

Atlas

YEAR-IN-REVIEW

FALL 2005

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The Atlas Economic Research Foundation works with think tanks and individuals around the world to advance a vision of a society of free and responsible individuals, based upon private property rights, limited government under the rule of law and the market order. Atlas is a non-profit 501(c)(3) organization that is supported solely by donations from individuals, foundations and corporations.

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At Atlas

Andrea Millen Rich Joins the Atlas Board of Directors



Atlas board and senior staff after a recent board meeting. Standing from left to right are: George Pearson, Tim Browne, Brad Lips, Dan Grossman, John Blundell, René Scull, Andrea Millen Rich, Art Pope, and Curtin Winsor. Seated from left to right are: Alex Chafuen, Bill Sumner, and Leonard Liggio.

The Atlas Board and Staff are delighted to welcome Andrea Millen Rich as a new board member. Prior to joining the Atlas Board, Rich was the president of Laissez Faire Books, an online and mail order store for classical liberal books. Through all the years of selling books around the world, Andrea Millen Rich met and corresponded with many international lovers of liberty. Therefore, Atlas was always one of her favorite organizations because “it nurtures liberal institutes in places where otherwise there would be no public fora for these ideas.” She’s thrilled to be an “official” part of the Atlas family. Atlas’s Chairman of the Board William O. Sumner commented, “Andrea Rich is the Hippolyta of the free market movement, and we are delighted to welcome her to the Atlas board!”

Atlas Founder Honored in Battle of Britain Monument

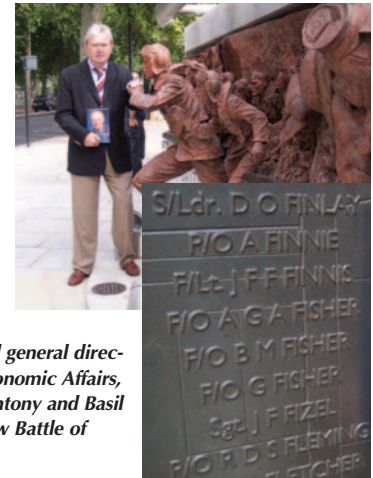
On Sunday, September 18, 2005, Prince Charles and the Duchess of Cornwall unveiled a major new monument to all who fought in the Battle of Britain in the summer of 1940.

Situated on the River Thames in the shadow of Big Ben, a major feature of this 82 foot long granite monument is a list of all 2,936 pilots and ground crew from Britain and 14 other countries who took part in the Battle.

Among those listed are the late Sir Antony Fisher (Flying Officer AGA Fisher) and his brother Basil (Flying Officer BM Fisher) who died in action on 15th August.

The \$3 million monument was commissioned by the Battle of Britain Historical Society, and was funded by public subscription.

Atlas board member and general director of the Institute of Economic Affairs, John Blundell, locates Antony and Basil Fisher's names at the new Battle of Britain Monument.



Atlas Turns 25 in 2006!

Please join us as we celebrate Atlas's 25th Anniversary throughout 2006.

2006 Liberty Forum

April 21-22, 2006

At The Broadmoor Hotel, Colorado Springs, Colorado

25th Anniversary Gala Dinner

June 22, 2006

At the Four Seasons Hotel, San Francisco, California

2006 Freedom Dinner

November 16, 2006 (tentative)

Washington, DC

For more information about these events, please contact events@atlasUSA.org or call Atlas at 703-934-6969.

Message from the President

Dr. Alejandro A. Chafuen



Twenty Years Since Meeting Antony Fisher

Reading over these pages, looking back at the past year, and forward to our 25th anniversary in 2006, my mind races back to my first meetings with Atlas founder, Antony Fisher, and the path that brought me to Atlas.

Many of you who receive this report are familiar with the Mont Pèlerin Society (MPS), founded by F.A. Hayek. My arrival at Atlas was due in great part to my early membership in that group. One of my Argentine mentors recommended me for membership, and in 1980, at the MPS meeting held at the Hoover Institution, Leonard Read and Manuel Ayau (then president of the Society) nominated me – despite my young age and Latin ways. Antony Fisher was present at that event, as were several friends who planted the seeds for Atlas's success, including our current chairman Bill Sumner and our current executive vice president Leonard Liggio.

I do not recall speaking with Fisher at that MPS meeting, but when I moved to San Francisco in 1985, I undertook what was a typical routine of free-market scholars: visiting the local MPS members. The meeting with Antony, of course, was the one which produced the most lasting consequences in my life, although several other visits remain imprinted in my memory.

My meeting with Milton Friedman was also very special. He was exceedingly generous with me from the first day I met him. My fondness for the Austrian rather than his Chicago school of economics was not a barrier as both schools are complementary. I also saw Samuel H. Husbands, then at Dean Witter Reynolds, who has always been a champion of freedom and supporter of Atlas.

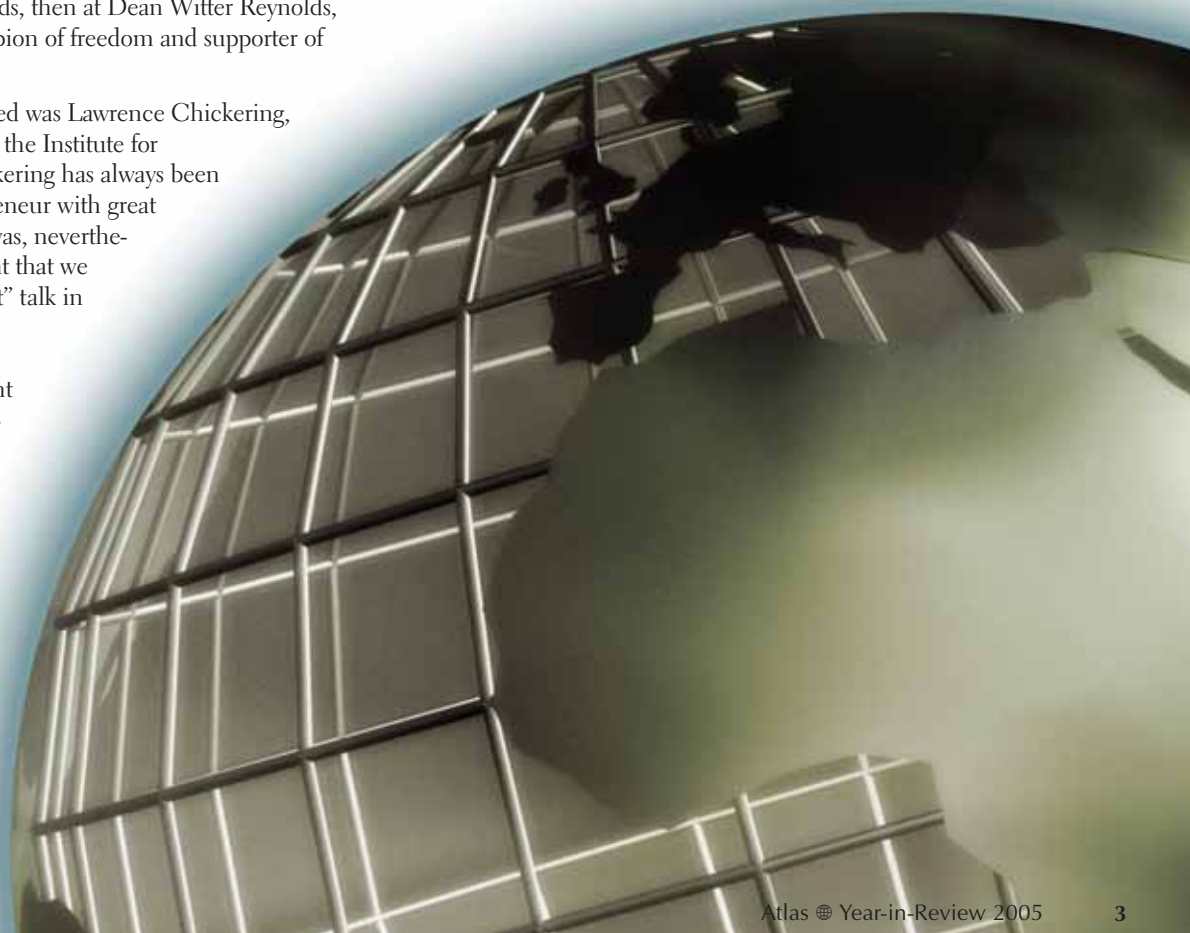
Another MPS member I visited was Lawrence Chickering, who at the time was directing the Institute for Contemporary Studies. Chickering has always been an outstanding social entrepreneur with great knowledge and sensibility. I was, nevertheless, surprised by his comment that we should downplay “free-market” talk in our institutes. Like Fisher, Chickering saw the need of going beyond the left and right arguments to reach new audiences. Fisher used to repeat that we should not focus on “right versus left, but on right versus wrong.” At the same time, he was never afraid of calling things

by their true name. The concept of freedom has always been at the heart of the work of the network of think tanks which Fisher envisioned – a network which many courageous champions and generous donors now have helped build.

When I met Fisher in 1985, the Soviet Union still had its tyrannical grip over scores of countries, the plight of the poor in China and India seemed hopeless, and Central America was a battleground. It remains difficult to speak and to act in many parts of the world, but these pages should fill you with optimism. We are helping open pockets of freedom all over the world.

Since Antony Fisher passed away in 1988, he never saw the fall of the Berlin Wall and the growth of the think tank network to more than 70 countries worldwide. But others that knew him, such as Milton Friedman, have the authority and perspective to comment on our progress. Friedman recently wrote to us, “You certainly have done a marvelous job in expanding the reach of Atlas, of coming close to Antony’s dream of a worldwide network of think tanks promoting liberty... Atlas’s coverage of the world on behalf of liberty is truly remarkable.”

Amen. 🌐



Overview of the Annual Report



Jo Kwong



Welcome to the 2005 Year-in-Review. With this annual issue, we hope to give you a glimpse of the many ways Atlas operates to promote freedom around the world. While that may seem like a big challenge, I can assure you we are working with committed “intellectual entrepreneurs” the world over to help spread the ideas of liberty, one step at a time.

When I first started working at Atlas over fifteen years ago, our geographic distribution was somewhat easy to describe: one-third of our efforts were focused in North America; one third in Latin America; and one third in the rest of the world. This was far from ideal, but as an un-endowed organization, our efforts reflected the wishes and interests of our contributors.

In July 2005, Cato Senior Fellow Doug Bandow visited Nepal to on a speaking tour for *the boss* magazine and as an Atlas International Freedom Corps Scout.



Bandow (right) spoke in Kathmandu with Anil Chitrakar (left).

Bandow (left), US Ambassador to Nepal James F. Moriarty (center), and Sulo Shrestha Shah speak during a reception.



We faced a big challenge in our early days — how to attract donor interest to the more difficult parts of the globe. By difficult, I am referring to areas where the political climate is hostile to the institutions of freedom: rule of law, open market, limited government, individual responsibility, and property rights.

That challenge still remains, but little by little, our friends and supporters joined us in some of the most rewarding efforts imaginable. On these pages, you will see exciting new Atlas partners in places such as Bulgaria, the Republic of Georgia, Ghana, Mongolia, Vietnam, and beyond.

You’ll see how easy it is for us to be motivated on a daily basis to continue our quest. Atlas’s global partners are truly inspirational.

The Unirule Institute of Economics in China, for example, is a story of commitment and heroism (see page 15). The Imani Centre’s director, Franklin Cudjoe, shared his frustration with the visa process in trying to attend Atlas programs in the United States. These are stories that are repeated over and over again throughout the world: in an effort to hold onto power, governments fear the power of ideas. Hence they impose as many roadblocks as possible for our friends of liberty. But our dedicated partners are relentless in their efforts to re-group, reorganize, re-establish, and re-strategize to do whatever they need to do in the face of adversity.

For those of you who are familiar with some of our heroes, you won’t be surprised by their tenacity in promoting the ideas of liberty. After all, our leading intellectual entrepreneurs share the very same traits that make successful CEOs in the corporate world. They have vision; they are strategic; they know how to make things happen. Our international partners could be earning high incomes in the private sector. But instead, they have chosen to dedicate their lives to teaching their countrymen about the institutions that lead to prosperity and self sufficiency. It’s no doubt we are working with global winners! Nor is it surprising that each of them has a unique and fascinating story to tell.

At our new location — just a few minutes from downtown Washington, D.C. — we have launched many new opportunities to share these stories. I invite you to put Atlas’s *International Thursday* meetings on your calendar if your travels take you to the area. Or join us for our annual *Liberty Forum* (held at the end of April each year) or Atlas’s *Freedom Dinner*, which commemorates World Freedom Day in November. But until then, let me share some of the year’s stories in the following pages.

What is different? You may see that some of the institute stories differ from the traditional “bricks and mortar” free market public policy think tank. While Atlas continues its work to advance sound policies in the U.S. and other developed nations, we are also reaching out to difficult territories. Last year, we mentioned how Atlas launched the first Asian Resource Bank which provided the opportunity to meet many new partners throughout the region, thanks to a partnership with the Friedrich Naumann Foundation. We now have new contacts in Vietnam, Mongolia, Cambodia, Pakistan, Afghanistan, Thailand, and else-



Young Howard of the Liberty Union (South Korea) spoke at the August 11, 2005 International Thursday at Atlas. Howard was asked to speak after Atlas’s Brad Lips met him at a Freedom House conference in Washington, DC.



Former Salvadorian President Francisco Flores electrified the audience at Atlas's 2005 Liberty Forum. He has transitioned out of the political world into the policy world with the creation of the America Libre Institute. He is pictured here with Eduardo Marty of Junior Achievement Argentina (left) and Atlas Board member René Scull (right).

*"We believe in freedom.
Freedom to express our thoughts.
Freedom to pursue our chosen path.
Freedom to dream our ideals.
Freedom for the citizens of poor nations that want
to mold their destiny with their own hands."*

*—Francisco Flores
Keynote Address, 2005 Liberty Forum*

where. Needless to say, the challenges for many of them have not been easy. I've already mentioned China's Unirule, but our colleagues in Nepal and Vietnam face similar roadblocks in the effort to launch free market think tanks, as you can read elsewhere in these pages.

