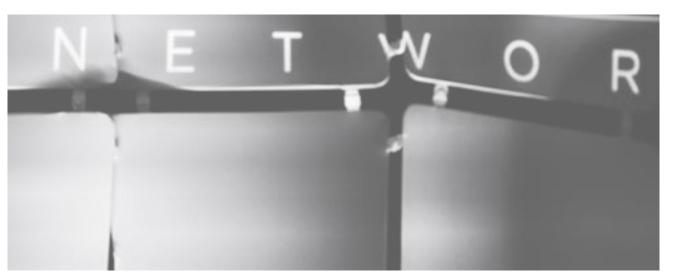
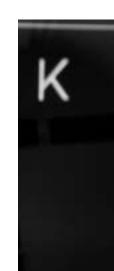
ATLAS NETWORK 2015 YEAR IN REVIEW















VISION

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

MISSION

Our mission is to strengthen the worldwide freedom movement by cultivating a highly effective and expansive network that inspires and incentivizes all committed individuals and organizations to achieve lasting impact.

STRATEGY

Our overarching strategy is to accelerate those achievements by providing competitive opportunities for training, support, and international recognition.

Atlas Network is an independent, 501(c)(3) nonprofit organization. Atlas Network is not endowed and does not accept government funding. All of our programs depend upon the generosity of foundations, individuals, and corporations.

Atlas Network has been a four-star Charity Navigator member since 2010, is a GuideStar Exchange Gold Participant, and was ranked in the top 25 within eight categories in the University of Pennsylvania's "2015 Global Go To Think Tank Index Report."



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Atlas Network is a GuideStar Exchange Gold Participant.



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





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Dear friends of Atlas Network.

You and I are part of a remarkable story that is still unfolding. It is the story of history being made by persuasion, not by force. It is the story of a network of civil society organizations — today numbering 459 independent partners in 97 countries — that make the case for freedom with scholarly research, educational programs, and creative outreach.

REMEMBERING ATLAS NETWORK FOUNDER ANTONY FISHER

The story's origins might be traced back 100 years to the June 1915 birth of Antony Fisher, whose father would be killed in World War I before Fisher was two years old, and who would fight in the Battle of Britain as a member of the Royal Air Force in World War II.

Fisher is remembered today for, in the words of Milton Friedman, "breeding think tanks, at first on a retail basis, and then, with the establishment of [what is now named Atlas Network], on a wholesale basis." Fisher was a classical liberal, and the organizations he founded and inspired carry on his principled commitment to free enterprise, property rights, and limited government under the rule of law.

In the summer of 2016, Atlas Network will celebrate its 35th anniversary, and this marks a fine occasion to take stock of the progress of the global freedom movement that we are privileged to connect. This *Year in Review* report focuses on the calendar year just ended, and provides a snapshot that should fill you with hope.

IDEAS OF LIBERTY ARE HUMANITY'S BEST HOPE

All over the globe, our partners are working to popularize the ideas that provide humanity's best hope for a future of peace and prosperity. They draw know-how from Atlas Network's training academy, support from our competitive grant and prize programs, and inspiration by discovering how they are connected with a generous worldwide peer network.

Our partners work with us every year to translate the ideas of liberty into native languages, so that literate populations throughout the world can read and understand them in their own words. In 2015, these translation efforts produced 27 editions of books in 24 languages, including Bahasa Indonesia, Punjabi, Bosnian, Russian, Thai, Vietnamese, Armenian, Kiswahili, Portuguese, Hungarian, Nepali, Hindi, Macedonian, Croatian, Sinhalese (Sri Lanka), Oromo (Ethiopia), Serbian, Malayalam (South India), Amharic (Ethiopia), Chichewa (Malawi), Turkish, French, Chinese, and Khmer (Cambodia).

Let me share with you some figures from 2015 that will drive home just how much we are achieving with <u>our in-house</u> team of 28 and budget of \$11 million.

YOUR DONATIONS ARE STRENGTHENING THE GLOBAL FREEDOM MOVEMENT

In 2015, Atlas Leadership Academy had 1,105 participants who consumed 17,879 hours of training via more than 40 unique training options. About 80 percent of this activity was done in person via regional trainings on six continents, as well as at our flagship Think Tank MBA and Think Tank Leadership Training programs in the United States. The balance of hours represents interaction with our online programs — mostly, our Think Tank Navigator online course that leads participants through a series of assignments that result in a concrete program plan and funding pitch. I hope it's clear how important such exercises are. Many people are passionate about the ideas of liberty, but to become effective leaders they must develop an array of entrepreneurial and managerial skills. Atlas Leadership Academy is the world's most comprehensive suite of training programs customized for our target market of freedom champions.

We get to know many of the most promising future leaders of the freedom movement through the training programs we administer, and we can fast-track them for special attention. We establish mentorships for them with senior leaders from the freedom movement like Clint Bolick, newly appointed Arizona Supreme Court Justice; Linda Whetstone, daughter of Atlas Network founder Sir Antony Fisher; and Ed Feulner, co-founder and former president of the Heritage Foundation. We encouraged Atlas Leadership Academy's 22 mentorship participants to compete for prizes and grants that we can offer thanks to our generous supporters.

I am immensely grateful to our donors, who enable us to direct significant funding to the partners in our network. Atlas Network is not endowed, and does not accept funds from government, so we rely on your voluntary contributions to maintain our programs and to put funds to work with our partners who operate on the front lines of the battle of ideas. In 2015, we awarded more than \$4.2 million to 181 partners in 68 countries via our 26 strategic grant and award programs.

I am extremely proud that some of the leading philanthropies that focus on fostering freedom turn to our team to identify grantees and administer seed grants that create leverage for our movement.

Our donors understand that Atlas Network's strategy — coaching through training programs, fostering friendly competition via our grants and awards, and then celebrating partners' achievements at our world-class events — inspires higher levels of innovation and effectiveness throughout the freedom movement.

In this *Year in Review*, you will see how our work in 2015 has had a very real impact in the areas of rule of law, property rights, and the overall advancement of free enterprise.

COMMUNICATING OUR STORY TO THE WORLD

Each of our grantees represents an inspiring story, and I'm very proud that Atlas Network has developed the communications infrastructure to share these stories with a much broader audience than ever before.

