdonald-Laurier Institute for Public Policy’s (MLI) 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. MLI’s Aboriginal Canada and the Natural Resource Economy project is changing lives and winning widespread buy-in not only from Aboriginal and business communities but also the Canadian government.



# DISCOVER the BENEFITS of GIVING WISELY

*Some people with the most to give never do...*

Why? Because they leave one simple thing undone:

**They never write a will.**

Did you know more than 50 percent of Americans pass away without one? What they leave behind is broken hearts in their family and no legacy to the organizations they believe in.

**Organizations like Atlas Network.**

Writing a will isn’t difficult and it’s well worth the time. It’s also a great opportunity to make a gift that costs nothing during your lifetime. For more information, please contact us below to discover how you can leave Atlas Network in your estate plans.

**Because of you, we’re going places. Thank you.**

## DID YOU KNOW THERE ARE CREATIVE WAYS TO SUPPORT ATLAS NETWORK?

Ways in which Atlas Network, you, and your loved ones all benefit at the same time?

Such giving techniques are called “planned gifts,” because with thoughtful planning, you create win-win solutions for you and Atlas Network.

## FOR MORE INFORMATION:

Please contact Lisa Roberts at

[lisa@atlasnetwork.org](mailto:lisa@atlasnetwork.org) or 904-487-5599, to discover how you can leave Atlas Network in your estate plans.



{ THIS QUARTER IN }

# WORLD 10

**[1] REPEAL OF TARIFF ON LAPTOPS, TABLETS IN ARGENTINA A WIN FOR FREE TRADE**

Argentina's government recently repealed a tariff on laptops and tablets that was as high as 35 percent. This comes in response to Atlas Network partner Libertad y Progreso's very public campaign bringing awareness to the issue. As part of the campaign, Libertad y Progreso explained in major news outlets that Argentinians paid higher prices on 3 million laptops or tablets each year to protect 1,900 jobs, with the cost of such higher prices being 15 times higher than the total amount of the salaries of the workers being protected.



**[2] PLANES, TRAINS, AND ACCOUNTABILITY WINS IN MEXICO**

Investigations led by Atlas Network partner México Evalúa found that the New International Airport for Mexico City – the second largest airport under construction worldwide – lacked transparency associated with the agreements of the Mexico City Airport Group (GACM) and its dependencies. As a result of pressure from México Evalúa, 33 GACM agreements were published along with the establishment of a “working group,” including México Evalúa, the Organization for Economic Cooperation and Development, GACM, and Instituto Mexicano para la Competitividad, another Atlas Network partner.



**[3] TRAILBLAZERS: THE NEW ZEALAND STORY**

Free to Choose Network explores the economic liberalization of New Zealand in the 1980s and 1990s under Finance Ministers Roger Douglas and Ruth Richardson in its recent documentary Trailblazers: The New Zealand Story, examining how the “Rogernomics” reforms of the New Zealand government have enabled the country's emergence as a world leader in economic freedom by rolling back government involvement in the economy and a culture of protectionism.



Photo credit: Harmeet Basur

**[4] GREECE'S NEWEST THINK TANK PRESIDENT**

Atlas Network's former director of external relations, Alexander Skouras, has been selected to become the next president of the Center for Liberal Studies (KEFiM) in Athens, Greece. “Our biggest challenge and the thing I'm most excited about is our three-year goal to create, present, and advocate for a comprehensive free-market reform agenda that will act as a roadmap for Greece in order to claim a free and prosperous future while at the same time focusing on the most important battle we have ahead of us: the battle of ideas,” said Skouras.



**[5] INTERNATIONAL COALITION DEFENDS THE AUSTRALIAN TAXPAYERS**

Nine Atlas Network partner organizations have joined the Australian Taxpayers' Alliance (ATA) in sending a letter addressed to the Australian government denouncing the proposed amendments to the Goods and Services Tax (GST), which the letter claims “will seriously damage Australia's international standing and the Australian economy.” If put into place, the changes to the GST would raise costs of otherwise low-priced overseas goods purchased online, directly harming millions of Australian consumers. “While ultimately we were not successful in blocking the online sales tax outright, we did succeed in delaying it one year with its implementation conditional on a full independent investigation,” said ATA Executive Director Tim Andrews.



**[6] EASYBUSINESS TAKES CARE OF ENTREPRENEURS IN UKRAINE**

Thanks in large part to the extensive legislative initiatives, education, and public outreach of EasyBusiness, an Atlas Network partner based in Kiev, doing business in Ukraine is getting easier and easier. In 2016, Ukraine landed in 80th position in the 2017 edition of World Bank's “Doing Business” index, with further improvement expected, for ease of doing business.



Photo credit: Shutterstock

**[7] THE FGA'S “VOLUNTEER CARE” BRINGS HEALTHCARE TO THOSE WHO NEED IT MOST**

The Foundation for Government Accountability (The FGA), an Atlas Network partner based in Florida, is working to increase access to healthcare through Volunteer Care, which promotes privately provided, pro-bono healthcare to low-income patients by removing barriers for medical professionals to donate their time.





## [8] THINK TANK SHARK TANK-WINNING INDONESIAN FOOD TRADE MOOC GOES LIVE

The 2016 Think Tank Shark Tank-winning project, a Massive On-line Open Course (MOOC) from the Center for Indonesian Policy Studies, was recently launched. It's a free, four-week online course for young Indonesians to learn about food trade from top economic experts. It takes participants through valuable knowledge about how food trade works and how Indonesia's government policies on trade impact everyday lives.



## [9] PIONEER INSTITUTE'S NEXT STOP: A FIRST-CLASS TRANSIT SYSTEM

The Boston area's Massachusetts Bay Transportation Authority, which serves 1.3 million commuters, has faced massive institutional and operational issues, leading to shut downs that left thousands of riders in the lurch and took a devastating toll on the regional economy. From new financial oversight to massive sweeps of privatization, the Pioneer Institute for Public Policy Research, an Atlas Network partner based in Boston, is driving reforms to get Boston's transit system back on track.