Last year, we highlighted several of our good friends in Africa, including James Shikwati of Kenya and Thompson Ayodele in Nigeria. These amazing men helped open the doors to new contacts in Africa. Their successful institutes serve as models for others. This year, we've increased collaboration, for example, with Franklin Cudjoe, who launched the Imani: Centre for Humane Education in Ghana. Together, they tirelessly promote the simple idea of "trade not aid." They are experiencing remarkable success among a sea of doubters, and international "do-gooders" who preach to the contrary, typically supported by fistfuls of government dollars.

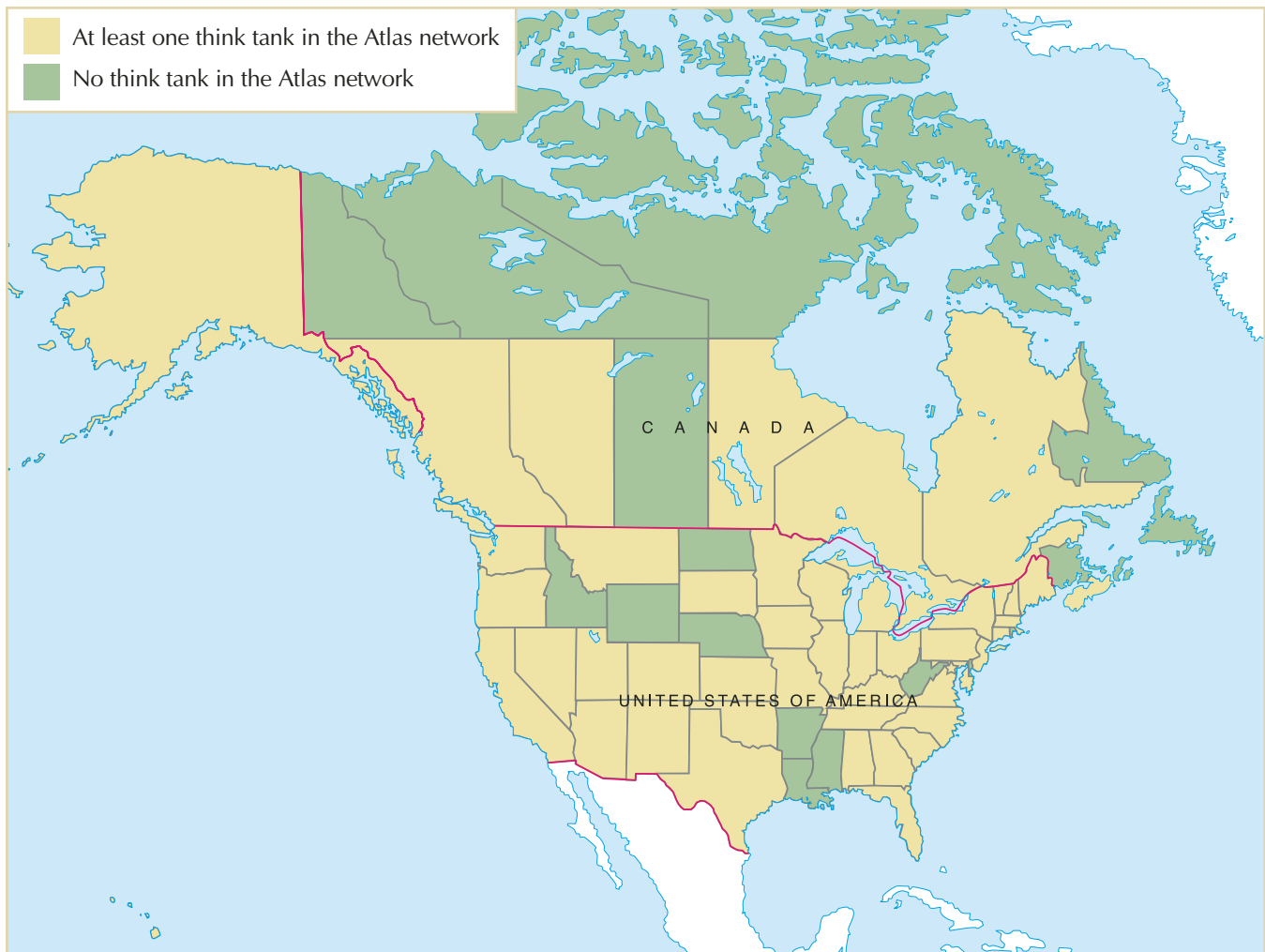
Our Eastern European ties have grown by leaps and bounds ever since our 2001 workshop in Bratislava, Slovakia. Bulgaria, Montenegro, Romania and Slovakia are just some of the countries in which we have very active colleagues. They'll be the first to say "We know what it means to live without freedom," as they focus on ways to liberalize their nations. Their commitment is unrivaled as they look to the challenge of developing human capital among young people – their best hope for the future.

As you read the brief updates, I hope you will take a moment to imagine what it must be like to operate an institute in a country such as Nigeria where the per capita income is approximately \$1000. Just think what it must be like to try and raise funds under those conditions.

That's why we are all so grateful to you, our friends and supporters. You understand how your donations are leveraged many times over by these courageous, industrious, and committed people.

We have now reached a time when Atlas is taking somewhat greater risks. We are working in environments that are far less hospitable than our prior investments, and we are open to alternative ways to promote good ideas. We may experience a somewhat smaller "success" rate, but we remain confident that every investment is a step in the right direction. We're in this for the long term and grateful that our donors share that perspective. With this eye towards the future, we invite you to continue to join our global partners. I'm confident your rewards will be many. 🌐

North America



In the history of the free market think tank movement, North American think tanks have been world leaders in terms of fundraising, innovation, programs, and impact. A great deal of the successes can be attributed to a collaborative spirit that has enabled “best practices” to be widely explored, shared, and implemented.

More than 40 US states are home to free market think tanks focused exclusively on state-based issues. With this growth, many have predicted a slow down in successful new start-ups. Yet, in recent years, new state-based think tanks have continued to come on line and make impressive contributions, both to the political economy of their states, and to the knowledge of the network. Kentucky’s Bluegrass Institute for Public Policy Solutions, for example, continues to shatter all myths about the limited impact of new institutes. Its enthusiasm and dedication have been remarkable, demonstrating how focused efforts can lead to short-term impacts, while at the same time, paving the way for changing the long-term climate of opinion.

Atlas’s North American Program provided leadership development grants to intellectual entrepreneurs, who are potential new think tank founders, to attend networking

meetings or training programs. Atlas partnered with State Policy Network for several programs again this year, and in one new program, collaborated to offer a unique public policy module based on the Arbinger Institute’s best-selling management book, *Leadership and Self-Deception*. The program attracted think tank leaders from across the US and Canada.

Beyond the US, our Canadian partners remain strong and vibrant, integrating in many ways with US think tanks for cross-pollination and ideas exchange. Each of the think tanks that Atlas supports in Canada helps to build the free market network in vital ways. The Fraser Institute (Vancouver) continues to expand its Economic Freedom of the World project, working closely with allies throughout the globe. The Montreal Economic Institute’s president, Michel Kelly-Gagnon, speaks frequently at international think tank programs, particularly among French-speaking regions, sharing strategies that have contributed to MEI’s remarkable growth during the past five years. The Atlantic Institute for Market Studies President Brian Crowley and Frontier Centre for Public Policy President Peter Holle frequently lecture on health care and other issues that have cross border implications.

Quebec — This year, the **Montreal Economic Institute** (MEI) can boast of remarkable policy success in the high priority issue of health care. Canadians have long been legally prohibited from spending their own money to purchase private health care and, as a result, ailing Canadians traditionally have had to endure long waits. In June 2005, the Supreme Court of Canada struck down the prohibition on patients in Quebec using their own money for health care. This ruling could not have



MEI Executive Director Michel Kelly-Gagnon spoke at the Liberty Forum in Miami. He is pictured here with Clifford Rae (right) and Atlas's Alex Chafuen (center).

made the Montreal Economic Institute happier. Jacques Chaoulli, the doctor who successfully challenged this prohibition all the way to the Supreme Court, is an MEI Senior Fellow. Since the beginning of its operations in 1999, MEI's health care work has explained the costs of prohibiting private health care. MEI works in a range of other vital policy areas. Its star product, the annual *Report Card on Quebec's Secondary Schools*, is consulted by more than one million readers each year.

In just a few short years, MEI has become the biggest free-market think tank in the French-speaking world. This position makes MEI the perfect mentor for start-up groups such as France's Institut Molinari or Haiti's Institut de recherche pour l'économie de marché et la prospérité.

Manitoba — The intellectual adventures of the **Frontier Centre for Public Policy** are informing public perceptions far beyond the resources of the Winnipeg-based independent think tank which opened shop in 1999. A recent study of impact estimated a public relations value for its diverse publications ten times beyond the Centre's budget for that purpose.

Using a unique public relations plan including op-eds in print and electronic media, supported in turn by research studies, Frontier's team challenges conventional big-government wisdom by applying simple, traditional principles of public policy and economics to a wide range of social issues. Health care and education monopolies, state owned enterprises, urban planning and other questions about the role of government come under scrutiny, as do tax policy and trade. Special projects look at rural revival and aboriginal policy, along with climate change, regulation and agriculture.

Kentucky — The **Bluegrass Institute for Public Policy Solutions** remains an exemplary role model for new think tanks. Despite being one of the youngest think tanks in the network, it has demonstrated notable success and impact.



Its Center for High-Performance Government (CH-PG) will

BIPPS founder Chris Derry (right) joined the special meeting for new institute leaders at the Atlas Liberty Forum.

launch *KentuckyVotes.org* in late October 2005, cloning similar efforts underway in the states of Michigan, Minnesota and Washington. This program provides an online mechanism for Kentuckians to hold their state legislators accountable for the votes they make. Founder Chris Derry believes this project is ideal for encouraging transparent, accountable government.

Maryland — The **Maryland Public Policy Institute's** (MPPI) scholars and staff continue to research important policy issues in Maryland, assess their underpinnings, and make recommendations for improvements. Recent policy studies and publications include analysis of Maryland's welfare system and the need for strong work requirements; a study of public/private partnerships for school construction and use of facilities; a school voucher proposal for Baltimore City; and recommendations for strengthening Maryland's charter school law. MPPI opinion-editorials covering school choice, certificate of need, and gas prices have appeared in Maryland and D.C. newspapers.



Christopher Smith, MPPI President

MPPI's most recent books, *Health Care in Maryland: A Diagnosis and Getting Results: High-Performing, Low-Income Schools in Maryland* continue to generate interest. Upcoming studies include a scholarship program for Maryland's foster children; a paper debunking the myths of school choice options; and a joint transportation policy book in partnership with the Heritage Foundation.

Illinois — Entering its third year of operations in the Prairie State, the **Illinois Policy Institute** is building a solid record of accomplishment. On the school reform front the Institute has been aggressively promoting accountability in state and local education spending and has been an active proponent of greater school choice.



In the fiscal arena the Institute issued its first annual Piglet Book with Citizen's Against Government Waste and helped defeat a proposed \$2.5 billion proposed tax increase sold to voters as property tax relief and education funding reform. The Illinois Piglet Book received wide coverage around the state and three months after its release is still grist for editorial boards around the state.

In the health care arena, the Institute has been a forceful advocate of Medicaid Reform, and the Illinois General Assembly Republicans adopted its report, "A Health Care Reform Agenda for Illinois," as their model for bringing down the high costs of health care in Illinois. 🌐

Latin America



The coming year could be one of great consequence for the future of freedom in Latin America. It has been heart-breaking to watch – in several countries – the promising economic and political reforms of the 1990s are unraveling due to weak institutions and disregard for property rights and the rule of law. Constitutionally elected presidents in Ecuador and Bolivia have been removed from power before their presidential terms have finished. In Brazil and Argentina, the government is controlled by groups with a deep tendency towards populism. Most troublesome, Venezuela’s Hugo Chavez is following Fidel Castro’s totalitarian model and pushing Bolivia and other countries in the same direction.

The governments in Latin America that have been most oriented to the principles of a free society, Chile and Colombia, face important elections. In Chile, the candidates most oriented to the principles of a free society, Mayor Joaquín Lavín and Sebastián Piñera, have seen their election prospects decrease, but are still viable contenders. Colombia, which has steadily undergone important reforms, faces a constitutional debate and a next presidential election in May 2006.

The largest country in the region, Brazil, is besieged by government corruption scandals, and other countries face their own problems of instability and turmoil. After fifteen years of stability, Bolivia, the poorest country in South America, presents several challenges, including the campaign for president by populist leader Evo Morales, who encourages class and ideological conflict. Ecuador is still trying to overcome its most recent political crisis, the ousting of President Gutiérrez, which followed tumultuous changes in December 2004 in the judiciary and electoral committee.

But there are bright spots. Atlas’s continued investments in the network of market-oriented think tanks in Latin America are building assets that are crucial for winning the battle of ideas on the continent. Atlas is encouraging think tanks to build more and better connections with all levels of society.

Promoting the free trade agenda was the focus of several Atlas events, travel grants and fellowships, mainly in the Central American countries and the Dominican Republic, due to the discussions surrounding the of the Dominican Republic-Central American Free Trade Agreement. For example, President Flores was the keynote speaker at Atlas’s Liberty Forum in Miami, and he also spoke at Libertad y Desarrollo’s 15th Anniversary. The passage of CAFTA is an example of a policy reform aided by the educational efforts of institutes such as Costa Rica’s INLAP, whose director, Rigoberto Stewart, testified in front of the U.S. Congress on the benefits of free trade in addition to his work in his home country.