Atlas Network has positioned itself on the leading edge of how non-profits use digital media. Our award-winning, mobileresponsive website includes our global partner directory with a map of our partner organizations around the world; our calendar of partner events, which includes more than 75 upcoming events in multiple countries; and a stream of news and analysis (more than 350 stories in 2015 alone) that illuminates the many policy battles our partners fight around the world. The "MyALA" section of our website allows Atlas Leadership Academy participants to customize and track their progress toward graduation, and participate in online courses and continuing-education webinars. We host websites in 14 languages to ensure that the ideas of liberty are available and discussed among populations that have had little access in the past (e.g., the world's 370 million native Hindi speakers). Our social media properties include Facebook, Instagram, and Twitter, and resulted in nearly 95,000 interactions in 2015. Our videos had more than 332,000 views in 2015.

My colleagues, especially Dr. Alex Chafuen and Dr. Tom G. Palmer, are frequently sought after to lend their expertise to timely media stories. In 2015, we had more than 800 media appearances, including in Forbes, the Guardian, the Washington Post, and an Associated Press story that was syndicated and featured in the New York Times, Fox News, and Yahoo.com, among others.

Clearly, a core reason for Atlas Network's success is that we are blessed with incredible individuals on our team whose daily habits embody the core values we cherish at Atlas Network. The members of our Board of Directors, Advisory Council, staff, and fellows roster are committed to our vision and bring a diverse set of experiences to help support our partners and mission.

WORLDWIDE FREEDOM MOVEMENT'S MOST INSPIRATIONAL EVENTS

Liberty Forum is simply the most inspirational event of the year for all of us in the worldwide freedom movement. This year, we had our biggest and best event ever. We were particularly proud to feature a keynote speech by Atlas Network's Templeton Leadership Fellow Charles Murray, who discussed three major trends that are creating an opportunity to reclaim "the original project of liberty as it was developed by the American founders ... to allow people to live their lives as they see fit, as long as they allow the same freedom to everyone else." We hosted competitions like the Think Tank Shark Tank competition, generously funded in 2015 by the Rising Tide Foundation, which Admir Čavalić of Bosnia and Herzegovina-based Multi won for the "Balkan Liberty Fest" project proposal. Alvaro Salas won the John Blundell Elevator Pitch Competition for his 60-second pitch about his battle of ideas for freedom in Costa Rica. We also brought in Randy Barnett to preview his forthcoming book, Our Republican Constitution, during the third annual Liggio Lecture.

Atlas Network also presented numerous awards during Liberty Forum & Freedom Dinner, including the \$3,000 Smith Student Outreach Award to European Students for Liberty for educating the next generation of leaders in the global liberty movement; the \$10,000 Fisher International Memorial Award to Canada-based Fraser Institute for its book What America's Decline in Economic Freedom Means for Entrepreneurship and Prosperity; and the prestigious \$100,000 Templeton Freedom Award to the Grand Rapids, Mich.-based Acton Institute for its outstanding documentary film Poverty, Inc.

Acton Institute's victory was especially well deserved, because Poverty, Inc. is truly changing the conversation on the culture of aid. It challenges viewers to question fundamental assumptions and see people in the developing world in terms of their dignity and creative potential. This contribution — and others profiled in the pages of this Year in Review report - give me hope that our movement can continue to grow in its impact on events around the world, from local policy battles to major international trends.

FREEDOM REQUIRES AN EXTRAORDINARY EFFORT

Still, I wonder: Are we doing enough to answer the challenges confronting us?

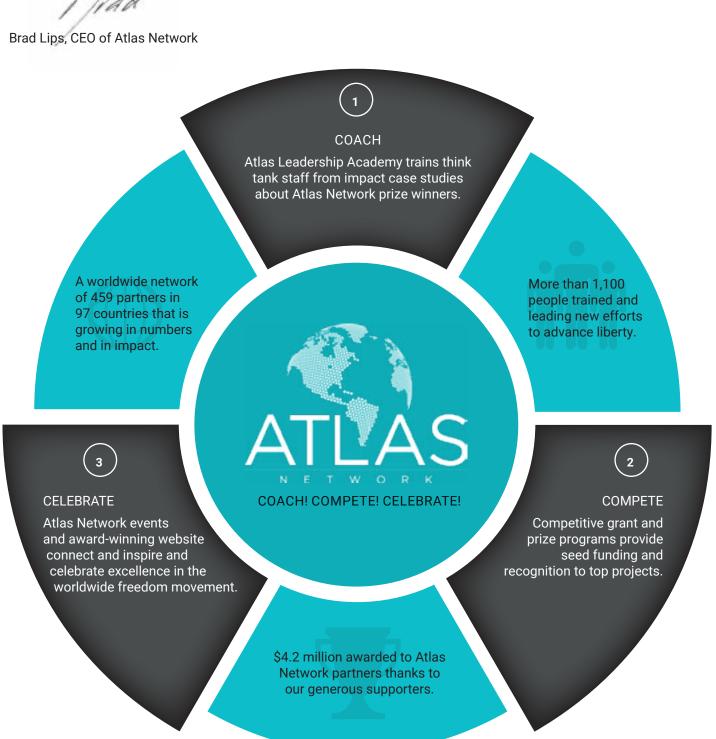
Thomas Jefferson told us that the natural tendency "is for liberty to yield, and government to gain ground." To reverse this ordinary tendency, we need an extraordinary effort, which is why we're continuing to expand our programs so that they have greater scope and reach. In 2016, we've launched Regional Liberty Forums and corresponding Regional Liberty Awards in cooperation with local organizing partners. These forums support partner organizations in their desires to learn more from each other and to accelerate the sharing of best practices through training and friendly competition within each region.

We should not remain happy, however, with where things stand today. We have not swelled the ranks of freedom champions enough to slow down the growth of Leviathan. It is heartening to see brave Davids in our network who are willing to stand up to tyrannical Goliaths — from Vladimir Putin, to Xi Jinping, to Nicolás Maduro, to Abu Bakr al-Baghdadi - but much more must be done if we are to play a meaningful role in shifting the course of history toward liberty.

Please review these pages with that perspective in mind.

I hope you will be grateful for the progress we have made — but also that you will remain unsatisfied, instilling you with the resolve to be our collaborator both in scaling up our current efforts and in realizing the full potential of the worldwide freedom movement.