Photo credit: Lane Turner/Boston Globe Staff

## [10] POPULISM THREATENS TO OVERTAKE LIBERALISM IN EUROPE, SAYS TIMBRO

According to Timbro's 2017 Authoritarian Populism Index, roughly 20 percent of the European electorate – 55.8 million people – voted for both left-wing and right-wing populist parties in the last wave of general elections across the continent. "From a classical liberal perspective, authoritarian populism poses a major threat to both individual liberty and property rights by advocating unchecked majority rule and an ever-stronger state, at the expense of minorities, individuals and companies," said Karin Svanborg-Sjövall, CEO of Timbro, an Atlas Network partner based in Sweden.



To learn more about any of the stories in this issue of This Quarter in World10, visit [AtlasNetwork.org/FCFall2017World10](https://AtlasNetwork.org/FCFall2017World10)

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# 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



## { ALUMNI IN FOCUS }

### PATRICK MARDINI IS TURNING THE LIGHTS ON FOR A BRIGHTER FUTURE IN LEBANON



Patrick Mardini, President and Founder of the Lebanese Institute for Market Studies.

"I first met Patrick Mardini while I was teaching a class on messaging to his Think Tank Leadership Training group prior to Liberty Forum 2016 in Miami. I was incredibly impressed by his idea about 'legalizing' electricity in Lebanon; however, what's been more impressive is how far he has been able to take that idea from concept to reality in less than a year since we've met. I recently spoke with Patrick to get an update on some of his latest progress and challenges."

—Daniel Anthony, Atlas Network's Vice President of Marketing and Communications

#### Daniel Anthony: Is it true that Lebanon frequently suffers from blackouts?

**Patrick Mardini, founder and president of the Lebanese Institute for Market Studies (LIMS):** People in Lebanon suffer from an average of 12 hours of rolling blackouts every day. Power outages are very damaging to a wide variety of sectors in the country. And many households and businesses have to acquire electricity on the expensive black-market of private generators. Furthermore, the few hours of electricity provided are subsidized and the government's losses from managing the sector represent around 50 percent of the nation's fiscal deficit.

LIMS has been working toward three reforms in the electricity market: (1) abolish electricity subsidies, (2) stop further government spending on the sector, and (3) allow private companies to produce and sell electricity.

In December 2016, LIMS started an advocacy campaign under the title of "Legalize Electricity" to push for those reforms. The campaign obtained wide newspaper coverage, TV reports during the prime-time news of major TV channels, and interviews on political talk shows.

Using this momentum, LIMS started supplying ideas and arguments to major political parties in Lebanon and triggered a debate on the electricity problem. Shortly afterwards, the government decided to cut electricity subsidies.

Our second objective was to stop government spending on the sector as the ministry of energy was planning to rent "power ships." LIMS provided arguments to repeal such a decision, and the ministry's plan was pushed back twice. LIMS is arguing for opening up the sector to competition as an alternative to government spending, which would save the government investment costs, reduce the current inefficiencies of the sector, raise the quality of the service, and allow households to save on their overall electricity bill.

#### What are some real stories of real people struggling with this issue in Lebanon?

During the campaign, LIMS produced and published informational videos reaching around half a million viewers on Facebook. The videos helped build the LIMS brand by reaching new audiences and grow the base of free market supporters by engaging new people in the campaign.

We received many messages from people telling us their story with electricity cuts: Elie was stuck in an elevator for four hours with his two-year-old daughter; Mohammad suffers from water shortages when electricity goes off; and Marie almost lost her dad when machines stopped in the intensive care unit.

An interesting input came from Abdullah, the owner of an electricity generator who provides backup solutions for subscribers when outages occur. Generator owners are widespread in Lebanon and they offer solutions to 70 percent of Lebanese households, although their job is illegal since only the government company has the monopoly over electricity production and distribution.

Abdullah stated: "I am currently using cheap generators that are noisy, polluting and not very efficient. I would like to build more efficient power plants. I can handle all the logistics, and I already have a good client base ... Once it's legal, I would be able to borrow funds from the bank or attract investors to grow my business, which I cannot do right now ... LIMS is taking a great initiative! It's not reasonable to make illegal the production of a service that people need."



Aerial view of Beirut, Lebanon at night.





From left to right: Moe Zahzah, Events Officer; Othman Yamak, Web Designer/Developer; Nour Bou Malhab, Program Manager; Patrick Mardini, President; Kristelle Mardini, Director; Riad Assoum, Translator; and Majdi Aref, Policy Analyst.

## What are the biggest obstacles to economic freedom in Lebanon?

Today, Lebanon is on the brink of a disaster. Debt is at 147 percent of its GDP, making it the third most indebted country in the world. Taxes and government borrowing are being increased and spent on inefficient public administration. The first challenge of Lebanon is to downsize government.

The second challenge is to repeal government-protected monopolies. Competition is needed in Lebanon in many fields. Because of these monopolies, the Lebanese people pay the highest telecom bills in the world.

Economic growth dropped sharply from eight percent before the Syrian war in 2010 to around one percent today. The economic spillover from Syria came through four channels: trade routes going through Syria were interrupted; Arab tourists couldn't travel through Syria; security tensions increased; and the number of Syrian refugees has reached a third of the population of Lebanon. Therefore, the country's third challenge is to liberalize the economy. Lebanon should diversify trade, attract tourists from oth-

er destinations, and allow Syrian refugees to open businesses and work freely.

## How will LIMS bring a brighter future to Lebanon?

LIMS prepares staff and activists of political parties to become free market champions in their own surroundings. In March 2017, the LIMS Leadership Academy hosted 85 staff and activists from six different political parties. During the two-day workshop, participants acquired the needed skills that would enable them to suggest solutions to the country's problems – focused on downsizing the government and allowing more competition.