The number of prize opportunities for Latin American think tanks increased this year with the creation of: the Francisco de Vitoria Award for Ethics and Values (won in 2005 by CADAL, Argentina); the Miguel Kast Award for Free Markets Solutions to Poverty (Instituto Libertad y Desarrollo, Chile); the Francisco Marroquín Award for Student Outreach (Instituto Ecuatoriano de Economía Política, Ecuador) and the Alberto Martín Award for Social Entrepreneurship (Fundación Libertad, Argentina). Separately, two of the three Sir Antony Fisher International Memorial Awards given out by Atlas in 2005 went to organizations from Latin America: Fundación Fundar of Argentina and Instituto de Ciencia Política of Colombia.



INLAP's Rigoberto Stewart (second from left) joined Atlas for the Freedom Dinner in November 2004. He is pictured with Gerardo Bongiovanni (left), Romulo Lopez (second from right) and Carlos Chardon (right).

Costa Rica — The Instituto para la Libertad y el Análisis de Políticas (INLAP), headed by Rigoberto Stewart, is incorporating new staff, strengthening its board of directors, and developing more specific programs. Stewart has been a tireless advocate in Costa Rica and the United States, for the U.S.-Dominican Republic-Central American Free Trade Agreement. He also led the efforts of several institutes in Central America and Dominican Republic to explain and promote this treaty within their home countries. Through presentations of Stewart's new book *La Magia y el Misterio del Comercio* (in English: *The Magic and Mystery of Trade*) and testifying at home and abroad, INLAP is working to get the Costa Rican Congress to ratify the treaty.

Haiti — Haiti remains a quagmire but Atlas continues to build and discover human capital, through our partnerships with the Haitian community abroad, religious philanthropies, and those who have been helping police the country. In the meantime, the **Centre pour la Libre Entreprise et la Democratie** (CLEDE), one of the few Haitian NGOs dedicated to the free society, is building its public relations and fundraising team. CLEDE is also assembling research teams specialized in economics, political economy, public policy and administration, and poverty.



Atlas featured America Libre's Arnoldo Jimenez (left) in its June International Thursday meeting. He is pictured with Sabine Herold of Liberté Chérie (center) and Liu Kin Ming of Apple Daily newspaper (right).

El Salvador — **América Libre** was formed by El Salvador's energetic former president, Francisco Flores, who wowed the attendees at Atlas's Liberty Forum with his record of accomplishment and eloquent defense of freedom. Its executive director, Arnoldo Jimenez, came to the Atlas offices for two weeks in June 2005 for a fellowship, where he focused on fundraising and networking with groups in Washington, DC.

Brazil — During 2005, **Instituto Liberdade** embarked on countering the populist voices in Brazil. In January, it created the 'Shock Troop,' as a counterpoint to the World Social Forum (WSF), a gathering of people and groups who oppose "neoliberalism and a world dominated by capital or by any form of imperialism." 'Shock Troop' representatives were interviewed and debated in radio conferences and broadcast, in TV talk shows and printed media, and during the proceedings of the WSF's 5th annual meeting in Porto Alegre.

At the conference, "The Role of Intellectual Property in Social, Economic, and Cultural Development," organized by International Policy Network during the WIPO Inter-sessional Meeting on Development in Geneva, IL Executive Vice President Margaret Tse presented examples of the lack of respect for property rights in local and national courts and in law enforce-



Members of two Brazilian think tanks joined Atlas at the Liberty Forum. From left to right are: Centro Interdisciplinar de Ética e Economia Personalista (CIEEP) executives Alex Catherino de Souza and Maria Xavier de Brito, Atlas's Brad Lips, and Instituto Liberdade's Margaret Tse.

ment agencies across Brazil. Tse drew attention to the fact that almost 65% of the country's workforce must now operate in the informal economy, noting that "Brazil's inconsistent stance towards property rights hinders investments in important innovation, stifles creativity, and poses an enormous barrier to development."

Mexico — The **Centro de Investigación para el Desarrollo** (CIDAC) has had an active year, from publishing a book on the structural problems faced by Mexican companies to its Energy Sector Reform Project. The book hopes to align the visions of different groups of businessmen on the subject, as well as to foster a sense of urgency for setting minimal structural changes to increase the competitiveness of the Mexican economy. CIDAC has created the first Mexican research network on competition and regulation, which includes leading economic researchers from Mexican academic institutions, such as Centro de Investigación y Docencia Económicas, Universidad Anahuac, and Instituto Mexicano para la Competitividad. Other projects include a book about how the poor access financial services; an evaluation of a proposal to expand Mexico City's elderly support programs nationwide; a report on the lessons of NAFTA for the Central America / Dominican Republic Free Trade Agreement; and a study about regional security cooperation between Mexico and Central America.

Latin American Public Policy Experts Guide — The last two decades of reforms in Latin America have produced a notable increase in the number of public policy experts in the region. Atlas created the Latin American Public Policy Experts Guide (LAPPEG) to tap into the knowledge of these professionals as Latin American countries continue the reform process. This interactive tool provides easy access to experts in multiple policy areas, from budget and taxation to national security. In the past few months, Atlas has worked on updating and adding new experts to the guide, which includes more than 500 experts in 30 countries. LAPPEG is located on the Atlas website at: <http://www.atlasusa.org/expert/index.php?refer=directory> . 🌐

Africa & the Middle East



While Africa and the Middle East are Atlas's most challenging and untapped markets, we have seen remarkable success in newer think tank efforts taking root in these regions. With a growing network in Africa, Atlas has been taking risks and exploring new avenues in identifying and providing resources for new intellectual entrepreneurs and think tanks. Atlas has supported 'resource bank' meetings, International Freedom Corps scouting trips, diaspora outreach initiatives and has sought new alliances as ways of expanding its efforts. Newer intellectual entrepreneurs in Africa are following in the footsteps of existing successful think tanks leaders and are highly effective at networking and collaborating with like-minded movers and shakers.

This year, we have seen the power of the network in cultivating new intellectual entrepreneurs to the point where they are starting to make an impact within their country and

beyond. Atlas's partners in Africa are working with groups such as Students in Free Enterprise (Springfield, MO), Foundation for Democracy in Africa (Washington, DC), Economic Thinking (Seattle, WA), the Institute for Humane Studies (Arlington, VA), Fraser Institute (Vancouver, Canada), Friedrich Naumann Foundation (Potsdam, Germany), Acton Institute (Grand Rapids, MI), International Policy Network (London, United Kingdom), among others, to strengthen their effectiveness.

We have also made more inroads in Middle Eastern and Muslim countries having identified intellectual entrepreneurs from Jordan, Iraq, and Iran. Through the efforts of Tom Palmer during his IFC trip to Iraq, Atlas sponsored five Iraqis for a fellowship at the Association for Liberal Thinking (ALT) in Turkey (see the write-up on page 28).

Kenya — Just 4 years old, the **Inter Region Economic Network (IREN)** has worked hard to put itself on the map. In 2005, IREN garnered local and international press, had a publication on market economics and privatization approved as a high school text (for 2,698 high schools!), held training programs for journalists from Uganda, Tanzania and Kenya and was active in working with the African Union. Thanks to sponsorship through Atlas, in February 2005, IREN published *Reclaiming Africa*, a collection of essays from the first African Resource Bank in 2003 that emphasize the need to promote economic freedom in the region. IREN also launched a weekly online magazine, *The African Executive: Your Business Partner*, which celebrates African entrepreneurship and gives a close look at obstacles for growth. Atlas was pleased to award IREN with a Templeton Freedom Award for Institute Excellence for its many accomplishments. James Shikwati, IREN's Executive Director writes "I would like you to know that Atlas has made IREN and me very lucky this year. I feel proud and am extremely grateful."

Nigeria — The journalism background of Thompson Ayodele, Executive Director of the **Institute of Public Policy Analysis (IPPA)**, has been a tremendous asset in reaching out to a larger audience. This past year, IPPA held a workshop for journalists that covered the importance of trade and investment in fostering development and economic growth. IPPA's hope is that journalists will influence policymakers by showing the link between trade, investment, growth, and prosperity and thus be inspired to tear down trade barriers. The IPPA has also been active with Students in Free Enterprise, and has developed its own essay contest on free enterprise and entrepreneurship as a way of getting young people to think about the ideas of freedom. IPPA published *The Economic Freedom and Development: An Essay About Property Rights, Competition and Prosperity* which takes a critical look into the reasons for the current economic mess in Nigeria: lack of property rights, corruption of institutions, and an economy which is centrally-planned to produce a pre-determined outcome.

Ghana — After only two years of operation, Franklin Cudjoe, the Executive Director of **Imani: the Centre for Humane Education** (Imani), has started to prove himself a fixture on Africa's west coast. Imani works to educate and create a core of young scholars that will promote market oriented policies throughout Africa. A land economist by training, Cudjoe works closely with partner think tanks across the world to promote public policy ideas in Ghana and abroad. Prior to the G8 summit in Gleneagles, Scotland, Cudjoe spoke at the International Policy Network's "Global Development Summit" in London on the



In recognition of the outstanding work by IPPA, Atlas awarded the institute a Templeton Freedom Award Grant for Institute Excellence. IPPA Executive Director Thompson Ayodele stands between Atlas President Alex Chafuen (left) and Atlas Executive Vice President Leonard Liggio.



Thanks to Jim Beley, Atlas helped Imani in early 2005 secure basic office space for the next four years.

topic of African economic development. Cudjoe has also spoken at prestigious think tanks and organizations in Italy, Germany, Great Britain, United Arab Emirates, Kenya, France and Switzerland. He is a frequent commentator in print and broadcast media about African development issues, from the BBC to *El Mercurio* (Chile).

Diaspora community — Thanks to the initiative of Atlas Senior Fellow, René Wildermuth, and encouragement from Atlas Board Member, Linda Whetstone, Atlas has reached out to diaspora communities in the United States that could be interested in supporting educational efforts in their homelands. By capitalizing on contacts from our overseas think tanks in the US, Atlas was able to hold four receptions with diaspora communities from Kenya, the Philippines, India, and Nigeria to celebrate the work of some of the winners from the Templeton Freedom Awards Program and Atlas visiting fellows.



Kenyan Community Abroad Vice President Mkawasi Mcharo (inset photo, left) participated in September 2005 luncheon for Kenyan activist June Arunga (inset photo, right). Atlas first met Mcharo when she attended the reception for the Inter Region Economic Network (Kenya) in May 2005. The IREN reception attracted delegates from the Kenyan Embassy too. Pictured from left to right are: Frank Kiriswa and Mohammed Gello (Kenya Embassy officials), Kenyan Community Abroad Treasurer Lucy Kimani, Mkawasi Mcharo, Zippy Ngaya, and IREN's James Shikwati.

Atlas further solidified its work with diaspora communities by participating in the annual meeting of the Kenya Community Abroad, a group which brings together Kenyans living in New England to create social networks and promote a positive image about Kenya. Betsy Chapman, Board Chair of the Bangor-based Maine Public Policy Institute, was Atlas's ambassador and spoke about the work of think tanks and their contributions in developing countries and made the case for the role of economic freedom in promoting economic growth. 🌐

Europe



In the mountain village of Borovets, Bulgaria, nearly 100 think tank leaders, friends, and colleagues gathered for the first European Resource Bank (ERB) meeting in October 2004, thanks to the pioneering efforts of Pierre Garelo, Institute of Economic Studies-Europe. The meeting marked an important event for our free-market colleagues. Despite deep divisions among western and eastern Europeans on a host of issues and perspectives, the ERB participants came together with a shared commitment to advancing a free-market Europe. The meeting — cast as the first of many — paved the way for a spirit of collaboration and cooperation that clearly left its mark in the year that followed.

The Lithuanian Free Market Institute, host of the 2005 ERB meeting, launched its first “think tank” school to train European think tank leaders. The Liberales Institute (Zurich) hosted the first Swiss Resource Bank. The Hayek Institute of

Austria launched its successful international series “Austrian Economics Today.” Italy’s Istituto Bruno Leoni launched three different series of bimonthly seminars on healthcare, energy, and competition. These and other efforts have been instrumental in developing a movement which has been directly involved in successful policy reforms such as the flat tax in Slovakia, Lithuania, Romania, and Serbia.

An exciting collaborative spirit is taking root amongst the European think tank leaders as they explore new ways to share best practices, resources, and talents. Atlas is proud to be counted among the collaborators and to continue working across the continent to build our shared vision of the free society. With the growth of these partners, it is becoming easier and easier to build bridges and advance our shared vision.

Austria — As stagnating economies and sky-high unemployment turn to political unrest in much of Western Europe, the continent is struggling with outdated welfare and labor market structures, and smothering regulatory bureaucracy. The **F.A. v. Hayek Institut** is dedicated to ensuring that Europe takes the path of liberalization, competitive reform, and free-market principles exemplified by the Austrian School of Economics and its most recognized contributor — Friedrich Hayek.

The approach of the Hayek Institut is aggressive and multifaceted. It enjoys extraordinary success at the educational level with its Hayek Institut Guest Professorship Program as well as its workshop at the world-renowned European Forum (Alpbach). The Hayek Institut is continuing to target those who are already influential members of the business and political establishments

through its international conferences. Its successful international series “Austrian Economics Today” continues this fall with an in-depth discussion of “The Roots of Capitalism.” The foundation’s commitment to research is no less robust spearheading several academic studies, covering subjects from tax competition to public health policy reform.



Hayek Institut Executive Director Barbara Kolm-Lamprecht (left) spoke at the 2005 Liberty Forum in Miami. She is pictured here with Atlas’s Leonard Liggio.

Italy — Istituto Bruno Leoni’s monthly “Rothbard Seminars,” held in Milan, provide undergraduate students and graduate students with an opportunity to present their work to the community of classical liberal scholars. IBL’s second annual “Mises Seminar” provides a forum for intense debate between graduate students and senior academics, featuring keynote speakers such as Jose Piñera and June Arunga.