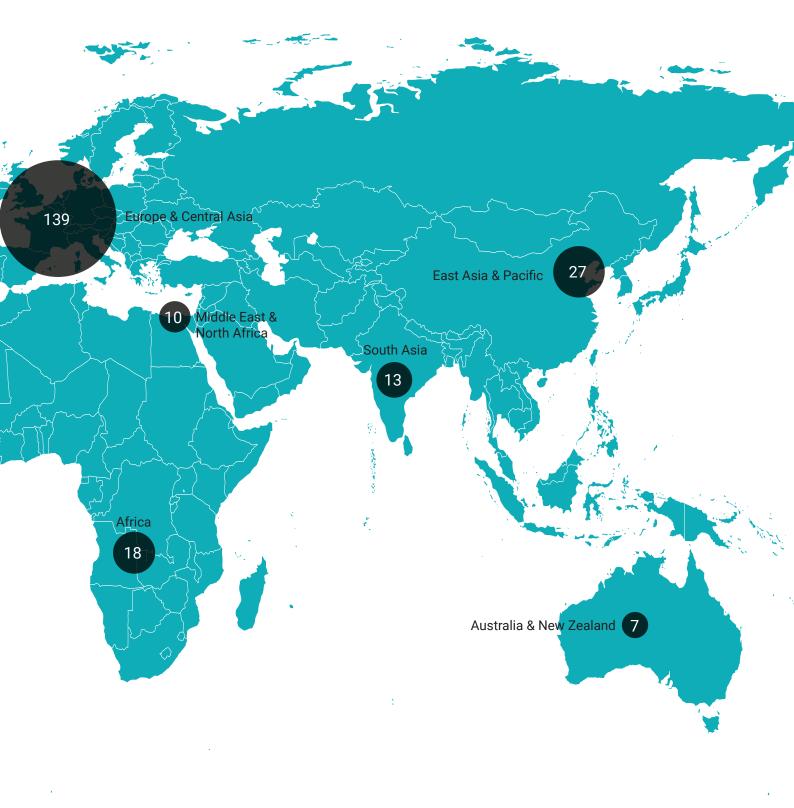
In liberty.





STRENGTHENING THE FOUNDATIONAL PRINCIPLES OF A FREE SOCIETY

The foundational principles of a free society touch on every aspect of the human experience, but most of them fall into a few broad categories, including free enterprise, property rights, and the rule of law. Free enterprise allows people to trade with one another, finding innovative new solutions to



GLOBAL PARTNER MAP

Atlas Network has 459 independent partners in 97 countries. To see a full directory visit: AtlasNetwork.org/directory

the problems that humanity faces and allowing people to deal with each other through exchange for mutual benefit rather than by force. The rule of law limits the power of government officials, by assuring that legal systems apply equally to all, whether or not they hold the favor of powerful leaders. Property rights allow people to hold scarce resources in careful stewardship, making longterm plans to improve their lives and the communities in which they live. For 35 years, Atlas Network has bolstered these foundational principles by supporting the work of

our independent partners, numbering 459 in 97 countries. The work they do is changing the world, and some of their successes are highlighted on the following pages.



BRINGING SUNLIGHT TO SHADOW ECONOMIES IN BALTIC SEA REGION

When governments make it difficult for people to trade and build businesses, entire sections of an economy can disappear into the shadows. The incentive to participate in shadow economies almost always stems from economic restrictions on legal economic activities, whether they take the form of taxes or regulations. The Lithuanian Free Market Institute (LFMI) is focused on this critical issue within the Baltic Sea region. In 2015, it developed a study to educate government officials and residents of the region about the shadow economies in Lithuania, Latvia, Estonia, Belarus, Sweden, and Poland. According to data from the study, three in 10 people in Lithuania admit to having friends or relatives who have worked in shadow labor markets

during the past year. LFMI's proposed solution to curb the shadow economy is by creating a favorable legal environment for economic activities. LFMI has explored the economics and policy implications of shadow economies since 1997, and has built a solid expertise on the topic. In large part thanks to the policy analysis and advocacy efforts of LFMI, Lithuania requires that any proposed legislation must assess and indicate its impact on the spread of the shadow economy. Since 2011, LFMI has also focused on local economic regulations through its Lithuanian Municipal Performance Index, which won Atlas Network's prestigious Templeton Freedom Award at Liberty Forum & Freedom Dinner in 2014.





FREE ENTERPRISE SECURES DIGNITY

Free enterprise is the engine that brings prosperity into the world, so defending and expanding free-market activity is central to the global work of Atlas Network and its partners — both in countries with long traditions of industry and market exchange, and in developing countries that are building new economies from the ground up.

"Free enterprise is about dignity," said Dr. Tom G. Palmer, Atlas Network's executive vice president for international programs. "It's not just a matter of economic efficiency. It's not just about economic growth, either, although that's certainly important. Free enterprise is about respecting the dignity of ordinary people by securing their right to engage in the most innocent of all acts: free exchange. Free enterprise enriches the whole society, but we should never forget that it does so precisely because it secures our dignity."

In places like Lithuania, Africa, India, Nepal, the United States, and many more, Atlas Network partners are implementing an array of local strategies to protect and broaden free enterprise.

BUILDING A NEW GENERATION OF AFRICAN FREEDOM CHAMPIONS

Over the past few years, Atlas Network has invested in several initiatives and organizations in Africa with the potential to educate not only the general public, but also other sectors of the society, including the next generation of freedom champions. Two examples come from Atlas Network partners in southern Africa. In Tanzania, the Uhuru Initiative for Policy and Education, an organization that has existed for less than two years, is taking a train-the-trainer approach. It identifies and trains the next generation of young people in the ideas of liberty, teaching them how to organize events promoting free enterprise, establish and expand

student groups, and seek out other potential leaders for liberty. Atlas Network has supported Uhuru since its inception in 2014, and continues to partner with and support its projects focused on promoting market solutions Tanzania's to socioeconomic problems. In Malawi, the Center for Free Market Enterprise (CFME) successfully has business clubs to teach people about free trade and entrepreneurship. In 2015, one of its business clubs was a six-week course for business-minded prison inmates that includes training financial management, in trade, fiscal prudence, pricing strategies, and much more, along with practical

insights about the regulatory climate within Malawi and wider Africa. This allows those who have served their time to gain a set of entrepreneurial skills that helps them assimilate successfully, and with more dignity, into society upon their release. Atlas Network is committed to supporting organizations like these during their critical early stages of development, and welcomed the participation of both Uhuru and CFME in Atlas Leadership Academy's Think Tank Navigator, a five-week online course that provides information necessary to start or improve upon a free-market think tank.