In addition to capacity building programs, the Institute produces policy recommendations, engages in raising public awareness, and offers technical support to decision makers. The electricity campaign is an illustration – the country has been suffering from electricity blackouts for decades, and solving it will show that downsizing government and allowing competition can solve the most challenging problems of Lebanon.



(Left) Patrick Mardini, President and Founder of the Lebanese Institute for Market Studies, speaking at a major press conference on the LIMS project: "Legalize Electricity in Lebanon." (Top Right) Temple of Bacchus in Baalbek, Lebanon. (Bottom Right) Beit ed-Dine Palace in Beit ed-Dine, Lebanon. Photo credit: Shutterstock.com



## What drew you to get involved in advocating for increased economic freedom?

In the summer of 2014, while visiting the Johns Hopkins University to work on a research paper, I shared with Dr. Kurt Schuler the idea to create a free market research center in Lebanon. Dr. Schuler connected me to Atlas Network.

In December 2014, I attended Averroes Academy, an event sponsored by Atlas Network, and drafted a policy proposal, which won the prize of best policy idea in the Middle East North Africa (MENA) region. At the same time, I started working on building an impactful institute able to advocate for the policy reforms. The Lebanese Institute for Market Studies was founded in the summer of 2015 with its mission being to restore economic freedom in Lebanon through working with policy makers and opinion leaders. We then took Atlas Network's MENA Think Tank Start Up Training in Morocco in 2015. LIMS was also awarded the best think tank project within the MENA region at the first Arab Liberty Festival in 2015.

LIMS has since attended Atlas Network's Think Tank Leadership Training and launched "Legalize Electricity," which

was developed in part during the Unconference session of Atlas Network's 2016 Liberty Forum in Miami. In 2017, LIMS hosted Dr. Tom G. Palmer to a round table with Lebanese ministers, MPs, and economic advisors of key political parties.

## What other projects of LIMS are you excited about?

LIMS is currently empowering Lebanese students to create freedom clubs in their universities. We offer interested students the needed training and support to strengthen their knowledge of freedom and to establish a club on campus. We expect to have three clubs established in three different Lebanese universities within a year.

*Since founding LIMS in 2015, Mardini has participated in Atlas Network's MENA Think Tank Start Up Training (2015), Think Tank Navigator (2016), Think Tank Leadership Training (2016), multiple webinars, and Unconference at Liberty Forum 2016.*



## { SUPPORTER SPOTLIGHT } JON BASIL UTLEY



Longtime supporter and Advisory Council member of Atlas Network Jon Basil Utley (left) with Secretary of Defense James Mattis (right).

Often, Atlas Network's partners profiled in *Freedom's Champion* have heart-wrenching personal stories; and sometimes, our generous supporters have them too. Such is the case with Jon Basil Utley, who was two years old when his mother got him out of Russia. Just weeks earlier, the secret police had arrested Jon's father in the middle of the night and sent him to The Vorkutlag, one of the major Soviet era Gulag labor camps. In 1938 he was executed for being one of three leaders of a hunger strike.

Today, Jon sees a continuity with that of his mother in his own activism in the world of ideas. "She always supported or defended the oppressed," he said recently in a meeting with Brad Lips in the Georgetown neighborhood of Washington, D.C. "Of course, I saw misery, poverty, and terrorism during my career when I worked in Cuba, Colombia, and Peru. Many people learned from Hayek about the impracticality of central planning, but I came to Atlas Network because of its support for free markets as the way to fight communism by raising living standards and opportunities in the Third World."

In recent decades, Jon has focused his energy on sharing what he learned through his experiences. He speaks four languages. The Reagan Administration put him on the Voice of America advocating freedom and free markets to listeners behind the Iron Curtain. And as publisher of *The American Conservative*, Jon has helped revive a skepticism of foreign military interventions. The magazine's online properties gain more than three million pageviews a month, and have helped many other conservative and libertarian writers to get their foreign policy views publicized.

Through the years, Jon has been actively involved with Atlas Network. A former college classmate of Atlas Network's late Executive Vice President of Academics Leonard Liggio, Jon has hosted many Atlas Network events, supported the work of its partners, and made key intro-



I came to Atlas Network because of its support for free markets as the way to fight communism by raising living standards and opportunities in the Third World.

After their escape to England and then the United States, Jon's mother, Freda Utley, became a celebrated anti-communist intellectual, authoring books such as *The Dream We Lost: Soviet Russia, Then and Now*, which George Bernard Shaw called, "The first thorough analysis of Soviet communism by an expert who lived in Moscow during the late 1920's and 30's." Russell Kirk would later write, "Freda Utley has had some part in many of the grand and grim events of our time, and has known half the people worth knowing."

ductions. In 1998, he rekindled Atlas Network's friendship with Sir John Templeton, whose philanthropic foundation would become a major supporter of Atlas Network.

Jon continues to serve as a member of Atlas Network's Advisory Council and just made a generous pledge to support a new Freda Utley Fellows Program as well as other programs supporting the participation of young think tank leaders from former Soviet nations and young Muslims yearning for societies with prosperity and freedom.