IBL Director Carlo Stagnaro (far right) joined Atlas for the Liberty Forum in Miami. From left to right, he is pictured with Donald May (Texas), Ana Eiras (Heritage Foundation, Washington, DC), and Sasha Kumaria (Stockholm Network, United Kingdom). (Photo courtesy of Jackson Photography)

IBL maintains an impressive presence in the Italian press, with over 1.7 media hits a day and over 8,000 monthly downloads of publications from its website. In 2005, it published classics of liberal thought (such as works by De Rougemont, Rothbard, Lepage, Leoni, Mises), as well as innovative new books on public policy, including topics like the Italian energy market, the Microsoft antitrust case in Europe, pension and health reform, and an intellectual biography of Milton Friedman. With 23 events organized between January and July 2005, IBL has grown from three to seven staffers and analysts.

Montenegro — The Center for Entrepreneurship and Economic Development (CEED) was established after the break-up of communist Yugoslavia, to build up a consensus for free market ideas. The Center heartily embraced the challenge of



Atlas recognized CEED’s achievements with a Templeton Freedom Award Grant for Institute Excellence. Dr. Peter Ivanovic (center) accepted the award at the Liberty Forum in Miami. He is pictured with Atlas’s Alex Chafuen (left) and Leonard Liggio (right).

tackling the existing system and building up the free market environment in a former communist country.

CEED’s strategy is based on educating, organizing, and mobilizing the business sector to implement free market reforms. In its ten years of operation, CEED has initiated campaigns which successfully dismantled barriers to doing business both on the national and municipal level. One of its greatest successes was a project that simplified the business registration procedure. The CEED-initiated changes resulted in 55% more registered businesses within a period of twelve months. Today, it is possible to register business in Montenegro within 4 working days (instead of 60 days), with

founding capital of 1 euro (instead of 5,000 USD) and by submitting three documents (instead of over twenty).

CEED is continuing to advocate free trade, a reduction of public expenditures, lowered custom rates, further reduction of taxes and reduction of state interference in private business.

Bulgaria — Access to Information Programme Foundation (AIP) promotes freedom of information by conducting research and engaging in litigation on access to information cases in Bulgaria. Journalists, lawyers, sociologists, and economists, who work in the area of human rights, created AIP in 1996 to promote the right to information and initiate a public debate on relevant issues. Through regular campaigns, AIP has been working for the transparency of government at all levels, and advocating for better supply of information.

Access to Information Programme Foundation is also a co-founder and member of the International Freedom of Information Advocates Network (FOIANet), established in September 2002 in Sofia, Bulgaria. The main function of the FOIANet is to provide an efficient means for non-governmental organizations to campaign, promote, and collaborate in the freedom of information area through the exchange of information, ideas, and strategies. The FOIA Network also aims to facilitate the formation of coalitions of NGOs to address FOI issues at a regional or global level.

Romania — One of the newest institutes in the network is the **Centrul pentru Analiza si Dezvoltare Institutionala (CADI)** (Center for Institutional Analysis and Development), based in Bucharest, Romania. In last year’s *Year-in-Review*, Atlas highlighted Horia Terpe’s fellowship at Atlas during the summer of 2004, during which he analyzed the think tank climate in Romania. Upon his return to Romania, Horia has been instrumental in the creation of CADI, serving as its executive director. Its executive board includes Valeriu Stoica, the former leader of the National Liberal Party and former Vice Prime Minister and Minister of Justice of Romania.

The Center is primarily focused on disseminating ideas and principles that advance a free and prosperous society. It is building a link between theoretical developments in economics, political science, legal studies and organizational sciences, and their public policy and management applications. Special attention is given to the foundational role that values and norms have in shaping institutional order and institutional change. ☺



While in Bulgaria for the European Resource Bank, (from left to right) the Heritage Foundation’s Bridgett Wagner, CADI’s Horia Terpe, Atlas’s Jo Kwong, and the Association for Liberal Thinking’s Ozlem Caglar Yilmaz toured Sofia.

Asia & the Pacific



“We want to show the world that freedom is not only a Western value, but an Asian one as well,” said Mongolia’s Tasakhia Elbegdorj at an Atlas luncheon in 2003. Now serving as Mongolia’s prime minister, Elbegdorj is promoting free markets throughout the region. Mongolia is also home to one of the newest think tanks in the Atlas network, the Individual Initiative Institute. Founded in 2004, it works to promote free market liberal economic ideas such as limited government, individual responsibility, rule of law, and property rights. These developments offer exciting hope for “putting a cell phone in the hands of every sheep herder” and otherwise opening Mongolia’s access to ideas, markets, and global exchange.

Thanks in part to Atlas’s outreach through our Asian Resource Bank efforts, the network of intellectual entrepre-

neurs and think tank partners in Asia continue to grow. The 2005 Asian Resource Bank meeting, held again in partnership with the Friedrich Naumann Foundation of Germany, attracted participants from Cambodia, China, Georgia, India, Indonesia, Japan, Korea, Mongolia, Nepal, Philippines, Thailand, and Vietnam. Their conditions are certainly varied: entrepreneurs in India are eagerly embracing “globalization” by seizing opportunities in the information technology field; China continues to expand market incentives but its authorities still crack down on think tanks; and North Korea remains one of the biggest challenges for both the Asian region and the world.

Challenges and hurdles aside, their commitment to freedom is strong, illustrating that indeed, our Asian partners have an acute sense of the value of freedom.



Orgodol Sanjaasuren (Individual Initiative Institute, Mongolia) and Lawrence Reed (Mackinac Center for Public Policy, Michigan) during Reed's visit in July 2005.

Mongolia — “With the assistance of Atlas Economic Research Foundation a non-partisan, free market public policy institute named the **Individual Initiative Institute** was formed in Mongolia in November last year,” writes founder Orgodol “Orly” Sanjaasuren. “You expanded your network in one of the remotest countries, where free market ideas are the most needed.”

The founding of the Individual Initiative Institute is a perfect example of collaborative network efforts.

Colleagues at the Independence Institute in Colorado initially introduced Orly to the free market network, which quickly led to direct assistance from Atlas, the Mackinac Center for Public Policy and other friends and donors who recognized the importance of taking the ideas of liberty to this remote, strategically located country.

India — At Atlas, we receive many international visitors at the recommendation of colleagues around the world. One day, Anil and Daxe Patel of India asked if they could visit Atlas. As with so many of our meetings, they entered our offices as strangers, but departed as kindred partners. A particularly memorable moment came when Anil displayed a hand-written translation of F.A. Hayek’s *The Road to Serfdom*. The project brought an immediate response — Atlas sponsorship of the translator, Trupti Mehta, and her husband, Ambrish, to the Asian Resource Bank in Hong Kong. There, they were exposed to our gamut of think tank partners. In April of this year, the **Action Research in Community Health Development (ARCH)** was launched. ARCH regularly publishes its bi-monthly magazine, *Khoj*, in Gujarati, Hindi, and English.

Pakistan — The **Alternate Solutions Institute (ASI)** was established in 2003 as the first free market think tank of Pakistan. Like many of Atlas’s colleagues, it operates in an environment where socialist thinking dominates and “any talk of free markets is dismissed as outdated and outmoded,” says founder Dr. Khalil Ahmad.



ASI published a Special Pakistan Edition of the Fraser Institute’s Economic Freedom of the World 2004 Annual Report to introduce and promote the concept of Economic Freedom in Pakistan. As Khalil says, “We are just a few in number and are doing our bit to spread the ideas of freedom and market economy in a positive way.” At the launch of the Pakistan Edition on July 7, 2005, Peter-Andreas Bochmann of the Friedrich Naumann Foundation gave the Welcome Address.

In an interesting twist, the Pakistani government has been pushing for denationalization and privatization of major industries such as the Pakistan Telecommunication Company Limited — not on any ideological grounds, but as cost saving measures. The efforts have been adamantly opposed by the academics, political

parties and religious groups who all tow the socialist perspective. Under such circumstances, ASI is presenting views and solutions based on the market economy by publishing articles in the local language, Urdu, and participating in events organized by other NGOs. Last year, on the occasion of the WTO meeting in Mexico, ASI organized an event for journalists, raising a voice in favor of free trade in Pakistan.

China — In April 2005, western newspapers detailed the crack down of the Chinese government on non profit organizations. Atlas’s long-time colleague, Mao Yushi, founder of the **Unirule Institute of Economics**, was quoted about the challenges faced under Chinese President Hu Jintao. Professor Mao confirmed to Atlas that the harsh conditions described in the press are indeed reflective of the challenges faced by Unirule:

“Our Institute is experiencing a hard time. Our official status as an NGO was cancelled last year, and we were driven out of our office. Many of our activities were sabotaged by the authorities. One example is the international conference on Asian Think Tank held in Hong Kong, which should have been held in Shanghai, but our international partners were warned not to cooperate with us. (Editor’s note: The Asian Resource Bank meeting, co-sponsored by Atlas and Unirule, was similarly affected.) At least ten similar cases have experienced the same fate. Many of our research contracts have been cancelled because of intervention from the authorities. Consequently, this year our financial condition is very poor. Regarding myself, one of my books was banned.”



Mao Yushi (Unirule Institute of Economics, China)

Not to be thwarted by the officials, Unirule now operates as a commercial company. “We are struggling to survive. Our future plan will be quite uncertain, due to the changing environment. However, in the long run, the way to democracy and market system will be unavoidable.” Details about Unirule’s day-to-day activities can be found at its websites: china-review.com and unirule.org.cn.

Vietnam — Cuong Manh Nguyen was referred to us by Nigel Ashford of the Institute for Humane Studies (Virginia) several years ago because he was interested in Austrian economics and how it applies to Vietnam and Southeast Asia. During his 2004 IFC scouting trip, Larry Reed visited Cuong in Vietnam and Cuong then attended Atlas’ Liberty Forum in Chicago in 2004. At that time, he was interested in starting a ‘virtual’ think tank. Cuong has since started his think tank, **Research Center for Entrepreneurship and Development (www.rced.com.vn)**, and has recruited five paid staff already. RCED has translated the *Economic Freedom Index* and is in the process of setting up a library to promote economic liberty and entrepreneurial development. 🌐



Cong Minh Nguyen (left) and Manh Cuong Nguyen (right) both attended the 2005 Asian Resource Bank in Thailand.

How You Can Make a Difference



Billions of dollars are spent each year to *alleviate poverty* and the problems that accompany it, such as disease, crime, and hopelessness. But only a fraction of this amount is devoted to *preventing future poverty*.

Atlas believes it is more cost-effective to address this second problem. Removing the institutional obstacles that prevent people from improving their condition is the essential step for creating a better world. And, of course, that is ultimately rooted in changing institutions so people have greater freedom to pursue the opportunities that enhance their well-being, productivity and wealth. This entails adhering to the rule of law, restraining government from over-regulating, and protecting private property rights, so all citizens are treated fairly and have a stake in their community's advancement.

This is, of course, easier said than done. But the experience of Atlas over the last quarter century demonstrates that, indeed, it can be done.

Atlas cultivates intellectual entrepreneurship among those who can influence and shape public policy. When individuals become “intellectual entrepreneurs” — motivated to solve a problem in their community, by combining sound ideas with local, innovative action — they become catalysts for change. These changes, in turn, affect the environment for public policies and strengthen institutions.

- For instance, the flat tax revolution that has made such in-roads in Europe has its roots in Estonia's Jaan Tonisson Institute of the early 1990s and more recent efforts by organizations such as the F.A. Hayek Foundation of Slovakia.
- The Bush administration's advocacy of personal accounts to reform Social Security follows more than two decades of efforts by farsighted U.S. think tanks like the National Center for Policy Analysis.

If tomorrow's generations enjoy greater individual liberty, as well as higher standards of living that come with economic freedom, it will be due in large part to those who have invested their time and money in good ideas.

“Atlas's coverage of the world on behalf of liberty is truly remarkable. In seventy or more countries it is helping think tanks spread an understanding of free markets or engaged in creating think tanks that will do so. More power to it.”

*— Nobel Laureate Milton Friedman,
September 16, 2005*

Yes, it's an ambitious project: making history move toward freedom. With your help, we will redouble our efforts, and work with partners all over the world to make new ground fertile for the ideas of freedom.

Here are some of the ways we invite you to help Atlas promote freedom around the world.



From left to right are: Atlas's Alex Chafuen, Sir John Templeton, Dr. John M. Templeton, and Atlas's Leonard Liggio.

Help Atlas with its Matching Funds Opportunity

When Atlas launched the Templeton Freedom Awards program in 2003, the John Templeton Foundation also created a \$250,000 annual matching grant opportunity for Atlas.

The John Templeton Foundation provides a **100% match** for new donations aimed at extending Atlas's work into “difficult countries” that have few, if any, institutions championing the ideas of a free society.

Already, Atlas has been able to use these funds to help think tanks in Africa, conduct programs with new partners in Asia, and provide training to new intellectual entrepreneurs in the Middle East.

Please consider this extraordinary opportunity by making a donation today. The reply envelope enclosed with your *Year in Review Report* allows you to indicate your preference for targeting your donation toward our work in difficult territories.



Luisa Perez, Atlas's Alex Chafuen, Luis Perez, and CEDICE General Director Rocio Guijarro during CEDICE's 20th Anniversary celebration on November 15, 2004.

Featured Donor

Luis Perez is an Atlas donor who believes in investing in difficult countries. With his donations and matching support from John Templeton Foundation, Atlas has been able to increase its support to partners in China.

He wrote to us recently: "I think China is the biggest hope the world has seen in a long time. It is still terribly dangerous and unfree, but nobody could have predicted it would, in so few years, become such an engine of capitalism.... There is nothing better than the possibility of getting such a big country out of communism."

Support Upcoming Atlas Events

On July 6, 2006, Atlas turns 25. Throughout 2006, Atlas will celebrate its **25th Anniversary** through events and other activities. Atlas welcomes your support towards any number of our ongoing and special events. Please consider joining the host committee for one of the events, or purchase a table and invite a group of your friends to come hear about our efforts. The ripple effect from your invitation and endorsement works wonders in attracting new donors.