ELIMINATING RESTRICTIVE REGULATIONS AND UNLEASHING ENTREPRENEURSHIP IN ASIA

Despite having the world's thirdlargest and fastest-growing market for alcoholic beverages, India makes business difficult for both domestic and foreign alcohol producers. A study by India-based Centre for Public Policy Research (CPPR), funded by Atlas Network's Liberating Asian Enterprise grant, shows how restrictive liquor policies in India have harmed consumers and businesses. Three states and one territory in India already have at least partial liquor bans in place, and black markets in alcohol sales have proliferated in those regions, with thousands of illicit liquor shops springing into business from 2007 through 2013, especially in rural areas. CPPR's work demonstrates why alcohol prohibition creates a wide array of new problems without solving the old ones.

To India's north, Nepal has faced serious challenges. During the past year, it has experienced partial economic blockades from India and a disastrous earthquake from which it is still recovering. Free enterprise would provide innumerable options for economically deprived residents of Nepal to lift their way out of hardship, but government barriers to market activity are often prohibitive. Based in the southeast of Nepal, the organization Bikalpa, an Alternative produced a video in 2015 titled "Let Me Earn My Living" ("Gari Khana Deu"), showing how a man merely trying to earn a modest living and support his family with an electric rickshaw is plaqued by bureaucracy, regulatory hurdles, corruption, and bribery solicitations. This video was also funded by a Liberating Asian Enterprise grant.



Basanta Adhikari, founder of Bikalpa, was trained and influenced by Samriddhi Foundation, an Atlas Network partner based in Kathmandu. Even with the hardships all around them, Atlas Network partners like Bikalpa and Samriddhi are working tirelessly to rebuild a foundation of individual liberty and free markets in Nepal.

U.S. PARTNERS WORKING FOR BONE MARROW FREEDOM, POVERTY ALLEVIATION, MUNICIPAL COMPETITION

Government has steadily encroached medicine during the past several decades. Even people who understand that market transactions bring us choice, quality, and lower prices often no longer consider that the same dynamics apply to health care. Arlington, Va.-based Institute for Justice (IJ) produced a short film in 2015 titled *Everything*, exploring the devastation experienced by those who desperately need bone marrow but can't find a donor. This problem could be solved simply by allowing

compensation for bone marrow donors, which would enable free enterprise to encourage more people to sign up as potential donors and donate once called upon. Yet the government continues to block this commonsensical approach to saving





lives. John Kramer, vice president for communications at IJ and executive producer of the film, completed Atlas Network's Lights, Camera, Liberty! program, which trains partners around the world to tell powerful stories through video and film. Kramer teamed up with a director, cinematographer, and sound engineer within the Lights, Camera, Liberty! network to produce IJ's touching narrative and used the production as an opportunity to enhance the skills of his IJ production team so they can improve their storytelling skills for years to come. IJ was one of 22 partner organizations that participated in Lights, Camera. Liberty! in 2015. Together, these organizations earned a combined 10.1 million views - an 8.8 million increase over their total views in 2014.

Poverty, Inc., a documentary from Grand Rapids, Mich.-based Acton Institute, draws from more than 200 interviews filmed in 20 countries to unearth the pervasive problems with the global charity industry - and shows how expanding free enterprise does more than anything to improve

outcomes among the world's poor. During the 2015 Liberty Forum & Freedom Dinner, Acton Institute's 91-minute film won Atlas Network's \$100,000 prestigious Templeton Freedom Award, which celebrates some of the freedom movement's best and brightest contributions to the promotion and understanding of free enterprise. With its focus on free-enterprise solutions, Poverty, Inc. is already changing the culture of global aid.

Reliable information about local government policies and economic conditions allows people to "vote with their feet," so Utah-based Atlas Network partner Libertas Institute released a new ranking that scores cities throughout the state on their relative levels of freedom. The index includes 22 metrics in three categories - free enterprise, private property, and individual liberty following a methodology similar to the one used by the Mercatus Center at George Mason University in its "Freedom in the 50 States" index. It not only provides a valuable resource

for Utahns to inform themselves, it also serves as a model for other statebased think tanks to follow. Connor Boyack, president of Libertas Institute, attended Atlas Leadership Academy's 2015 Think Tank Leadership Training. "Many freedom-loving individuals want to make a difference in their community, but simply don't know how," Boyack said. "The Freest Cities Index helps reverse this trend by informing Utahns as to how their city performs on a wide range of issues dealing with individual liberty, private property rights, and the free market."

These examples are only a few of the hundreds of Atlas Network partners throughout the world surely and steadily advancing free enterprise in their cities, states, and countries. Every time they make it a little easier for people to trade with each other, they contribute to a brighter global future.

RoL RULE OF LAW

RULE OF LAW ABSENT IN HALF THE WORLD

Free enterprise and the protection of individual rights can only exist in a society governed by a consistent rule of law, rather than by the arbitrary decrees of government officials. When the rule of law is supplanted by the discretionary judgments of those in power, all freedoms are in danger.

"Almost all economists, moralists, and social scientists stress the importance of the rule of law for the free society," said Dr. Alex Chafuen, president of Atlas Network. "During the '90s, when Atlas Network began hosting workshops on the rule of law, we had few measurements to assess and compare this essential aspect of the free society, but now we do have a number of high-quality reports and indices prepared by a number of very credible organizations. And these reports show one sobering reality: more than half of the world does not live under a rule of law. That is why it is so critical that the think tank partners in our network continue to focus on this huge problem."

Atlas Network partners and programs worldwide are working to bring a stronger rule of law to their regions. The following examples focus on several issues — including, among others, issues of monetary policy, individual rights, government accountability, ease of doing business, public-sector spending, and public oversight mechanisms.

VIRAL VIDEOS EXPLAIN DANGERS OF POPULIST GOVERNMENT IN ARGENTINA

Buenos Aires, Argentina-based Libertad y Progreso helped shape the public debate during the election season in Argentina with its "Crash Courses in Liberty" ("Aprender Volando") video series, which was viewed more than 6 million times in 2015. The series explains the dangers of populism, including how economic performance is hurt by big government and a weak rule of law. During his presidential campaign, eventual victor Mauricio Macri praised Libertad y Progreso's videos in media interviews. Atlas Network was particularly excited to see the outcome of this video project, because it originated from a second-place pitch — eventually funded by competition judges — made during the 2014 Think Tank Shark Tank competition at Atlas Network's Liberty Forum.