# ATLAS NETWORK'S LIBERTY FORUM & FREEDOM DINNER

Tuesday & Wednesday,  
November 7-8, 2017  
New York City

## HIGHLIGHTS

John Blundell Elevator Pitch Competition • Speed Networking  
Lights, Camera, Liberty! Film Festival • Crowdsourcing Liberty  
\$100,000 Templeton Freedom Award Winner Announcement  
5th annual Liggio Lecture by Peter Boettke  
Toast to Freedom by Daniel Hannan  
\$25,000 Think Tank Shark Tank Competition

To register or to view full agenda and speakers, visit  
[AtlasNetwork.org/LibertyForum](https://AtlasNetwork.org/LibertyForum)





# OVERCOMING THE OUTSIDER'S DILEMMA:

## CAN PHILANTHROPISTS HELP THE DEVELOPING WORLD?

By Matt Warner, chief operating officer of Atlas Network

*Today's top-down, economic development aid model is unavoidably flawed. The nature of economic development requires idiosyncratic solutions that can't be successfully designed or administered by outsiders. Instead, locally grown solutions aimed at transforming the institutional environment in favor of market growth, primarily through securing economic rights for the poor, represent the best chance for accelerating the pace of poverty alleviation throughout the world.*

*For outsiders, this represents a serious dilemma. Is there a way to help without interfering? A new strategy offered by Atlas Network successfully combines the resources of philanthropy with the locally grown research and advocacy agenda of independent, market-oriented think tanks working to strengthen the institutions that foster growth for the world's poor. Benchmarking their efforts to global indices like the "Doing Business" report published by the World Bank, those think tanks are making measurable progress. The results are significant. According to new research commissioned by Atlas Network, a five-unit increase on the "Doing Business" scale represents a 1-percentage point reduction in poverty.*

**VISIT [ATLASNETWORK.ORG/POVERTY](https://atlasnetwork.org/poverty) TO LEARN MORE**



Alex Georges co-founded ENERSA, a renewable energy company in Haiti, to help ease the transition from kerosene lamps to electricity. In the aftermath of the 2007 earthquake, solar power offered a quick and convenient way to provide power to mobile devices, relief workers and those trying to rebuild their homes. His business was up and running, poised to meet the new demand. But a humanitarian-inspired dump of foreign solar panels flooded the local market, forcing layoffs at ENERSA and leaving Georges near bankruptcy.

Free stuff isn't always bad, especially in the immediate aftermath of a crisis. But for fragile economies, the unpredictable nature of humanitarian aid means it can reverse hard-won economic progress. What's more, there is little distinction any more between short-term emergency aid, which can be helpful, and long-term development programming, which is not. Today they operate as a blurred permanent model that many experts claim is doing more harm than good. The good news is that there is now a better way, but it requires a completely new philanthropic strategy.

#### AID ISN'T WORKING

Oxford-trained economist Dambisa Moyo, who grew up in Zambia, writes in her book *Dead Aid: Why Aid is Not Working and How There Is a Better Way for Africa*, "Donors, development agencies, and policymakers have, by and large, chosen to ignore the blatant alarm signals, and have continued to pursue the aid-based model even when it has become apparent that aid, under whatever guise, is not working." She reports that study after study demonstrate the

the precarious state of aid-dependent communities. Not only does aid contribute to the problems of instability, aid delays and distorts the path for the kind of sustainable development those communities need for long-term growth and independence.

Munk, a contributing editor at Vanity Fair magazine, spent six years shadowing Jeffrey Sachs, perhaps the most famous development expert in favor of more aid. Munk started the project thinking that her reporting might help raise awareness about Sachs' \$120 million Millennium Villages Project, an all-of-the-above strategy designed to help poor villages make the great leap forward to economic development. In the end, she published an unflattering appraisal titled, "The Idealist: Jeffrey Sachs and the Quest to End Poverty," which details how his approach is having a devastating effect on economic development.

She writes, "Jeffrey Sachs' observations on the ground were necessarily limited — by the pressures of time, by language, culture, education, background, preconceptions and ingrained models of thought." She adds, "In effect, [Sachs] wanted us to trust him, to accept without question his approach to ending poverty, to participate in a kind of collective magical thinking."

She observed firsthand the costs of that "magical thinking," the belief that an outsider with limited knowledge can solve other people's economic problems for them. The result is example after example of major investments in new crops that found no customers, new trade centers that found no traders and new jobs that could not be sustained. Even when efforts had positive outcomes, they



Donors, development agencies, and policymakers have, by and large, chosen to ignore the blatant alarm signals, and have continued to pursue the aid-based model even when it has become apparent that aid, under whatever guise, is not working.

failure of aid as a strategy for achieving real growth. While aid might deliver relief in a crisis, she concludes, "The idea that aid aimed at economic development helps to alleviate systemic poverty is a myth."

Simon Bland, former head of Britain's department for international development in Kenya, told journalist Nina Munk, "I know that if you spend enough money on each person in a village, you will change their lives. ... The problem is, when you walk away, what happens?" Bland has witnessed

could not continue without further aid, a result completely at odds with the purpose and pitch behind Sachs' development strategy.

Most practitioners are well aware of these problems and for more than a decade have tried to overcome them through better program design. Those efforts have successfully underscored the need to do development differently but because they fail to fully account for the undermining influence of the outsider, they fall short of achieving lasting prosperity for those in need.

"...institutions such as property rights systems are unlikely to 'stick' if imported. Instead, they have to be developed from within, locally grown..."

(Below) Mrs Yvonne Mahapela, of Tumahole, receiving her title from Joey Mochela, Mayor of Ngwathe.



Mrs. Selina Zina (left) receiving her title from Jeanette Mpondo, Khaya Lam office manager in Ngwathe (middle), and Lee Mhlongo, Chief Executive of FNB Housing Finance (right).

#### INSTITUTIONS MATTER

When it comes to achieving prosperity, we have learned that institutions such as property rights, rule of law and free markets are paramount. For decades, international organizations and governments have pushed some version of these kinds of consensus reforms from the top-down as conditions for trade, aid and credit — often with tragic results.

We've learned the hard way that institutions such as property rights systems are unlikely to "stick" if imported. Instead, they have to be developed from within, locally grown, both to ensure buy-in and — more importantly — as a means to discover the unique cultural mechanisms necessary for informal norms to transition smoothly to well-functioning formal systems.