Become an Ambassador for Atlas

- At the 2005 Freedom Dinner in New York, Atlas will show its new video: *25 Years of Advancing Freedom*. If you agree that it tells a compelling story, please grab a fistful to take home and invite your friends to take a look.
- At Atlas's monthly "International Thursday" meetings, held at our headquarters, we give our friends and donors a chance to hear from international experts first hand. If you have friends who are either based in the DC area, or are passing through, send us their names so we can send them an invitation.
- Refer potential new intellectual entrepreneurs or established groups to Atlas. Whenever you travel or meet someone new, if they need Atlas's advisory services or our connection to the worldwide network of think tanks, please share their contact information with us.

25th Anniversary Events

2006 Liberty Forum

April 21-22, 2006

At The Broadmoor Hotel, Colorado Springs, Colorado

25th Anniversary Gala Dinner

June 22, 2006

At the Four Seasons Hotel, San Francisco, California

2006 Freedom Dinner

November 16, 2006 (tentative)

Washington, DC

For more information about these events, please contact events@atlasUSA.org or call Atlas at 703-934-6969.

Leave a Legacy That Reflects Your Love of Freedom

Planning one's estate can be a grim subject. But it gets grimmer still, when you consider that, without thoughtful planning, the *government* may be the primary heir to your estate.

If your priorities include advancing liberty, please consider including Atlas as a beneficiary of your will or living trust. If you have already added Atlas to be a beneficiary of your estate, please let us know so we can recognize your generosity and dedication to our shared principles.

Sample Bequest Language (please have your attorney review)

I give, devise and bequeath to the Atlas Economic Research Foundation, tax identification number 94-2763845, 2000 North 14th St., Suite 550, Arlington VA 22201, [insert amount, percentage, or remainder of estate] to be used for general operations [or a donor-designated purpose].

Come up with your own ways to contribute!

Atlas donor Jon Utley has contributed in many of the conventional ways by supporting think tanks in difficult areas; creating the Frieda Utley Prize for promoting freedom; and hosting receptions and international guests. Most recently, he helped boost productivity in the office by making a contribution to upgrade staff computer equipment. That donation brought a huge smile to our faces! Please contact Brad Lips at brad.lips@atlasUSA.org or 703-934-6969 to share your ideas for supporting Atlas. ☺



From left to right are: Atlas's Leonard Liggio, Ana Utley, and Jon Utley at the Liberty Forum in Miami, Florida.

From Poverty to Prosperity

Dr. Alejandro A. Chafuen



Unless you wait for manna to fall from heaven, poverty will not be alleviated without human action. Most people, over three quarters, live in un-free or mostly un-free economies. The extreme poor, overwhelmingly, live in these shackled economies, waiting to be liberated by the power of good economics and good institutions. And these are the results of human action and generosity. From large to small countries on different continents, there is no cultural monopoly on what the right path is. The poor in free-market economies have been able to improve despite the negative impact of international aid and financial organizations, population problems, government controlled educational systems, war, and even lack of democracy.

China and India combined have approximately one third of the world's population, and two decades ago, nearly half of the world's extreme poor lived within their borders. During the last two decades, the number of people coming out of poverty in China alone reached 400 million. China and India are still scoring very low in indices of economic freedom, but during these last 15 years, both countries show a gradual improvement, and have no radical reversal in the direction of their economies. Stability is essential in the trend toward more prosperity.

China still poses a major challenge with over 100 million people living below the poverty line. To keep helping the extreme poor, those working from abroad should help keep doors open to trade, and help discourage Chinese military ventures. It was only when economic ideas consistent with the dignity of the human person began replacing the dogmas of collectivism and central planning that the economies of India and China allowed millions to escape extreme poverty. We see similar results in less populated but very diverse countries that implemented economic policies that increased monetary stability, opened up the economy, and enhanced respect for property rights.

Most African nations are an example of what *not* to do to reduce poverty. Instead of focusing on reducing poverty through the indirect means of sound economic reform, African leaders, focused on maximizing aid. The few successes are challenged by corruption and moral decay, with the AIDS epidemic being one of the main symptoms.

In Latin America, the interventionist model suffered a big crisis in the mid 1970s, but those who have profited from it continue to have influential roles. This mercantilist force adds an element of instability to most countries, yet some have been able to free their economies. Chile is the best example. Between 1987 and 2000,

the poorest quintile in Chile increased its real income by 73%, though progress now has slowed due to stringent labor regulations and an educational system which adds very little value to the poor.

The role of international organizations such as the International Monetary Fund (IMF) and the World Bank is also complex. Critics argue that they have exacerbated, rather than, reduce poverty. World Bank loans and policies have been heavily biased toward state-owned enterprises and provided the fuel for massive corruption. During the last decades, the IMF, by pushing tax increases rather than free markets, has also played a negative role. However, some IMF recommendations have led to increased stability. For instance, foreign direct investment flowed to India and helped in the battle against extreme poverty, because IMF policies were accompanied by further liberalization.

The use of property rights to fight poverty has won new champions, thanks to the path-breaking work of Hernando de Soto. He argues correctly that the poor can vastly improve their condition if with increased legal protection and transparency they could turn their assets into capital. De Soto lists the steps which any policy maker should try to implement, although he does not answer why it has been easier to implement sound economic reforms in one country and not in another. We know what sorts of institutions and rules of the game create wealth, but we do not know how to go about creating the conditions for these institutions to evolve.

War cannot be used as an excuse for the pervasive poverty we see today in some regions. When analyzing history in long periods, some of the most prosperous countries have been able to overcome war's disastrous effects. Japan and Germany became models of prosperity only decades after their devastation. And even today, one can see prosperity and rapid rates of growth on lands that until recently were ravaged by conflict. Chile and especially El Salvador had bloody internal conflicts. Yet both reached consensus that led them to the top in Latin American rankings of economic freedom and of improvement in human development indices.

Population growth has been blamed as a main cause of poverty. Many authors have adequately dispelled this myth. Some of the countries with the highest density in the world, such as Singapore, Hong Kong, or even Great Britain, have been winning the war against poverty with the weapons of increased economic freedoms. Although myths die slowly, and some seem to return, population myths will be weakened by stark reality. But while population myths will be less dangerous, they are being replaced

*We can have the
brightest ideas and
the best solutions
about how to
overcome poverty,
but what is the
profit if we do not
have the human
capital capable to
implement these
solutions?*

IDEI's fantastic work received the 2005 Templeton Freedom Prize for Social Entrepreneurship. Its president Amitahba Sandangi joined Atlas for at the Liberty Forum in Miami, where he accepted the prize. He is pictured with Alex Chafuen (left) and Leonard Liggio (right).



The innovative irrigation technology that International Development Enterprises - India developed and has sold to smallholder farmers in India has done wonders in improving the yield of their land. IDEI's purpose is to help "lift [rural farmers] out of their impoverished conditions – not through the receipt of government subsidies, but through participating more effectively in a free market."



by radical environmental views which can be much more negative to the world's poor. Coupled with health views which neglect the role played by personal responsibility, human creativity and dignity, the poor might become victims in increased numbers.

The changing face of war, with the likelihood of cyclical waves of terrorist attacks, some of them potentially catastrophic, and the possibility of international conflict with a major nuclear power are two major challenges that can hinder progress against poverty in the coming decade.

Increased economic knowledge in financial institutions like the World Bank and the IMF, despite the perverse incentives in their structure, will place them at odds with other international organizations such as WHO, UNESCO, and UNICEF. By encouraging the former to promote, or at least not to hinder, market incentives, we will weaken the potential for mischief of other international bodies.

The language and the message coming from many religious denominations continue to be negative to economic development. But there is a change, and pro-free society voices are gaining respect. Increased competition of creeds will allow for the growth of voices among the religious, who understand and promote the free society as the main motor to reduce extreme poverty. Moralists need to respect scientific knowledge, not only in economics but in health and



The New Economic School of the Republic of Georgia (NESG) has taken its successful educational seminars to its neighboring countries, including Armenia, Azerbaijan, and Kyrgyzstan to train university students, journalists and officials in the principles and ways of the free market. During June 2006, NESG organized international conferences in the Azerbaijani cities Baku and Nabran on the 'Basics of Market Economics' for university students. From roundtable discussions (bottom photo) to working groups (top photo), NESG works to equip the students with a better understanding these ideas.



biology. The improvement in the condition of the extreme poor would have been impossible without the new bio-technological applications to food production in China, India, Bolivia, and other poor countries.

We can move from poverty to prosperity by increasing the supply and demand for economic freedoms by: a) educating for freedom; b) teaching the tools that enable people to prosper in a global economy; c) helping with efforts to build institutions; d) working for peaceful resolutions of today's conflicts; e) fighting the inequalities that are the result of man made barriers; f) improving the understanding and the measurement of social and moral indicators; and g) increasing pressure on international financial institutions and government aid agencies to focus on market friendly solutions.

We can have the brightest ideas and the best solutions about how to overcome poverty, but what is the profit if we do not have the human capital capable to implement these solutions? A way to help create the conditions for reform is to continue building the centers of learning and production of policy solutions. The emergence of think tanks, and now of centers at universities and colleges, which provide a setting and resources to intellectual entrepreneurs, scholars and policy experts, is one form to address the question of "who" will lead the push for these reforms. ☺

This piece has been adapted from Dr. Chafuen's speech, "The War Against Poverty," at Grove City College's Center for Visions and Values on April 5, 2005.

Freedom...for Some



Jo Kwong

By some stroke of good fortune, I happened to be born in the freest and most prosperous country in the history of the world. Of course, it wasn't all luck—at least not for my parents, who made the difficult decision to immigrate to America from China well



In April 1995, Jo traveled to China for an Atlas workshop. She is pictured on the Great Wall with Kris Mauren of the Acton Institute (Michigan).

before I was born. But for me, freedom is all I have ever known.

I have the privilege of freedoms that I never even have to think about. Yet, I know that people in many countries around the world spend their entire lives trying to get a small handful of the freedoms that I can so easily take for granted—if I chose to ignore the hardships that others must endure.

Take, for example, the freedom to travel. By the time my American children were ten years old, they had traveled to countries on three different continents. With little fanfare, we presented the required documents and secured passports for them —passports that allow them entry into virtually any country in the world.

But many people will never experience that seemingly simple freedom. Consider the story of Atlas's long-time friend, Franklin Cudjoe, a friend that I have yet to meet despite three years of correspondence via email and three invitations by Atlas for Franklin to attend leadership development programs in the US.

Through the same twist of fate that landed me in America, Franklin was born and raised in Ghana by a family of fish traders. As a teenager, he witnessed his mother's ordeal to secure a \$150 loan from a money lender for start-up capital – an experience that Franklin cites as being influential in his journey towards the ideas of free markets and liberty.

After months of visiting the websites of many of our free market institute partners, and working with long-time Atlas colleague, Charles Mensa, founder of IEA-Ghana, Franklin joined the network of freedom fighters and launched the Imani Centre in Ghana. With relatively few local partners to learn from and collaborate with, Atlas and its colleagues sought to bring Franklin to the US for several major networking events. Most recently, we invited him to give a “toast to freedom” at Atlas's annual Freedom Dinner in November 2005. Trying to avert another failure to secure a US visa, we started the visa application process earlier this time, and with more “official” letters to try and prove the impossible — that Franklin would indeed return to Ghana and posed no risk to the US's immigration numbers.

Once again, Franklin was refused a travel visa. On this third denial to travel, Franklin wrote:

“Now, I'm very tired. My crime this time is that Imani has only been running for two years and I won't be coming back to Ghana since my travel was going to be paid for by Atlas.

The Consul's first question: “have you traveled outside of Africa?”

After answering and showing all the relevant things I have been doing, including certification of Imani, indenture covering the office for four years and my residential tenancy agreement as well a personal bank statement, bank account details in the UK, invoices from the BBC (interview) and the *Daily Telegraph*, she refused me.

She derided my work with International Policy Network and Atlas even though she asked for proof, which I delivered. I was simply just another one of her statistics, as she refused every one who went to her. Her name is not displayed so I could not see it. Asking her would have been an ‘affront’ to her ‘dignity’.

I'm really tired and can't continue throwing \$100 at these futile efforts...Many thanks to you all for your continued interest in our work.”

Franklin's fatigue and sadness are evident in his words.



In early July 2005, Imani's Franklin Cudjoe (left), Michael Whyte Kpessa (center), and Hayford Amegadzie (right) attended the International Policy Network's Global Development Summit prior to the G8 summit in Gleneagles, Scotland.

Although Franklin was frustrated by his failure to obtain a US visa, his freedom journey has continued. Less than one week after writing with such despair, Franklin vowed to continue with the same dedication he has displayed from day one. In an email with the subject line “Life goes on,” Franklin wrote:

I have been greatly disturbed over the visa issue but as James [Shikwati of Kenya's Inter Region Economic Network] said to me “This is just the beginning in the fight for freedom.” We need to continue fighting, for a temporary break from the fight will be giving in to those who seek to make life miserable for all.

continued on next page

Why Businesses Need Independent Think Tanks

Leonard P. Liggio



Atlas's late founder, Sir Antony Fisher, discovered years ago that think tanks can be effective, yet subtle, vehicles for influencing the development of public policy and the deliberations of governments. By the time Atlas was founded in 1981, Fisher's first think tank, the Institute of Economic Affairs in London, had become one of the most influential institutes in the world, promoting market economics to attentive lawmakers across party lines for a full quarter century.

Fisher saw corporations as the logical supporters of think tanks. Himself a business entrepreneur who struggled with government regulations, Fisher realized that business needed a source of non-partisan, data-based research that would be respected by both government and the private sector. After all, studies produced by research organizations that were merely an arm of a political party would always be open to attack as biased. Government affairs departments or corporate lobbyists, meanwhile, tended to be focused on only legislative issues that had direct consequences for their employer.

By contrast, independent think tanks could provide ongoing, rigorous analysis of legislative questions, and thereby earn the respect of journalists and government officials. By supplying intellectual ammunition to advocates of market-oriented policies, think tanks could help shift the climate of opinion in favor of market approaches to issues like job creation.