THE POISON OF DISCRETIONARY MONETARY POLICY IN THE UNITED STATES

Atlas Network's Sound Money Project makes the case that monetary policy should adhere to predictable rules, and not the discretion of unaccountable central bankers. This is a moral issue; governments' abuse of money to serve political ends violates the trust of the people. When money is manipulated by powerful political figures, value is stolen from ordinary citizens and handed over to wealthy cronies. In 2015, the Sound Money Project participated in the first Jackson Hole Summit, hosted by the American Principles Project. Held down the road from the Federal Reserve's annual Economic Policy Symposium, the summit challenged Fed policies and held the central bank accountable for its destructive effects. "I think that having a conference to bring up the possibility that central banks are not the solution, but actually the problem in terms of regaining real economic growth, is vitally important," argued Atlas Network Senior Fellow and Sound Money Project Co-Director Judy Shelton in an interview with the Wall Street Journal.



From left to right: Johannes Schmidt, Dr. William Luther, Dr. Thomas Hogan, Dr. Judy Shelton, Dr. Alex Chafuen, and Gonzalo Schwarz



Ankara, Turkey-based Freedom Research Association has developed a study that elaborates on the sociocultural, political, and legal history of Turkey and how these have all led to the country's lack of consistent protection for individual rights and freedom of conscience today. Professor Mustafa Erdoğan authored the study as part of Atlas Network's Liberating Asian Enterprise grant program. Erdoğan refers to the current political climate in Turkey as "raison d'État," loosely translated as "rule of the state" — the opposite of the rule of law. Turkey has "a historical sociology in which the state comes before the society," the study concludes, and understanding this history is crucial to future reform. Freedom Research Association is part of Atlas Network's Think Tank Accelerator Program, designed to help new institutes make bold and prudent choices in their early development, and is making the rule of law one its top priorities.

CALLING FOR STRUCTURAL **REFORMS IN GREECE**

For years, the politicians of Greece have borrowed and spent money on a vast scale, without accountability to either the public or their international creditors. Atlas Network's May 2015 **Emergency Economic Summit for** Greece in Athens brought Nobel laureate economist Thomas Sargent and a wide array of other experts and public officials to explain how Greece can only return to financial stability if it takes structural reforms seriously - reforming runaway spending and entitlements, eradicating cronyism and corruption, and fulfilling the terms of its agreements. The event was held in conjunction with Atlas Network's local partners, Greek Liberties Monitor and Liberty Forum of Greece. Both organizations have been active changing the climate of opinion and developing ambitious plans for Greece's freedom in 2016.



Nobel laureate economist Thomas Sargent calls for reform in Greece.

USING GLOBAL INDICES AND RANKINGS FOR **OBJECTIVE ASSESSMENT**

In 2015, thanks to a generous gift from the John Templeton Foundation, Atlas Network launched a project titled "Leveraging Indices for Free Enterprise Policy Reform," in which 16 global partners will use reputable international rankings or indices and then objectively assess the results of their work as they try to change specific indicators directly related to policy reform. Of these projects, several focus on the critical issue of rule of law. Three of these partner examples come from India, Bulgaria, and Malaysia.

MONITORING FASE OF DOING BUSINESS IN INDIA

India has made remarkable strides in liberalizing its economy during the past two decades, but the country remains near last on the World Bank's "Ease of Doing Business 2015" index in a few crucial categories that undermine a consistent rule of law, such as the ability to enforce contracts. The New Delhi-based Centre for Civil Society (CCS) is focusing its work on monitoring the ease of doing business, analyzing both the countrywide rankings and those for individual states within India. CCS has debuted a new website — EaseOfDoingBusiness.org — that provides a gateway to relevant news articles and collects case studies of key issues, such as contract enforcement; property rights for street vendors; challenges for educational entrepreneurs; and regulatory barriers for micro, small, and medium businesses.

REDUCING REQUIRED GOVERNMENT PROCEDURES IN BULGARIA

In Bulgaria, the Institute for Market Economics (IME), which has a 20year track record of successful public policy reforms, is also focused on reducing the costs of doing business. Its current goals are to reduce the number of procedures required to start a business and to scale back the time necessary to start a business from 18 days to 10, along with goals to increase property rights protections and shrink public-sector spending.

PUBLIC-SECTOR TRANSPARENCY IN MALAYSIA

Government officials have more power to exercise arbitrary discretion when the public lacks oversight mechanisms, so the Institute for Democracy and Economic Affairs (IDEAS) in Malaysia is focused on improving publicsector transparency. IDEAS will measure its success in political and media outreach by aiming to improve from 50 points to 60 points on the Heritage Foundation's "Index of Economic Freedom," as well as tracking opentender bidding for public-private partnership contracts and disclosure of public financing.

By focusing on some of the fundamental policy components of a successful rule of law, and tying them to measurable indexed outcomes, we expect that all 16 partners will have engaging stories to tell about how their concrete results begin changing the lives of ordinary citizens for the better. The "Leveraging Indices" grant program, however, is only one of the ways in which Atlas Network is helping to protect the rule of law around the world, giving people confidence that the same legal rules apply to everybody.



Tribal land villagers in India now benefiting from land titles (see p. 18). Photo Credit: Mike Pandey

PROPERTY RIGHTS ESSENTIAL FOR HUMAN RIGHTS

"Property rights are essential for human rights," said the late investor and philanthropist Sir John Templeton. This truth is central to the work of Atlas Network and our partners throughout the world, and it is a core component of our organizational vision.

"Every year, we look for the most entrepreneurial think tank leaders who are turning ideas into action," said Matt Warner, Atlas Network's vice president of programs and institute relations. "This is particularly exciting in the area of property rights, where innovations in the way land is recognized and titled can mean immediate benefits for real people."

When we look back on 2015, we are pleased to report that we've been active with our partners in both defending and expanding property rights. From Honduras to South Africa to India, here are three examples of innovative work by Atlas Network partners to protect and increase property rights around the world.



BLOCKCHAIN TECHNOLOGY PROMISES TO SECURE PROPERTY TITLES IN HONDURAS

Atlas Leadership Academy graduate Guillermo Peña Panting, with Fundación Eléutera in Honduras, is advancing a new way to demarcate and enforce property rights in Honduras by applying the blockchain technology that underlies bitcoin digital currency, in order to create encrypted, peer-to-peer land registries. His organization has partnered with Factom, a U.S.-based open-source organization, in order to present a new alternative to the country's centralized land title system. The blockchain backbone advanced by Fundación Eléutera creates a more stable, decentralized recognition of land titles, and has attracted press attention from The Economist and Reuters.