In South Africa, for example, land titling increased for post-Apartheid government housing tenants only after the Free Market Foundation, a local nongovernmental organization that champions property rights for the poor, led a community reform effort that relied on voluntary participation. This approach succeeded in strengthening the institution of property rights because it was driven primarily by the individual decisions of its beneficiaries.

In their book *Why Nations Fail*, authors Daron Acemoglu and James Robinson point to the importance of getting institutions right, but at the same time offer the crucial insight that, "No two societies create the same institutions." Successful institutions might hold many things in common, but their design — and the process for achieving that design — is necessarily idiosyncratic and very likely to fail if planned by an outside mind or organization. As the Nobel Prize-winning economist James Buchanan once explained, order is defined in the process of its emergence.

#### FOREIGN GOVERNMENTS: THE ULTIMATE OUTSIDER

Consider this uncomfortable truth: While there might be differences in motivation and intention, today's intellectual hubris about economic development follows closely on the heels of a long and disturbing history of paternalism between the world's rich countries and those less developed. The prevailing philosophy of aid has its roots in a colonial past. In their book, Acemoglu and Robinson describe that past in all its brutality and pin some of the blame for the state of today's most dysfunctional governments on that legacy. Even then, early motivations had the veneer of helping. Biographer Adam Hochschild explained how the monstrous Belgian King Leopold II, who infamously ruled over the Congo in the late 19th century with



near complete disregard for human suffering, enlisted the world's best explorers by describing the mission in only altruistic terms, promising to abolish the slave trade and, as a means to improve their legal institutions, "procuring them just and impartial arbitration."

This legacy shows up in the bias held today in favor of technical expertise and centrally-planned solutions. It blinds the outsider to the faulty premise that one can and should solve economic problems on behalf of the poor.

William Easterly, professor of economics at New York University and co-director of its Development Research Institute, in his latest book, *The Tyranny of Experts: Economists, Dictators, and the Forgotten Rights of the Poor*, traces the historical progression of state-led, authoritarian bias inherent in international economic development and warns that "the exhortation that all development discussions must lead ... to a recommended philanthropic action inhibits clear thinking."



If we don't figure out a way to remove barriers to the free exercise of economic rights, every other approach will fail.

It's an important point because the stakes are high. Economist Christopher Coyne is the author of *Doing Bad by Doing Good: Why Humanitarian Action Fails*. He observes, "[H]umanitarian action has over time become increasingly intertwined with the broader military and foreign policy objectives of governments," making the dilemma that much more intractable for well-intentioned philanthropists in the economic development space.

Coyne's research confirms the problems created by the outsider's hubris. It painstakingly demonstrates how the dominant and rapidly expanding state-led approach "neglects or downplays the complex economic, legal and political systems underpinning the effectiveness of designed organizations and institutions." The unfortunate result is not just failed economic development, but a geopolitical system even more vulnerable to conflict of interest and corruption.

Like Easterly, Coyne doesn't offer much of a philanthropic alternative, but in his concluding chapter he writes, "[F]ocusing on ways to ... remov[e] barriers to economic freedom will yield benefits significantly greater than those from the best spent foreign assistance." This observation echoes Easterly's emphasis on restoring economic rights for the poor but, as outsiders, it still leaves us in the same

dilemma. How can we help the world's poor if the intervention itself is part of the problem?

The outsider's dilemma is woefully underappreciated, even ignored. Foreign governments continue to spend large sums on development projects. In fact, 2016 was a record year in total dollars spent. Ignoring the dilemma instead of confronting it head-on is distracting us from finding a solution and, instead, leading us into strange territory, indeed.

### SHORT-TERM VS. LONG-TERM SOLUTIONS

Consider that in 2017 one of the most prominent debates happening in economic development pits Bill Gates against development expert Chris Blattman on whether to give poor people chickens or cash. Both cases are no doubt borne of noble motives, but neither is a proven method for achieving prosperity and both completely sidestep what has proven to be the most consequential problem: The institutions governing where poor people live.

Research shows when poor people relocate to countries with economic rights for the poor they thrive. As Harvard development expert Lant Pritchett explains it, "There are no poor people. There are people living in poor places." Giving someone a chicken or a tidy sum of cash will do little in a country that makes it nearly impossible for them to be productive because there are too many barriers to enterprise and too few legally secured economic rights.

That gets us back to our dilemma. If we don't figure out a way to remove barriers to the free exercise of economic rights, every other approach will fail. As 2015 Nobel Prize winner Angus Deaton explains in *The Great Escape: Health, Wealth, and the Origins of Inequality*: "When the conditions for development are present, aid is not required. When local conditions are hostile to development, aid is not useful, and it will do harm if it perpetuates those conditions."

Of course, we should exercise great care before dismissing as insignificant what a modest cash gift or a chicken might do for an individual or a family. At the same time, though, some of us should focus on the larger problem that, if solved, could have much more far-reaching impact. Coyne cites political theorist and moral philosopher Michael Walzer, who writes, "It is, of course, immediately necessary to feed the hungry, to stop the killing. Relief comes before repair, but repair, despite the risks it brings with it, should always be the long-term goal — so that crises do not become recurrent and routine." You can accept that challenge while preserving a healthy respect for the outsider's dilemma, but taken together they require a radically different approach to helping the world's poor. As it turns out, such an approach is emerging already.

Ninety-three percent of India's workforce is in the informal sector, including the vast majority of street vendors and rickshaw drivers. CCS is working to bring the informal sector into the formal sector, allowing the poorest of the poor to earn their livelihood.



### A NEW STRATEGY FOR OUTSIDERS

In India, last year, the Centre for Civil Society successfully pushed for the elimination of minimum capital requirements for new businesses, a practice that disproportionately burdened the poor. The Centre correctly anticipated that this reform would impact India's score on the World Bank's "Doing Business" report, an annual assessment of 190 countries measuring how easy their governments make it to exercise economic rights.