But think tanks can only be successful if they are recognized as independent of their corporate donors. The think tank develops the analysis of issues and the arguments in support of solutions separate from the corporation. It is the very independence of the

think tank that gains the attention and respect of the citizens and the opinion makers.

Increasingly, business communities appear to have forgotten this lesson uncovered by Antony Fisher. The percentage of think tank support represented by corporations has been declining for several years. A substantial portion of the corporate giving that remains is for restricted projects that treat think tanks as cheap public affairs companies. This is a self-defeating strategy.

In selling their own products, businesses know the importance of establishing a reputation for quality and purity in the mind of the consumer. They also undertake long-range strategic planning to win loyalty, measured by continuing purchases, among customers.

But while consumers come to trust a corporation to provide an excellent product at a reasonable price, they do not trust corporations in the sphere of policy, where there is no ability to "test" what is being advocated by the corporation. The citizen remains unconvinced. But the think tank that possesses a record of quality scholarship and consistent principles can influence the public and key decision-makers, since its past and present work meets high standards.

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If the think tank community is to thrive — and with it, the corporations that succeed best in an environment of economic freedom — institutes will need to vigorously protect their independence. Corporations, in turn, must be careful not to unwittingly undermine the reputations of think tanks, by restricting think tank funding to projects that merely advance short-term business goals. ☉

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Freedom...for Some *continued from page 20*

Accompanying his email was Franklin's latest article, *Trafficking in Failure — Ghana's Golden Age of Intervention*.

But just as I won the freedom lottery so many years ago, good fortune recently landed on Franklin, too. His story, at least, has a happy ending. We just got news that upon further review, Franklin's visa application was approved, and he has been granted the right to travel to the US.

Franklin plans to take full advantage of this freedom by speaking at numerous U.S. events in October and November, including Atlas's Freedom Dinner on November 9th in New York and the International Policy Network's Bastiat Prize dinner on October

25th in New York. I hope that you are able to join us in greeting him at both of these events and welcoming him to the United States of America.

With Franklin, and the myriad of other courageous Atlas friends and partners who toil in the darkest parts of the globe, the freedom fight goes on. As long as simple freedoms, like the freedom to travel, evade them, Atlas will have its work cut out for it: promoting freedom around the world. ☉

Franklin Cudjoe is founder of Imani: The Centre for Humane Education, a think tank in Ghana. His email is franklin@imanighana. Jo Kwong, the daughter of Chinese immigrants, is Atlas's Director of Institute Relations.

Templeton Freedom Awards PROGRAM

The Templeton Freedom Awards Program highlights and rewards some of the most innovative work being done by independent think tanks worldwide. Since Atlas launched the program two years ago, we have received 403 applications for the Templeton Freedom Awards from 74 countries across the world. Eighteen *Templeton Freedom Prizes* and 30 *Templeton Freedom Award Grants* have been presented in these past two years. In addition, more than 50 smaller grants have also been awarded to encourage younger institutes. From the 316 institutes that have participated, 31 were new additions to the Atlas network, 6 of which became winners. The prestigious Advisory Council of the Templeton Freedom Awards Program has expanded to 58 members in its second year. It is our honor to add these four new distinguished advisors: Jay Ambrose, Cristina Burelli, Winston Ling, and Mohit Satyanand.



During the Liberty Forum in Miami, Chung-ho Kim (right) shared some of the Center for Free Enterprise's student outreach tactics, such as the 'Free Market in Your Pocket'

brochure series, which gives free market principles for business, government, labor market, real estate, environment and education. Chung-ho is pictured with Anthony Livianos of the Hellenic Leadership Institute (Greece).

Each first place winner of this year's *Templeton Freedom Prizes for Excellence in Promoting Liberty* received a \$10,000 cash award. This year's Prize winners covered a wide range of topics, from freedom of information and government transparency addressed by the Access to Information Programme (Bulgaria) for the category of *Ethics and Values*, to affordable irrigation technology for poor farmers by the International Development Enterprises (India) in the category of *Social Entrepreneurship*. In another category, *Free Market Solutions to Poverty*, the Centre for Civil Society (India) won with their *L3 Campaign* on Law, Liberty, and Livelihood. The Acton Institute for the Study of Religion and Liberty (USA), in turn, won the Templeton Freedom Prize for *Student Outreach* with its project on conferences toward a free and virtuous society.



The 2005 Templeton Freedom Award program winners joined Atlas at the Liberty Forum in Miami in April 2005.

Each second place winner received \$5,000. This year's recipients were: Center for Media Freedom and Responsibility (Philippines) in the category of *Ethics and Values*, Maxim Institute (New Zealand) in *Social Entrepreneurship*, Center for Entrepreneurship and Economic Development (Montenegro) in *Free Market Solutions to Poverty*, and New Economic School (Georgia) in *Student Outreach*.

\$10,000 general operating grants were given to each of the 15 winners of this year's *Templeton Freedom Award Grants for Institute Excellence*: Access to Information Programme (Bulgaria), Asociación Nacional de Consumidores Libres (Costa Rica), Atlantic Institute for Market Studies (Canada), Center for Entrepreneurship and Economic Development (Montenegro), Center for Free Enterprise (South Korea), Centro para la Apertura y el Desarrollo de América Latina (Argentina), Friedrich A. v. Hayek Institut (Austria), Fundación Atlas1853 (Argentina), Free Market Center (Montenegro), Institute of Public Policy Analysis (Nigeria), Inter Region Economic Network (Kenya), Israel Center for Social and Economic Progress (Israel), Liberales Institut



In May, the Access to Information Programme released its 2005 report on Access to Public Information in Bulgaria. Following the press conference, AIP organized a 130 person reception to celebrate winning the second place Templeton Freedom Prize for Ethics and Values as well as a Templeton Freedom Award grant.





Hayek Foundation Director Martin Chren (center) accepted the Templeton Freedom Prize for Initiative in Public Relations at the 2004 Freedom Dinner in Washington, DC. Hon. Michael Novak (left) and Atlas's Alex Chafuen (right) stand to either side of him.

(Switzerland), Maxim Institute (New Zealand), and New Economics School (Georgia).

A secondary goal of the Templeton Freedom Awards program is to push think tanks toward higher levels of success and recognition in their home countries and regions. From providing promotional materials such as the TFA booklet to hosting events and receptions, Atlas helps winners use the international recognition that comes with a Templeton Freedom Prize or a Templeton Freedom Award grant to increase their local and regional impact.

The *Templeton Freedom Prize for Initiative in Public Relations* is another incentive to help the winners devote more time and attention to achieving widespread publicity for their ideas. This special prize is restricted to the TFA Grant winners, who are encouraged to use part of the \$10,000 grant toward purely promotional efforts – from redesigning the institute’s website to placing advertisements in newspapers. At the Freedom Dinner, on November 9, 2004, Slovakia’s F.A. Hayek Foundation received the \$10,000 prize for their innovative media strategy, which included redesigning their logo and even sponsoring three Slovak Olympians at the Games in Athens. A \$5,000 prize was presented to the Centre for Civil Society in India, for its use of internet as an effective public relations tool that is becoming popular in India.

The TFA winners are prospering and taking their institutes to new levels. For instance, the Center for Media Freedom and Responsibility in the Philippines and Access to Information Programme in Bulgaria were recently featured in a column by Heritage Foundation’s Mark Tapscott and the article “Under Fire,” from the September issue of *The Quill*, the magazine of the Society of Professional Journalists. Our two institute winners from India, the Centre for Civil Society and the International Development Enterprises, have received extensive India press coverage for their TFA Prizes, in newspapers such as the *Economic Times*, *Hindustan Times*, *Silicon India*, and *New*

“Much of my success as an investor came from spotting opportunities abroad. Now, as a philanthropist, I again see value in working with organizations in developing societies, so those population scan better understand how to crate peace and prosperity. Atlas has proven to be an effective partner in this project.”
—Sir John Templeton



Some winners have also celebrated their TFA win in their local communities, such as Fundación Atlas1853’s cocktail reception. Atlas’s Alex Chafuen is pictured here with Fundación Atlas1853’s Board Chairman Guillermo Yeatts.



Atlas has hosted four in-house receptions for the winners who were able to come to Washington D.C. after the Liberty Forum, they are: James Shikwati of IREN, Thompson Ayodele of IPPA, Parth Shah of CCS with Barun Mitra of Liberty Institute, and Melinda Quintos de Jesus of CMFR. In the photo above, Atlas’s Elena Ziebarth, Atlas’s YiQiao Xu, Deputy Chief of Mission at the Philippine Embassy Evan Garcia, and CMFR’s Melinda Quintos de Jesus.

Kerala. The Centre for Civil Society (India) announced its receipt of a \$100,000 donation, which nearly doubles its operating budget. The Liberty Institute also from India and a TFA Prize winner in 2004, was honored by Competitive Enterprise Institute with the 2005 Julian Simon Award.

James Shikwati of IREN has been featured on *BBC World Radio* and Germany’s *Der Spiegel*, speaking on trade versus aid as Africa’s way out of its poverty. Shikwati appeared on *Agenda Kenya*, *BBC Channel 4*, and on *SkyNews TV* to address Tony Blair’s “Commission for Africa and Corruption in Africa.” Another example is the founder of the Institute of Public Policy Analysis, who has explained the paradox of foreign aid for Africa in an article on *This Day*, a leading independent newspaper in Lagos, Nigeria. ☺

ATLAS WORKSHOPS & EVENTS

As part of Atlas's dual role as a nurturer and connector of ideas and people, our events tackle the visionary and practical aspects of creating, mobilizing, and sustaining think tanks around the world.

The **Liberty Forum**, Atlas's flagship workshop, is held annually in late April in collaboration with the annual Heritage Foundation Resource Bank meeting. It focuses on the practical aspects of building and running an institute. Participants share "best practices" in areas such as fundraising, strategic planning, communications, and staff development. The meeting has grown substantially in recent years from less than 150 participants just two years ago to 300 people from 49 countries this past April in Miami, Florida.

In addition to enjoying the substance of the panel discussions, participants always appreciate how energizing it is to connect with peers from all over the world, who share a common vision of reforming public policies in the direction of greater liberty. First-time Liberty Forum attendee Marcus Renato Silva Xavier from the Ibmecc Business School in Brazil had this to say, "The Liberty Forum has been an important opportunity to enhance my personal freedom network. Now, I have some useful contacts, and I think it will be an open door to new ideas and projects here and outside Brazil."

Likewise, Mihai-Vladimir Topan of the Ludwig von Mises Institute in Romania seconded Silva's remark, noting: "The main gain from attending the Atlas Liberty Forum consists in the connections I made. I met a great number of people from all over the world with whom I could exchange ideas and initiate future cooperation. Ironically, I met in USA many friends (now they are friends) which are actually neighbors. I also consider establishing a [tighter] connection with Atlas as an important gain."

Atlas's other cornerstone event is the **Freedom Dinner**, launched on November 9, 2004 to celebrate the World Freedom Day and the 15th Anniversary of the Fall of the Berlin Wall. The 2004 Freedom Dinner honored crucial actors connected to the fall of Communism from great leaders such as Reagan, Thatcher, and Pope John Paul II, to the scholars and grassroots leaders that provided intellectual ammunition and moral courage. Without such heroes, the Wall never would have come down.

Walter Williams, in his toast to the Unsung Heroes of the Cold War, reminded the audience of the importance of continuing to promote freedom in the U.S. and abroad. He remarked, "I wish to thank you for your generous support of the efforts of the Atlas



Mihai-Vladimir Topan (left) of the Ludwig von Mises Institute (Romania) met fellow Romanian Sorin Cucera (center), and Paata Sheshelidze (right) of the New Economics School (Georgia) for the first time at Atlas's Liberty Forum in Miami. (Photo courtesy of Jackson Photography.)



Freedom Dinner Master of Ceremonies Foster Friess (left) with Michael Novak (center), who gave remarks entitled "Standing Up to the Enemies of Freedom," and Walter Williams (right).

Foundation and other free market organizations in their efforts to make the case for the moral superiority of personal liberty. Your help in the struggle is vital. We must never forget that if liberty dies in America, it's probably dead for all times and in all places. That thought should inform us of our awesome responsibilities at home and abroad as well as our compelling need to assist in any way that we can to help others around the world to realize the dream of liberty."

Recently, Atlas introduced a new monthly event called **International Thursdays**. Through these morning meetings, held at the Atlas office in Arlington, VA, Atlas shares its "insiders" perspective of international news, current events, and other notable updates with think tank leaders, business people, and other opinion leaders. During the recent International Thursday meetings, we heard from: Damian von Stauffenberg of Microrate, Inc.; Alvaro Vargas Llosa of the Independent Institute (California); Radwan Masmoudi from the Center for the Study of Islam and Democracy; Sabine Herold from Liberté Chérie (France); and Todd Lofgren from the Global Development Alliance at USAID. One participant, Kerry Halferty Hardy (American Institute for Contemporary German Studies, Washington, DC) commented, "Atlas International Thursdays' combination of intelligence briefing, idea forum and networking are a highly useful way for me to keep a finger on the pulse of the global movement for liberty."



Former Spanish Prime Minister José María Aznar gave the final remarks of the evening. In his speech, he commented, "In my opinion, the Fall of the Berlin Wall not only signified the end of the Soviet bloc and the Iron Curtain. It signified much more. It marked the demise of a whole way of thinking. It marked the demise of a system and of an entire Socialist ideology."

Leadership Development and Management Workshops

Think tanks are never short on new ideas and policy solutions – but at times, they feel ill prepared to meet the challenges of structuring, managing, and leading their organizations. Each year, Atlas finds opportunities to host or co-host management workshops in different parts of the world, so that think tanks can learn recommended practices for running an institute. To teach these lessons, Atlas utilizes the expertise and experience of friends from its worldwide network.