HOME OWNERSHIP FOR SOUTH AFRICA'S GENERATIONAL APARTHEID VICTIMS



Mrs. Maria Mothupi

Eustace Davie, a director of the Free Market Foundation (FMF) in South Africa, has been busy with his organization's project to obtain home ownership for black South Africans who had long been denied those rights under the country's apartheid regime.

Many of these people are still unable to afford filing fees or navigate the land titling bureaucracy on their own. FMF's "Khaya Lam" ("My House") project has converted nearly 1.200 houses so far to freehold title status. results so impressive that the project was a finalist for Atlas Network's One noteworthy new title holder from the Khaya Lam project is Mrs. Maria Mothupi, who was 99 years old when FMF helped her obtain the official deed to her land for the first time since she began living there in 1982. Davie reported recently that Mrs. Mothupi has celebrated her 100th birthday -

the first time she's been able to have such a celebration in her own home. "I can sleep well now," she said. She knew at last that she would have an asset she could pass on to her family something she had not previously had the legal right to do.





RESTORING TRIBAL LAND RIGHTS IN INDIA WITH GPS MAPPING

Barun Mitra, founder and director of Liberty Institute in India, has played an important role in securing property rights for people living on tribal lands. They were able to demonstrate their property claims with Liberty Institute's help, through the use of innovative satellite and GPS mapping technology. Their newfound property ownership allows them to build a better future on land they can call their own. Dr. Tom G. Palmer, Atlas Network's executive vice president for international programs, has made hundreds of trips around the world spreading the ideas of liberty and bolstering the work of our international partners, but one particularly special trip was when he participated in the documentary film India Awakes, released in 2015. Produced by Free To Choose Network, India Awakes explores the story of how a country mired in poverty for hundreds of years has seen a dramatic change of course in only a couple of decades. The film includes Palmer explaining some key economic concepts and historical episodes, and features a moving segment about Liberty Institute's work securing land titles for tribal villagers.

"This is not rocket science," Palmer said. "All the way back to Aristotle, people understood: If you can't own it, you won't improve it. And now we're seeing on the ground that when people gain that ownership right, they invest. They improve, because they want a better life, like everybody." Atlas Network has screened India Awakes at several events around the world.

Helping people regain - and, in some cases, gain for the first time - their fundamental property rights is an enormous task. Fundación Eléutera, Free Market Foundation, and Liberty Institute have faced this challenge with innovative projects that have made, and are still making, transformative changes in the lives of real people. Atlas Network continues its enthusiastic support for them, and all other partners like them throughout the world, with Atlas Leadership Academy training programs, dozens of competitive grants and awards, and opportunities to celebrate their work - at events, on our award-winning website, and in our highly regarded World10 email newsletter.



NEW ATLAS NETWORK PARTNERS SIGNAL FREEDOM'S BRIGHT FUTURE

In 2015, Atlas Network added 42 new independent partners in 25 countries. Some of these partners are starting a freedom movement from scratch, some are rebooting previous efforts, and still others are addressing critical issues with new and innovative approaches. Highlights of these new partners in 2015 include the Ukraine-based Bendukidze Free Market Center, London-based Big Brother Watch, and the Jakarta, Indonesia-based Center for Indonesian Policy Studies.





CREATING A CLIMATE OF IDEAS IN UKRAINE

Bendukidze Free Market Center, Kiev, Ukraine – Bendukidze Free Market Center recently launched with the goal of establishing a climate of ideas that supports freedom and human flourishing, in essence building the intellectual foundation necessary for a true Ukrainian liberty movement. One of the cofounders of Bendukidze Free Market Center, Yuliya Tychkivska, attended and graduated from Atlas Leadership Academy's Think Tank MBA in 2010. During a presentation at Atlas Network's 2015 Liberty Forum, Tychkivska explained that the pace of reform has been slow even when measures have clear support, because politicians have not taken ownership of the reform process. "Ukraine is in serious peril," said Dr. Tom G. Palmer, Atlas Network's executive vice president for international programs. "If they don't get basic policies right and create the framework for a wealth-creating economy and a law-governed limited state, they will lose everything. It was an honor for me to be involved in the launch of the Bendukidze Free Market Center. They're providing evidence-based research, spearheading serious reforms, and explaining those reforms to the public." The organization is named after our late friend Kakha Bendukidze, who was a giant of the freedom movement and who transformed the Republic of Georgia. He was committed to helping Ukraine until his death in November 2014.

SURVEILLANCE REFORM IN THE UNITED KINGDOM

Big Brother Watch, London, England - "Today we live our lives online," said Renate Samson, chief executive of London-based Atlas Network partner Big Brother Watch. "We are all digital citizens, but few of us really understand what that means. Big Brother Watch works to raise awareness about the implications the connected society has on our privacy, freedom, and security." Technologies are continually emerging that provide new challenges to the intersection of privacy and government, so Big Brother Watch works toward "exposing the true scale of the surveillance state by challenging the policies which threaten our privacy, our freedoms and our civil liberties." As part of this mission, it aims to educate people both in the United Kingdom and throughout the rest of the world, encouraging more control over personal data. One of its recent projects is a series of "Factsheets," downloadable PDF files that cover the basics of privacy and surveillance as they relate to several different policy and technology topics like email safety, web tracking, password safety, geo-tagging, drones, and much more. "Although we are based in the U.K. the issue of surveillance has no borders, it is a global concern," said Samson, a graduate of Atlas Network's Think Tank MBA, the 10-day strategic planning training of Atlas Leadership Academy. "It impacts every citizen from every corner of the world. We hope that our work here can encourage everyone, everywhere."



Sam Bowman of the Adam Smith Institute (left) and Renate Samson of Big Brother Watch (right) after completing Think Tank MBA.







Atlas Network's Cindy Cerquitella and Stephanie Lips visit a low-cost private school in Indonesia.