Atlas Network supported new research this year showing the relationship between those kinds of reforms, as measured by the "Doing Business" report, and changes in poverty. In the forthcoming 2018 edition, the report will include the finding that for every five-unit score increase, poverty is reduced 1 percentage point.

Applying those findings to what the Centre for Civil Society achieved, that translates to the equivalent of 321,000 people lifting themselves out of poverty in India. More encouraging, India wasn't the only country that saw reforms last year. In fact, just in the past two years Atlas Network has supported reform projects in 29 countries with poverty alleviating victories in 10 and counting.



The global network includes more than 480 independent think tanks, such as the Centre for Civil Society, in 96 countries. Each advocates their own unique reform agenda based on the principles of the free society and the economic rights necessary for all people to achieve financial well-being.

Those organizations represent the missing link between the need to remove barriers to the free exercise of economic rights on the one hand and the necessity of cultivating locally grown solutions to bridge today's informal norms with tomorrow's strong institutions on the other.





Street vendor of fruit on a bicycle in the streets of Kathmandu. Photo credit: SEMENOV1980 / Shutterstock.com

This represents a new strategy, one that overcomes the outsider's dilemma, while building on the wisdom and warnings of Deaton, Moyo, Munk, Acemoglu, Robinson, Easterly, Coyne and others, and it is working.

#### SMALL REFORMS, BIG IMPACT

The statistical results are encouraging, but we can also look to broader insights about the nature of growth and development to know that this strategy is the best way forward. Entrepreneurship and economic development experts William Baumol, Carl Schramm and Robert Litan in their book, *Good Capitalism, Bad Capitalism*, emphasize the importance of economic freedom in achieving growth, particularly in countries with high levels of poverty. Recognizing the political realities many countries face, they concluded that significant results still could be gained even from achieving reform "policies at the margin" (emphasis in the original).

How do we identify such marginal policies? In essence, by their association with affirmative answers to the following questions:

1. Is it easy to start, grow and close a business?
2. Is it easy to realize the rewards of productive behavior? (i.e., rule of law, freedom of contract, property rights, simple taxes?)
3. Is it hard to realize the rewards of unproductive behavior (fraud, theft, rent-seeking)?
4. Is it hard to stop competitors, except by competing? (i.e., barriers to trade and investment?)

Those are the kind of policies measured by the "Doing Business" report. Of those policy changes, Baumol, et al., later write, "These are no small matters." They continue, "Taking some or all of these steps can quickly lead to results." In fact, they cite the "Doing Business" report where it "documents sharp jumps in the numbers of businesses registered and increases in business investments in countries that have streamlined their business registration systems."

One such example comes from Nepal where the local non-governmental organization Samridhhi Foundation led a research and advocacy campaign designed to give low-in-

## A DIFFERENT APPROACH IS NEEDED.

## A DIFFERENT APPROACH IS WORKING.

## LET'S START DOING DEVELOPMENT DIFFERENTLY TODAY.

come entrepreneurs an easier go at starting a business. As a result, new microenterprises pay no fees to register and income taxes are waived for the first five years of operation, a crucial period for a new business. Furthermore, government ministries can no longer keep productive Nepalese in bureaucratic limbo. New rules require that business applications be approved within 30 hours of submission – a small change likely to have a big impact.



The Industry, Commerce, and Consumer Welfare Committee for enterprise facilitation in Nepal deliberates over reforms to the Companies Act, after consultation with the Samridhhi Foundation.

#### DOING DEVELOPMENT DIFFERENTLY

Taken together, this means the outsider's dilemma may be overcome with a new strategy for economic development that first recognizes that outsiders cannot effectively design the solutions. Local independent think tanks with the knowledge, the capacity and the ambition to remove barriers

to economic freedom and restore economic rights are the best qualified to do that.

The new strategy also recognizes that the most practical way forward in many countries is simply to chip away at those barriers to economic freedom that prevent entrepreneurs and everyday people from being productive. Those reforms are significant. At the conclusion of his latest book, Easterly clarifies that he is hopeful about the future because even "an incremental positive change in freedom will yield a positive change in well-being for the world's poor."

Moreover, the new strategy recognizes there is a role for outsiders. Philanthropists can fuel locally grown research and advocacy projects around the world. They can fund independent organizations that are committed to the reforms that build and strengthen the institutions necessary for economic development. With current resources, think tanks around the world are consistently achieving significant reforms. Each of those reforms has a measurable impact on key indices and positive and measurable consequences for the poor.

With more help, they can achieve even more.

The world's poor need better places to live and work where their productive efforts will not be blocked or punished. The think tanks that champion their cause at home have proven they can achieve results and, in so doing, they have earned the trust of philanthropists who are ready to overcome the outsider's dilemma by putting their support in places where it can truly make a difference.

Today's aid programs will never achieve the big results we truly desire — the end of poverty worldwide. Our best chance at nearing this goal is to advance a strategy that recognizes, at its core, the crucial knowledge and leadership that only local people can provide for their own exodus from poverty. With humility, outsiders can help by supporting independent, non-governmental organizations who are advancing institutional reforms shown to improve economic rights for the poor and economic prosperity for all. Then individuals acting for themselves will take care of the rest.

A different approach is needed. A different approach is working. Let's start doing development differently today.

According to new research commissioned by Atlas Network, a five-unit increase on the "Doing Business" scale represents a 1-percentage point reduction in poverty. To dive further into the research, visit: [AtlasNetwork.org/DoingBusinessNote](https://AtlasNetwork.org/DoingBusinessNote) to download and read the entire note by the World Bank's Doing Business Report founder Simeon Djankov, Dorina Georgieva, and Rita Ramalho.

**VISIT [ATLASNETWORK.ORG/POVERTY](https://AtlasNetwork.org/POVERTY) TO LEARN MORE**



## { IMPACT CASE STUDY }

### LATIN AMERICA'S SUPER BOWL OF LIBERALISM



Instituto de Estudos Empresariais's Former President Rodrigo Tellechea delivering his remarks at the opening ceremony.