For instance, Atlas asked Michel Kelly-Gagnon (Montreal Economic Institute, Canada) to lead a leadership development workshop in Santo Domingo, Dominican Republic for representatives of 3 think tanks from the Dominican Republic and Haiti in January 2005. According to Kelly-Gagnon: “Giving a course like that workshop, forces me to question and clarify my own procedures. You have to pause and be more structured about what you do. . . It is a process where we both teach and are taught.”



From left to right, conference participants Michel Georges (IRLEP, Haiti), Emmanuel Fracisque (IRELP, Haiti), Nathalie Liautaud (Haiti), Ralph Auguste (CLEP, Haiti), Pedro Dájer (FUDIS, Dominican Republic), Michel Kelly-Gagnon (MEI, Quebec, Canada), Viviane Hoogendoorn (CLEP, Haiti), Robert Laforest (CLEP, Haiti), and Atlas Fellow Gabriel Sánchez-Zinny.

Policy Conferences

Atlas also utilizes its position as the hub of an international think tank network to mobilize attention on important policy debates. Respecting the independence of its partners, Atlas does not endorse any particular policy recommendation; it serves as a catalyst for high-level discussion of policy strategies on issues important to the future of the free society. The cross-pollination of ideas at Atlas policy conferences tend to sharpen the arguments of participants and lead to new strategies for advancing reform efforts.

Topics covered over past 12 months at Atlas conferences include:

- Health issues in Latin America
- Restraining spending through taxpayer bills of rights (co-hosted with State Policy Network (California))
- Challenges to transitions to democracy in Eastern Europe (co-organized by the Centre for Research into Post Communist Economies (United Kingdom))
- Political and economic challenges in the Americas (co-organized with Fundación Internacional para la Libertad (Spain) and the Foundation for Economic Education (New York))
- International perspectives on defense and security policy for the U.S. (co-organized by the Sagamore Institute (Indiana))



Former Estonian Prime Minister Mart Laar (right) spoke at the inaugural European Resource Bank in Bulgaria. He is pictured with Ugnius Trumpa, president of the Lithuanian Freedom Market Institute. Laar will be the keynote speaker at Atlas's Freedom Dinner in New York City on November 9, 2005.

Similarly, in October 2005, Atlas collaborated with a host of think tanks, including the Lithuanian Free Market Institute, at the second annual European Resource Bank, held in Vilnius, Lithuania. The inaugural European Resource Bank took place in Borovets, Bulgaria in October 2004.

Academic Workshops

Ever since Leonard Liggio joined its staff in 1994, Atlas has been building bridges between the worlds of think tanks and academia. Our Teach Freedom Initiative program has Atlas fostering scholarly discussion in innovative areas: helping Atlas find new allies for its work, and helping newcomers polish their understanding of how to run a think tank.

In September 2005, Liggio moderated a discussion of Hayek's *Constitution of Liberty* with new Asian contacts attending a meeting on economic freedom in Thailand. In June 2005, Atlas partnered with the Foundation for Economic Education (New York) to bring together Muslim scholars around the world who are dedicated to the ideas of freedom. As part of its Fund for the Study of Spontaneous Orders, Atlas assembled a meeting of leading representatives of varied academic disciplines — history, sociology, philosophy, etc. — to discuss how the methodology of Austrian economics applies to these different fields. 🌐



From left to right, FEE President Richard Ebeling, former deputy Prime Minister of Malaysia Anwar Ibrahim, and Atlas's Alex Chafuen after the conference in Tarrytown, NY. Ibrahim will give a Toast to Freedom at the upcoming Freedom Dinner on November 9, 2005 in New York City.

Resource Banks

Drawing from the success of the Heritage Resource Bank meetings, Atlas has worked to promote similar “umbrella” meetings in other major regions of the world. The 2004 *Year in Review* featured Atlas's first Asian Resource Bank meeting in Hong Kong. In late September 2005, Atlas held its second Asian Resource Bank meeting in Phuket, Thailand, in col-

laboration with the Friedrich Naumann Foundation's annual meeting on economic freedom. This opportunity attracted new colleagues from countries including Cambodia, Indonesia, Korea, Japan, Malaysia, and Thailand.

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TEACH FREEDOM INITIATIVE

The Atlas Economic Research Foundation is expanding the *Teach Freedom Initiative*, in which Atlas seeks to establish partnerships with university-based think tanks and to expand the understanding of the free society through special grants and prizes. Atlas sees students at all levels as potential sources of human capital for Atlas's projects. Investing in the young is investing in the future of freedom.

OUTREACH to ACADEMIC CENTERS

While much of academia remains hostile to the ideas of liberty, Atlas sees great growth potential in the field of university-based centers that promote free markets and limited government. Already many of our finest think tank leaders, such as Veselin Vukotic of the Institute for Strategic Studies and Prognoses (Montenegro) or Atilla Yayla of the Association for Liberal Thinking (Turkey), are also university professors.

To help Atlas assess the problems that academic institutes encounter, we conducted a short survey early this year among institutes and scholars from twenty-five (25) university departments and academic centers in the United States, Peru, Portugal, China, Uruguay, Philippines, Estonia, South Africa, Romania, Turkey, Serbia, France, Spain, and Slovenia. We also wanted to have a hands-on knowledge of what is going on in these academic centers as well as problems they encounter, and prospects of partnering with Atlas.

Most of those surveyed identified the following obstacles to their goals: lack of funding; lack of staff, time, and technical resources; hostile political environment in countries like China, Romania, and Turkey; in the US, universities have become too intolerant of conser-

vative ideas, which translates to conservative teachers not getting hired; and, lack of national exposure to enhance fundraising efforts.

Atlas can play a vital role in helping find fellowships/internships for their students, sponsoring speakers, and creating workshops. But Atlas also believes that academic institutes, or policy institutes, in general, are constrained by lack of managerial talents.

To help remove this stumbling block, Atlas will help contribute towards the development and building of managerial capabilities in terms of offering training and think tank management workshops.

ATLAS STAFF on the ROAD

From Leonard Liggio's role as a lecturer at George Mason University's School of Law to Colleen Dyble's participation in the American Institute on Political and Economic Systems in Prague, Czech Republic, Atlas staff is spanning the globe to reach new groups with the ideas of the free society.

Colleen Dyble was a teacher's assistant for the economics course and a guest lecturer during July 2005 at the American Institute on Political and Economic Systems, a program developed by the Fund for American Studies. The program attracted 118 undergraduate students from Central and Eastern Europe, including Azerbaijan, Belarus, Kosovo, Latvia, Kyrgyzstan, Macedonia and Turkmenistan.

In addition to her teaching assistant duties, Dyble delivered a lecture on "Global Think Tanks and their Impacts on Societies," which introduced many of the students to the work of public policy organizations in their home countries. She later reported, "... Even during the post-graduation party on the final night, I had students com-



Atlas organized a roundtable discussion during the 2005 Liberty Forum in Miami, where professors could share their thoughts on how best to promote the free society at universities. Participants came from the Philippines, Turkey, Israel, Chile, and the United States.



Economics teaching assistant Scott Bailey, US ambassador to the Czech Republic, William J. Cabaniss, Economics Professor Mike Veseth, and Atlas's Colleen Dyble.



Atlas's Colleen sDyble sits between two of her students from the TFAS program — Aisulu Masytkanova from Kyrgyzstan and Alexander Annaev from Turkmenistan.

ing up to me with questions about the think tanks in the Atlas network! . . . After my last discussion group, I had a quiet Czech student come up to me and say that after a month of sitting in our economic lectures and discussion groups, she finally understood economics and could explain it in words—more than just through graphs. She said that she finally ‘got it’ and was so much more excited about the market and was interested in learning more!”



On April 5, 2005, Atlas President Alex Chafuen presented his paper, “The International War on Poverty” at Grove City College as part of the inaugural conference of their Center for Vision and Values. The conference, “Forty Years of the War against Poverty,” addressed the nature of poverty as well as public and private means of addressing poverty and the efficacy of those efforts.

FUND for the STUDY of SPONTANEOUS ORDERS

The Fund for the Study of Spontaneous Orders at Atlas works with scholars to broaden the understanding of the Austrian perspective on the development of spontaneous orders, particularly in the areas of anthropology, sociology, philosophy, and political theory, that stands outside of the areas of traditional economics scholarship. This theory stems from the Eighteenth Century Scottish Enlightenment and has been deepened by the work of Ludwig von Mises and F. A. Hayek, among others.



Prize winner David Ciepley (right) with Richard Cornuelle during the Spontaneous Orders conference in January 2005.

For these thinkers, many of the institutions that define human culture and provide the setting for human flourishing—language, property, money, customs, mores, for example—have arisen, as the saying goes, through human intention, but not human design. That is to say, millions of unknown people, pursuing their own interests, intending nothing more than their own advancement, each have contributed in small ways to produce the design of the institutions that we see around us today, and all too often taken for granted.

Through this program, Atlas hosts academic seminars and rewards the outstanding work of scholars. In January 2005, Atlas Senior Fellow William C. Dennis organized the inaugural Spontaneous Orders conference. John W. Sommer of the Political Economy Research Institute (North Carolina) noted, “This inaugural symposium on spontaneous order was ignited by an intellectual electricity that could happen only when highly charged minds are switched on. A battery of nearly twenty papers served to orient the remarks of the participants, but it is hardly surprising given the quality and independence of the individuals who made up the group, that previously unseen connections were sparked by these exchanges.”

From fall 2004 to summer 2005, Atlas presented four \$10,000 prizes to scholars from a variety of backgrounds, including Daniel B. Klein (now Department of Economics, George Mason University, Virginia), Paul Dragos Aligica (Mercatus Center (Virginia) and Associate Professor at the National School of Political Sciences and Public Administration (Romania)), David Prychitko (Department of Economics, Northern Michigan University), cultural anthropologist and economist Virgil Henry Storr (Bahamas), David Ciepley (Lecturer in Political Philosophy, Policy, and Law, at the University of Virginia), and James R. Otteson (Associate Professor of Philosophy, University of Alabama). 🌐

International Freedom Corps

The International Freedom Corps (IFC) taps our global network to help develop the next generation of leaders to advance freedom, progress, and prosperity in strategic areas around the globe. By facilitating international exchange among individuals and groups, the IFC helps transfer best practices, knowledge, technologies, and skills among current and emerging leaders working in civil society.

The IFC uses exchange programs, fellowships, peer-to-peer training, mentoring, and other capacity-building assistance to accomplish two main strategies: 1) discovery: identifying talented future leaders – individuals with extraordinary potential for advancing social change in their nations; and 2) development: ensuring emerging leaders have the skills, knowledge, and resources to build effective organizations.

Throughout the past 12 months, Atlas has sponsored IFC discovery trips to Africa, Iraq and Nepal. We have also been able to arrange IFC fellowships for intellectual entrepreneurs and think tank leaders from Bolivia, El Salvador, Iraq, the Philippines, Slovenia, United States and Venezuela.

Most recently, Larry Bailey, a professor and consultant, spent three weeks in Malawi training 44 selected African Bible College students in the areas of philosophy and the foundations of classical liberalism. Bailey will spend an additional week after the training seminar scouting for new potential intellectual entrepreneurs for Atlas.

IFC Scouts around the Globe Inroads in Africa

In June of 2004, Atlas sent Nick Slepko, formerly of the Mercatus Center (Virginia), overseas as its first International Freedom Corps Scout to Africa. Over a period of six months, Slepko traveled through Uganda, Rwanda, Burundi, Tanzania, Zambia, Zimbabwe, Botswana, South Africa and Lesotho discovering new intellectual entrepreneurs and other contacts as well as new strategies for developing market oriented think tanks in Africa. He worked with local organizations like the Rotary International clubs, Students in Free Enterprise (SIFE), churches and newspapers writers recommended by local businessmen, to find capable thinkers who showed interest in market-oriented approaches. Slepko later noted, “On the whole, it is much easier to talk about many of the ideas and principles that Atlas and others share with the average African on the street. No one needs to be convinced that government power can be abused and that socialist promises tend not to deliver as expected. Mostly people just need a little help envisioning a free society.”

Connecting with Iraq

In April 2005, Cato Institute senior fellow, Tom Palmer, traveled to Iraq as a representative of Atlas’s International Freedom Corps to connect with pro-freedom Iraqis who are interested in establishing think tanks, publishing houses, magazines or similar ventures. He promoted the values of constitutional democracy,

“Probably the most valuable resource that Atlas provides is the fellowship and the inspiration of fellow active supporters of freedom. From Turkey to Ecuador to Iceland to Korea — in dozens and dozens of countries — institutes in the Atlas network are moving forward the frontiers of freedom and now, thanks to the hospitality of the Association for Liberal Thinking, some of that energy is being put to work in Iraq, as well.”
– Dr. Tom Palmer, Atlas IFC Scout and Senior Fellow at the Cato Institute



ALT intern Bugra Kalkan, ALT intern Salih Hakli, Iraqi fellow Dr. Faezah Al-Abady, Iraqi fellow Mr. Abdulkareem Alsaif, ALT President Atilla Yayla, Iraqi fellow Dr. Abbas Abu Atlimen, Iraqi fellow Mrs. Antisar Mahdi, ALT general coordinator Ozlem Caglar Yilmaz.

limited government and free markets as he met with scholars, clerics, students, bloggers, political activists, and politicians. A highlight of his trip was addressing 61 members of the Iraqi parliament on the “Principles of Constitutional Democracy.” After Palmer identified six Iraqis to sponsor as IFC fellows, Atlas helped arrange training at the Association for Liberal Thinking in Ankara, Turkey.

Nepal Open for New Ideas

From July 1-12, 2005, Cato Institute senior fellow, Doug Bandow, traveled to Kathmandu, Nepal, as an Atlas International Freedom Corps Scout. Bandow worked with *the boss*, a business magazine that brings the ideas of freedom and individual choice to executives in the country. Bandow discussed the ideas of economic freedom and how it leads to economic growth with staff at *the boss* and participated in meetings with business leaders, former government economic and financial officials (former because the king had suspended democratic governance), the media, political activists, and students. Bandow describes Nepal “as a fertile ground for additional Atlas activities.” Despite the difficult political situation — the Maoist insurgents, a king that does not enjoy popular support, and the public’s frustration with the current political players — creates an opening for new ideas.