LIVELIHOOD OPPORTUNITIES FOR INDONESIA'S POOR AND WORKING CLASS

Center for Indonesian Policy Studies (CIPS), Jakarta, Indonesia — As Indonesia pursues a wide range of social and economic reforms, a new think tank based in Jakarta, the Center for Indonesian Policy Studies (CIPS), will support the ideas of individual freedom and an open society. Launched in early 2015 by Indonesian Competition Commission member Saidah Sakwan and Atlas Network Senior Fellow Rainer Heufers, CIPS will combat conservatism and protectionism by providing support for freedom through policies that are based on the belief that only civil, political, and economic liberty allows Indonesia to prosper. "Indonesia is a liberal democracy with the largest Muslim majority in the world," Heufers explained. "Millions of Indonesians have managed to escape poverty but millions more remain impoverished. Their fate depends on their individual freedom to use opportunities created by an open society. CIPS advocates for policy reforms that provide these opportunities. Our mantra: Be Human, Be Relevant!" Heufers is the lead facilitator in Atlas Leadership Academy's Think Tank MBA program, where he has provided guidance to intellectual entrepreneurs for the past eight years. CIPS focuses on issues such as property rights reform that would reduce deforestation, trade liberalization that creates livelihood opportunities for the poor, freedom for migrant workers that would foster inclusive development, and low-cost private schools that improve educational choice and quality. In 2015, CIPS researcher Rofi Uddarojat participated in Research Methods School, a program organized jointly by Atlas Leadership Academy and Center for Public Policy Research in Kochi, India, designed to propagate best practices in rigorous analysis.













PHOTO SPOTLIGHT: ATLAS NETWORK FRIENDS **AND SUPPORTERS**

- 1. Charles Murray, Dr. Alex Chafuen
- 2. Christiane & Jean-Claude Gruffat, Al Canata
- 3. Lee & Alexandra Benham
- 4. Debbi Gibbs, Doug Schmidt, Kendra Okonski, Julian Morris
- 5. Ramon Paralleda, Stephanie Lips
- 6. Templeton Leadership Fellow Emeritus Mario Vargas Llosa (center) with Lindy Vopnfjörð and Michel Kelly-Gagnon













- 7. Lawson & Cynthia Bader
- 8. Wayne Olson, Caitlin Long
- 9. Dhananath Fernando, Linda Whetstone, Christian-Aimé Chofor Che, Alex Njeru
- 10. Gerry Ohrstrom wins live auction of Leonard Liggio's first edition Atlas Shrugged
- 11. Peter Flinch, Martin Ågerup
- 12. Kristina Crane, Mary Crane

















- 1. Nancy Cerasuolo, John Cerasuolo, Valerie Cerasuolo
- 2. Kathryn Washburn, Chip Mellor, Debbi Gibbs
- 3. Cici Wilkinson, Marlene Mieske
- 4. Robert Boyd, George & Marilyn Pearson
- 5. Kris Mauren of Acton Institute (center) is awarded the 2015 Templeton Freedom Award by Brad Lips and Pina Templeton
- 6. Vicky Hughes, Heather Higgins
- 7. Daniel Anthony, Corinne Sauer, Brittany Cobb, Frayda Levy
- 8. Terry & Matt Kibbe, Roberta Herzberg, Julie Smith, Dinny Fitzpatrick

















- 9. Gerry Ohrstrom, Chuck Albers, Brad Lips, Clark Ruper, Nikos Monoyios, Alexander Skouras
- 10. Luis & Helena Ball
- 11. Bill Cobb, Chris Hollinger
- 12. Think Tank Shark Tank judges Dan Grossman, Ron Manners, Don Smith, Terry Kibbe
- 13. Ethelmae Humphreys
- 14. Gonzalo Schwarz, Ignacio Ibáñez Ferrándiz, Armando Regil, Chesterton Cobb, Brittany Cobb
- 15. Julie Smith, Melissa Mann, Stephanie Lips
- 16. Peter Goettler opens the 2015 Asia Liberty Forum in Nepal

















- 1. Randy Barnett delivers the 2015 Liggio Lecture
- 2. Yuliya Tychkivska, Ron Manners
- 3. Kris Mauren accepts the 2015 Templeton Freedom Award on behalf of Acton Institute
- 4. Linda Whetstone, Tim Browne
- 5. Robert Anthony Peters, Corey Hubbard, Pedro Serra

- 6. John Kunze, Amos Schorr
- 7. Dr. Tom G. Palmer, Julie Planck, Chuck Albers
- 8. Templeton Leadership Fellow, Charles Murray, gives keynote address at Freedom Dinner

JOIN THE WORLDWIDE FREEDOM MOVEMENT'S MOST INSPIRATIONAL EVENTS

Join Atlas Network and its partners from around the globe for the worldwide freedom movement's most inspirational events of the year. In 2016 Liberty Forum will be held in Miami, Fla., and Freedom Dinner will be held in New York City. RSVP, sponsor, or learn more at: AtlasNetwork.org/Events





LIBERTY FORUM 2016

MIAMI, FLA. — SEPT. 24-25, 2016

Liberty Forum is a two-day conference that brings together an array of the freedom movement's most influential and most promising leaders. In 2016, Liberty Forum is being held in Miami, Fla., immediately following the biannual General Meeting of the Mont Pelerin Society.

HIGHLIGHTS INCLUDE:

- Emmy Award-winner John Stossel
- Dr. Lawrence White presenting the fourth annual Liaaio Lecture
- The Lights, Camera, Liberty! Film Festival
- Announcement of the finalists of the prestigious \$100,000 Templeton Freedom Award
- Un-Conference hands-on sessions to workshop the latest campaigns for liberty from around the world
- The John Blundell Elevator Pitch Competition
- And much more!

Sept. 24-25, 2016 InterContinental Miami 100 Chopin Plaza Miami. FL 33131

RSVP, sponsor, or learn more at: AtlasNetwork.org/libertyforum

FREEDOM DINNER 2016

NEW YORK CITY - NOV. 10. 2016

Freedom Dinner is a gala celebration of the worldwide freedom movement's most important achievements, featuring the announcement of the prestigious \$100,000 Templeton Freedom Award. This year's Freedom Dinner - again held in Manhattan's legendary Capitale, designed by Stanford White – will also include the 2016 Think Tank Shark Tank Competition and Toasts to Freedom by top Atlas Network partners from around the world.

Freedom Dinner will follow a special daytime program at New York City's Princeton Club, featuring National Review columnist John Fund, among others, discussing "The Policy Consequences of the 2016 Elections."