Brazil underwent massive, rapid change in the mid-1980s. The military dictatorship that had ruled the country for decades gave way to a democratically elected president. The economic status quo, dominated by state-run enterprises, unemployment, and inflation, was now up for debate, and 20 young entrepreneurs wanted to get involved in such a discussion. In 1984 they formed the Instituto de Estudos Empresariais (IEE) – Institute of Entrepreneurial Studies – as a nonprofit, nonpartisan organization focused on developing both a free market economy and the business leaders needed to make such a market economy grow.

Four years later in 1988, Brazil adopted a new constitution. That same year, IEE held its first “Fórum da Liberdade,” which recently had its 30th iteration in 2017. What began as a small gathering of 200 people in an auditorium has evolved into a convention of sorts, spanning six days of events with an attendance of over 6,000. Attendees include entrepreneurs, professionals, politicians, teachers, university students, reporters, and other shapers of public opinion. Fórum da Liberdade has become a behemoth of a summit of classical liberalism, expanding its focus from the national policies of Brazil to encompass Latin America generally.

Proportionate with the increase in size has been Fórum da Liberdade's increase in scope. In addition to its traditional speeches, lectures, and panel discussions, it now hosts trainings, workshops, book launches, and an internal conference called “Unconference” to connect investors and knowledgeable thought leaders to entrepreneurs whose projects had been pre-selected to present. The fourteen

What began as a small gathering of 200 people in an auditorium has evolved into a convention of sorts, spanning 6 days of events with an attendance of over 6,000.



Mayor of São Paulo, João Doria, swarmed by media after delivering the inaugural lecture of the 30th Fórum da Liberdade.

projects chosen addressed various social, economic, and political issues and included ideas like microcredit, online work platforms, and others. Each project leader was given the opportunity to solicit feedback, investment, and knowledge by forum attendees.

Fórum da Liberdade is more than an event: it is Brazil's chance to flourish and empower liberty culture from within, creating a thriving atmosphere that proposes alternatives to develop a society with more prosperity and freedom.



(Left) An Unconference participant brainstorms on a project. (Right) Attendees at the 30th annual Fórum da Liberdade.

Another trademark of Fórum da Liberdade is its annual theme, which changes each year. Much thought is put into selecting each theme, and the most recent was “The Future of Democracy.” Nearly a year removed from the impeachment of Brazilian President Dilma Rousseff, it sought to examine the implications that such an event holds for the future of Brazil's democracy.

IEE has continued to innovatively engage participants in Fórum da Liberdade, and in 2015 they created an app to increase interactivity among attendees, which provided its users with the full event schedule and bios for all the speakers, their resumes, and the capacity to submit questions in real time to speakers. In its first year the app had nearly 1,000 downloads and allowed participants to submit over 200 questions to speakers.

The event has a colossal digital impact: the most recent Fórum da Liberdade received 269 media hits in the top media outlets of Brazil and elsewhere while accruing more than 30,000 online views of forum events, 150,000 online views of its produced materials, and 100 associated articles, TV, and radio appearances. This massive media cov-

erage has brought classical liberalism to a spate of new audiences, many of which with no prior exposure to such ideas. The political climate in Brazil has even opened up to accommodate more classical liberal principles. Past forum attendees, like Marcel van Hattem, have won election to public office.

“Fórum da Liberdade is more than an event: it is Brazil's chance to flourish and empower liberty culture from within, creating a thriving atmosphere that proposes alternatives to develop a society with more prosperity and freedom,” said Júlio César Bratz Lamb, president of IEE.

IEE has a rather unique organizational structure – it's composed of active associates, all younger than 35, who constitute a general assembly which in turn elects a seven-member Board of Directors annually. Over its history nearly a thousand entrepreneurs have matriculated through IEE's formation circle, becoming influential advocates for a freer society in Brazil and helping IEE to take a leading role in the defense of liberty and promotion of principled entrepreneurship in Latin America.

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

Atlas Network maintains that some of the best lessons for achieving impact are taught by sharing success stories of similar organizations. The case study highlighted here features the work of Instituto de Estudos Empresariais (IEE), a finalist for the 2017 Templeton Freedom Award. If you would like more in-depth inquiry, guidance, and discussion, be sure to participate in Atlas Leadership Academy's Think Tank Impact online course, which includes case studies about other award-winning projects. This course, run quarterly throughout the year, allows participants to learn, share, and address organizational challenges along with others from the worldwide freedom movement. New case studies are being published regularly, so keep an eye out for future publications and recommend this course to your colleagues. To read the full case study about IEE's Fórum da Liberdade, visit: [AtlasNetwork.org/IEEcasestudy](https://atlasnetwork.org/IEEcasestudy)



# EUROPE LIBERTY FORUM

Europe Liberty Forum 2017 presented by Atlas Network in Budapest with organizing host Free Market Foundation of Hungary. Major sponsorship generously provided by the John Templeton Foundation, the Smith Family Foundation, and the Freda Utley Foundation.

**01**  
Admir Čavalić, of Multi (Bosnia and Herzegovina); Federico N. Fernández, of Fundación Bases (Argentina); Alexander Skouras, of Center for Liberal Studies-KEFIM (Greece); and Cristina Berechet, of the Spanish Taxpayers Union (Spain).

**02**  
Left to right: Aneta Vainė of Lithuanian Free Market Institute (Lithuania); Linda Whetstone, of Atlas Network (USA); and Karin Svanborg-Sjövall, of Timbro (Sweden).

**03**  
Katarzyna Szczypka (Poland) and others during the Speed Networking session of Europe Liberty Forum.

**04**  
Daniel Anthony of Atlas Network (USA) and Glynn Brailsford of Institute of Economic Affairs (UK) after their session on Brain Science and the Economics of Emotion.