From right to left, Atlas fellow and President of the Center for Research and Communication Dr. Emilio Antonio, Atlas's Priscilla Tacujan, Atlas Senior Fellow René Wildermuth, and Atlas fellow and Chairman of the Foundation for Economic Freedom Dr. Felipe Medalla during the Liberty Forum in Miami. Dr. Antonio later commented, "Being part of the Atlas network is tremendously helpful. The Liberty Forum has given me numerous new friends, new ideas, and potential donors for our work promoting sound public policies in the Philippines."

IFC Fellows in the US and Abroad

Atlas Welcomes the Heads of Two Filipino Think Tanks

Seeking a stronger presence in Asia to follow up on Priscilla Tacujan's IFC scouting trip to the Philippines in 2003, Atlas invited Dr. Emilio Antonio, president of the Center for Research and Communication and professor of economics at the University of Asia and the Pacific, and Dr. Felipe Medalla, chairman of the Foundation for Economic Freedom (Manila) and professor of economics at the University of the Philippines to spend a few weeks as IFC fellows attending conferences (Atlas's Liberty Forum and the Heritage Foundation's Resource Bank) and various meetings with organizations in the D.C. area. The purpose of such meetings was to expose these Filipino think tank leaders to networking and management resources. Antonio also had the opportunity to meet with local Filipino community groups, who are appreciative of what Atlas is doing in countries like the Philippines. He also gave a presentation to members of the US-ASEAN Business Council who were curious about the investment climate and political situation in the Philippines.

Chile's Libertad y Desarrollo Hosts Atlas Fellows from Bolivia and El Salvador

As part of Atlas's Latin American fellowship program, Roberto Orihuela of La Paz, Bolivia and Elisa Torres of El Salvador were fellows at Libertad y Desarrollo in Chile throughout December 2004. This new effort is part of the IFC's project to expand the



LyD's Denise Couyoumdjian, LyD's Ignacio Illanes, Atlas fellow Elisa Torres of El Salvador, LyD Executive Director Cristian Larroulet and Atlas fellow Roberto Orihuela of Bolivia in December 2004.

pool of experiences that intellectual entrepreneurs and think tank leaders can now receive from Latin American programs at Atlas. In an *Atlas Highlights* interview, Larroulet commented, "Having Roberto Orihuela of Bolivia and Elisa Torres of El Salvador, two Atlas fellows working with us at LyD was a most rewarding and positive experience for us... We have had few previous experiences with foreign students, and we do believe it is a positive one both for them and also for us. LyD is and always will be a place where young professionals interested in public policy can meet and discuss the main trends and problems in our society."

Slovenian Fellows Strengthen Tie to Atlas

Atlas hosted Mico Mrkaic and Rado Pezdir from the Institute for Civilization and Culture (Slovenia) in March 2005 as part of our IFC visiting fellowship program. Atlas first came into contact with ICK in September 2004 during the conference, "Inhibited Transitions: Reasons & Remedies," that Atlas co-sponsored with

Mico Mrkaic (standing) of the Institute for Civilization and Culture answers questions about his presentation on the state of the Slovene economy at Atlas on March 17th. Mrkaic, who also serves as the chairman of Slovenia's council of economic advisors to the prime minister, currently teaches intermediate macroeconomics at the Tepper School of Business at Carnegie Mellon University in Pittsburgh, PA.



the Centre for Research into Post Communist Economies (United Kingdom). During their time at Atlas, Mrkaic and Pezdir connected with many policy groups in Washington, DC. Pezdir later remarked, "It was a great experience visiting Atlas. [We have met many] people and institutions that I think will be of great help for our struggle for freedom in Slovenia."

Koch Fellows Focus on Latin American Programs

This summer, Atlas welcomed Harry Moroz and Pedro Rodriguez as our Koch Fellows. Each year, the Institute Humane Studies provides Atlas with fellows through its Koch Summer Fellow Program. Moroz, a third year Law, Letters and Society student at the University of Chicago, has worked with Eneas Biglione, senior fellow at the Hispanic American Center for Economic Research, to add and translate articles for its website www.hacer.org. He extended his fellowship through mid-September before returning to school for his senior year. Rodriguez, a native Venezuelan and an economics major from the University of Chicago, has worked with Atlas's Romulo Lopez to update and improve the Latin American Public Policy Experts Guide. 🌐



HACER Senior Fellow Eneas Biglione with Harry Moroz (center) and Pedro Rodriguez (left) are pictured in the Hart Building standing before Mountains and Clouds by Alexander Calder.

Financial Review

Atlas places its highest priority on earning the trust and loyalty of the donors who support its mission. We are steadfast about honoring donor intent, keeping our organization lean, and being transparent and open in our operations.

Each year, Atlas posts its tax returns and audited financial statements and online as soon as they are available. Below, we present a summary of our most recent audited financial statements

Statement of Financial Position

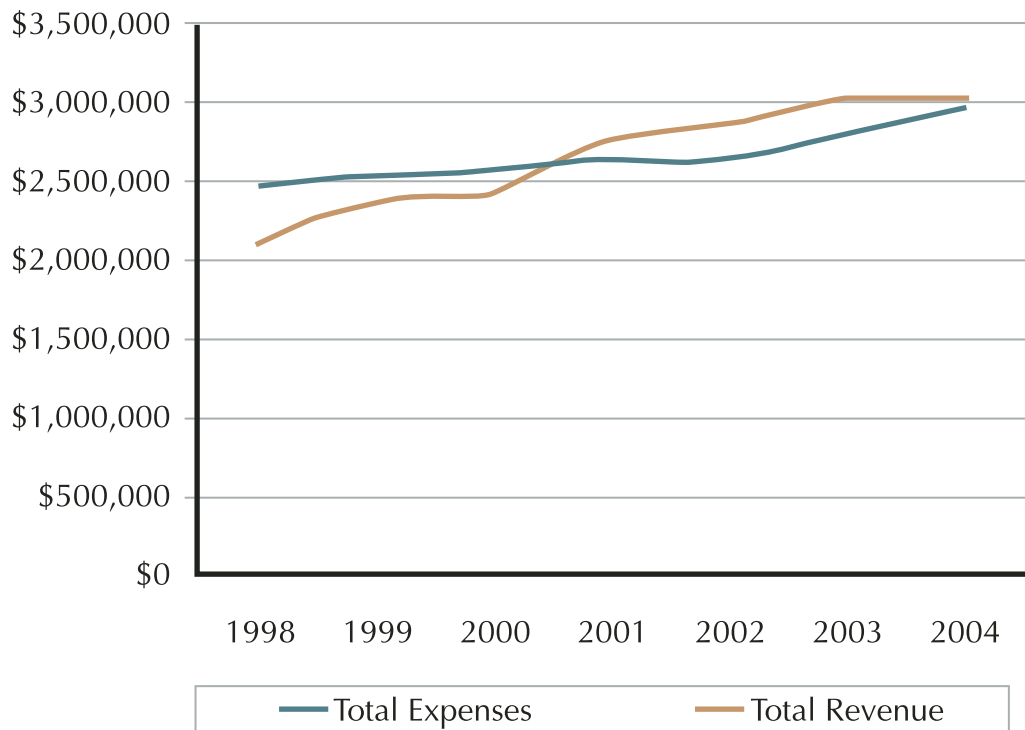
	December 31, 2004	December 31, 2003
Current Assets	2,087,007	2,175,111
Pledges Receivable (non-current)	436,737	864,234
Other Long-Term Assets	450,075	384,268
Total Assets	2,973,819	3,423,613
Current Liabilities	37,425	148,153
Long-Term Liabilities	4,876	154,722
Total Liabilities	42,301	302,875
Unrestricted Net Assets	579,256	626,398
Internally Designated	166,513	286,437
Restricted Net Assets	2,185,749	2,356,056
Total Net Assets	2,931,518	3,268,891

Statement of Activities

	2004	2003
Contributions	2,834,681	3,977,792
Other Income	61,443	27,997
Total Revenue	2,896,124	4,005,789
Program Services	2,882,764	2,483,479
Management	222,440	239,493
Fundraising	128,293	148,885
Total Expenses	3,233,497	2,871,857

The steady growth in Atlas’s budget over recent years is reflected in the chart below, which presents four-year trailing averages in our total revenues and expenses. Because multi-year donations are booked entirely in the year that they are pledged, these trend lines tend to more accurately reflect Atlas’s financial condition than the year-by-year results.

Atlas Revenue & Expense Trends Trailing 4-Year Averages



Through the first eight months of 2005, Atlas has received donations in excess of \$1.8 million, which is 28% more than was received during the same period of 2004.

We find it very encouraging to know that – as Atlas’s programs are touching the lives of more beneficiaries around the world – more and more donors are joining to support our efforts.

Your continued support of Atlas is crucial to our efforts to spread the ideas of freedom worldwide. You can have confidence that we remain dedicated to our mission and the standards of professionalism that you have come to expect. results for Atlas.

Nevertheless, we are encouraged that more donors than ever before are recognizing Atlas’s work. We remain sincerely committed to our organization’s mission and the high standards of quality that you have come to expect in our work. With your continued support, we can maintain the positive growth trends of recent years and bring the work of Atlas to more parts of the globe.



Atlas Archive

INSTITUTES

PUBLIC POLICY RESEARCH INSTITUTES
WORKING IN THE PUBLIC INTEREST
Each is Quite Independent
But Uses the Same Methods and Philosophy

August, 1981

INSTITUTES IN THE PROCESS OF FORMATION

A number of individuals in a number of places have shown or are showing interest in creating institutes. Addresses can be supplied on request.

Some of the locations are:
Fiji, France, Hong Kong, Italy, Jamaica, Japan, Mexico, New Zealand, Norway, Sweden and Venezuela.

ADAM SMITH INSTITUTE (ASI) Founded 1976 President: Dr. Madsen Pirie Director: Dr. Eamonn Butler	50 Westminster Mansions Little Smith Street London SW1 England (01) 222-4995
CENTRO DE ESTUDOS E DEBATES (CED) Now Forming Director: Sr. Paulo Ayres	Rua Avare 305 Sao Paulo Brazil
CENTRE FOR INDEPENDENT STUDIES Founded 1978 Director: Greg Lindsay	575 Pacific Highway St. Leonards, NSW Australia 2065 (02) 4384377
*ECONOMIC INSTITUTE FOR RESEARCH & EDUCATION (EIRE) President: Fred R. Glahe, Ph.D. V.P. & Sec'ty: Barry Poulson, Ph.D.	P.O. Box 611 Boulder, Colorado 80306 U.S.A. (303) 443-1716
ECONOMIC STUDY ASSOCIATION LIMITED Founded 1966 Director: Ronald Burgess	12 Addison Avenue London W12 4QR England (01) 602-3653
*FRASER INSTITUTE Founded 1974 Director: Dr. Michael Walker Asst. Director: Sally Pipes	626 Bute Street Vancouver, British Columbia Canada V6E 3M1 (604) 688-0221
FREEDOM ASSOCIATION Founded 1979 Director: Hannes N. Gissurarson	P.O. Box 1334 121 Reykjavik Iceland
*INSTITUTE OF ECONOMIC AFFAIRS (IEA) Founded 1955 General Director: Lord Harris Editorial Director: Arthur Seldon Deputy Director: John Wood	2 Lord North Street London SW1P 3LB England (01) 799-3745
INSTITUTO BRASILEIRO DE ESTUDOS E ECONOMICOS E SOCIAIS (IBEPES) Founded 1980 Director: Nahum Manela	Av. Franklin Roosevelt 84-gr. 304 Centro Brazil 220-00-20
INSTITUTO DE ECONOMIA DE MERCADO (IEM) Director: Don Pedro Schwartz	Nunez de Balboa 39 Madrid 1 Spain 411-21-13 & 441-25-97
INSTITUTUM EUROPAEUM Founded 1978 Director: Michael van Notten	Middenhuluan 48 1640 St. Genesius Rode Belgium 358-19-36
(proposed to be replaced by: NETHERLANDS INSTITUTE OF ECONOMIC ANALYSIS (NIEA) and BELGIAN INSTITUTE OF ECONOMIC ANALYSIS (BIEA))	
INSTITUTO LIBERTAD Y DEMOCRACIA Founded 1981 Director: Hernando de Soto	Camino Real 111 Oficina 701 San Isidro, Lima 27 Peru
*INTERNATIONAL CENTER FOR ECONOMIC POLICY STUDIES (ICEPS) Founded 1977 President: William M. H. Hammett Program Director: George Gilder	20 West 40th Street New York, NY 10018 U.S.A. (212) 354-4144
*PACIFIC INSTITUTE FOR PUBLIC POLICY RESEARCH Founded 1979 President: David J. Theroux Research Dir.: Prof. M. Bruce Johnson	635 Mason Street San Francisco, CA 94108 U.S.A. (415) 441-1173
SOCIAL AFFAIRS UNIT Founded 1980 Director: Prof. Digby Anderson	c/o IEA 2 Lord North Street London SW1P 3LB England (01) 799-3745

From the August 1981 Atlas Report

The first Atlas annual report listed 15 institutes from nine countries in the think tank network by August 1981. Of the fifteen, eight are still going strong today: Adam Smith Institute (United Kingdom), Centre for Independent Studies (Australia), Fraser Institute (Canada), Institute of Economic Affairs (United Kingdom), Instituto Libertad y Democracia (Peru), Manhattan Institute (formerly listed as International Center for Economic Policy Studies, New York), Pacific Research Institute (California), and the Social Affairs Unit (United Kingdom).

Today, as we have reported in the pages of this Year-in-Review, Atlas works with more than 250 think tanks in 74 countries. We will continue to grow the number of institutes that we collaborate with all over the world.