**05**  
Co-Founder of the Free Market Foundation (Hungary) and Member of the Hungarian Parliament Zoltán Kész delivers an inspirational special address at Europe Liberty Forum.

**06**  
CEOs from the United States and Europe convened at the annual Transatlantic CEO Summit prior to Europe Liberty Forum.

**07**  
The three Europe Think Tank Shark Tank contestants (left to right): Roxana Nicula, of Fundación para el Avance de la Libertad (Spain); competition grand prize winner Petar Čekerevac, of Libertarian Club Libek (Serbia); and Ana Yerro, of Institución Futuro (Spain).

**08**  
Europe Think Tank Shark Tank Judges (left to right): Terry Kibbe, of Free the People (USA); Linda Whetstone, of Atlas Network (USA); Joanna Stefanska, of Rising Tide Foundation (Switzerland); and Linda Edwards, of the Institute of Economic Affairs (UK).

**09**  
Tanja Porčnik, of the Visio Institut (Slovenia), workshops her organization's project, the Human Freedom Index, during the Crowdsourcing Liberty session.

**10**  
Bugra Kalkan of Turkey and Atlas Network supporter Per Kjeldaa of USA speak during the reception of the Europe Liberty Awards Dinner.

**11**  
Winner of Europe Liberty Award, Ukrainian Economic Freedoms Foundation Director Maryan Zablotsky (Ukraine) and former mentor of Maryan, Tarren Bragdon, President and CEO of the Foundation for Government Accountability (USA).

**12**  
Leszek Balcerowicz, former chairman of the National Bank of Poland and deputy prime minister of Poland, delivers the keynote speech at the 2017 Europe Liberty Awards Dinner in Budapest.





AROUND THE NETWORK

01 Brad Lips, Orli Eshkar, and Paul Linthorst at the “Defeating the Big Government Goliath” event featuring Atlas Network CEO Brad Lips on July 13 in New York City.



02 Matt Brandenburg, Dong Suk Lee, Christopher Hollinger, and Dickson Buchanan at the “Free to Believe: Defending Religious Liberty for All” event featuring Becket Fund President William Mumma on June 1 in New York City.

03 Corbin Miller, Brittany Gunkler, and Harry Lewis at the “Free to Believe: Defending Religious Liberty for All” event featuring Becket Fund President William Mumma on June 1 in New York City.

04 Michelle Taylor and Ed Thompson at the “Lifting Barriers, Lifting Lives” event featuring Archbridge Institute Founder and President Gonzalo Schwarz on Sept. 14 in New York City.



05 Gonzalo Schwarz, founder and president of Archbridge Institute, speaking at Atlas Network’s “Lifting Barriers, Lifting Lives” event on Sept. 14 in New York City.

06 Sandra and Walter Stingle with Sue and Warren Haber at the “Defeating the Big Government Goliath” event featuring Atlas Network CEO Brad Lips on July 13 in New York City.

07 Susana Donaire, Coordinator of Institutional Development at México Evalúa and a recent Smith Fellow at Atlas Network.

08 More than 1,300 people attended State Policy Network’s (SPN) Annual Meeting, Aug. 29-Sept. 1 in San Antonio, Texas. Pictured here from left to right: Casey Pifer (Atlas Network), Luke Kenworthy (Hoosier Leadership Institute), Garrett Ballengee (The Cardinal Institute for West Virginia Policy), Mark Cunningham (Beacon Center of Tennessee), Meredith Turney (State Policy Network), and Chantal Lovell (State Policy Network). Photo courtesy of State Policy Network and Sorrell Design & Photography.



09 Dr. Tom G. Palmer with staff members of the Lebanese Institute for Market Studies, including its founder and president Patrick Mardini (second from left). Tom spoke at one of the organization’s “Round Tables for Policy Leaders” on July 8 in Beirut on the topic “Feasible Economic Reforms and Win-Win Solutions for Everyone.”





{ INSIDE ATLAS NETWORK }

ATLAS NETWORK'S BACKBONE:  
THE FINANCE AND ADMINISTRATION TEAM

From left to right: Vice President of Finance and Administration Jim Cardillo, Office Manager Shannon Carter, IT Manager Jeremy Schofield, Operations Manager Kristina Crane, and Director of Finance and Administration Rómulo López.



Vice President of Finance & Administration Jim Cardillo, a recent addition to the Atlas Network staff, shares about the development and formation of the newest internal team.

We are the professional team at Atlas Network that “keeps the trains running” and supports our valuable team members in their daily activities. We act as the backbone of Atlas Network, ensuring that all our teams have the necessary resources to carry out their mission.

Our team is comprised of five individuals, combining years of experience both at Atlas Network and other organizations within the freedom movement, supplemented by new additions to provide a fresh look at how we operate.

On the technology front, a visitor to Atlas Network will see a state-of-the-art configuration, with key applications not only linked, but also available to remote users. These two

features create efficiencies in the daily workflow – data entered once is carried into key systems, and workers operating outside of our headquarters have the same user experience as the staff in the office.

The financial aspects of our responsibilities have been streamlined with the rollout of dashboards for our key staff. We built customized sites to assist users with accessing data in real time, along with the ability to drill down to see transactional data. This, coupled with our donor and partner database, gives users shared tools for immediate collaboration. This allows our finance team to focus our efforts as key partners and less time spent as the “compliance police.”

Whether you call in to our offices, stop by for a visit, or connect with us via email, make sure you introduce yourself to Shannon, Kristina, Romulo, Jeremy, or me.



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SUPPORT THE VISION

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





Many people learned from Hayek about the impracticality of central planning, but I came to Atlas Network because of its support for free markets as the way to fight communism by raising living standards and opportunities in the Third World.

-- Jon Basil Utley, longtime supporter and Advisory Council member of Atlas Network. See page 18 for his story.