Nov. 10, 2016 Capitale 130 Bowery New York, NY, 10013

The Princeton Club of New York 15 W 43rd St. New York, NY 10036

RSVP, sponsor, or learn more at: AtlasNetwork.org/freedomdinner

THE ATLAS NETWORK TEAM

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2015 BY THE NUMBERS: METRICS AND ANALYTICS

ATLAS NETWORK

- **459 INDEPENDENT PARTNERS**
- **97 COUNTRIES**

AWARDS: \$175,750
GRANTS: \$4,054,969

TOTAL: \$4,230,719

UNIQUE TRAINING OPTIONS
INDIVIDUALS TRAINED
1,105

ATLAS

AWARDS: \$175,750

2015

2015

ANALYSIS & AMARDS: \$2,054,969

ANALYS

40 ATLAS LEADERSHIP ACADEMY

HOURS OF TRAINING

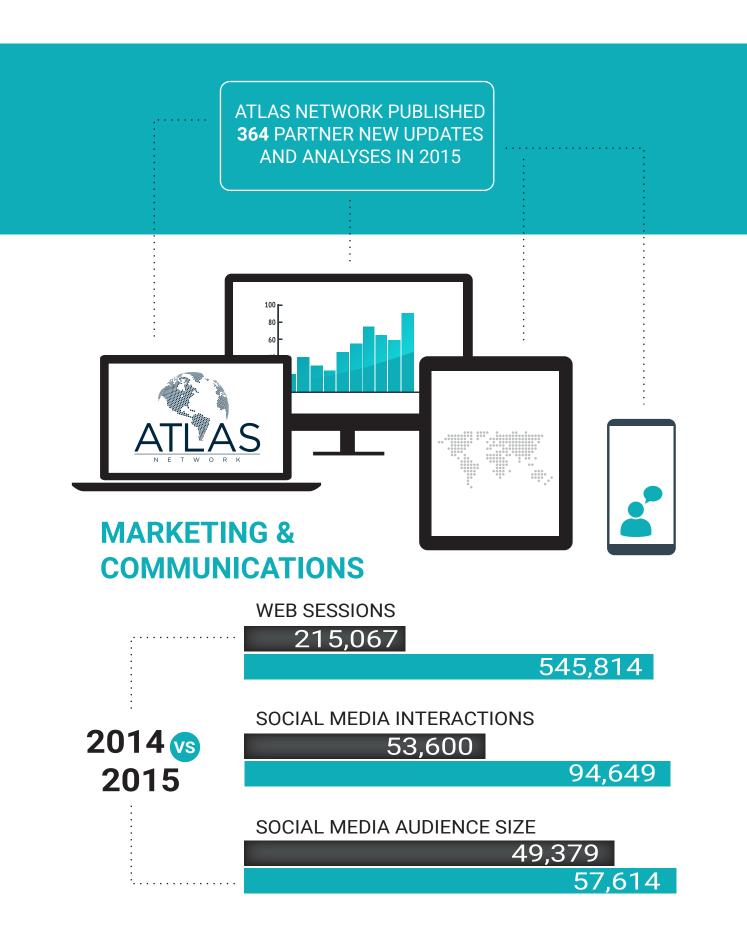
1,105

GRADUATES

32

45 EVENTS

OVERALL ATTENDANCE: 2,833



2015 BY THE NUMBERS: KEY FINANCIALS

2015 REVENUE

Total Revenue	\$11,334,191
Other Income	6,675
Corporations	721,404
Foundations	5,157,131
Individuals	5,448,981

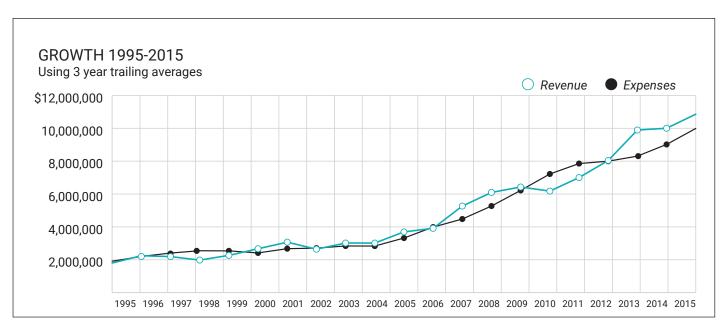
2015 EXPENSES

Total Expenses	\$11,041,229
Development	907,545
Management	361,035
Programs	9,772,649

2015 ASSETS AND LIABILITIES

Net assets	\$6,279,088
Liabilities	(103,392)
Other Assets	254,767
Pledges and Receivables	3,606,052
Cash and Equivalents	2,521,661





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top dog TM

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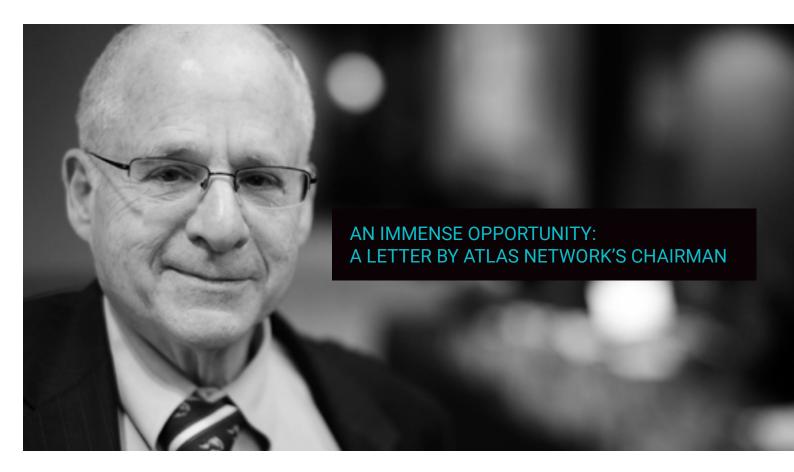
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Dear Atlas Network supporters,

This September, I plan to step down from the chairmanship of the Atlas Network Board of Directors.

As a board, our role is to represent our donors. We want to ensure that your investment is a good one. Throughout its history, Atlas Network has served an important mission, by leveraging the talents of its team to build and strengthen the worldwide freedom movement. In recent years, I have been pleased to see Atlas Network take additional strides in professionalizing how it allocates its resources — in grants, training, and other programs.

Our goal is for every dollar of donor support to be used in a way that advances the Atlas Network mission most effectively. This is difficult to accomplish across time, geography, and multiple types of programs. How are we to measure whether a dollar spent giving a grant to a think tank in Asia in 2016 is more or less valuable than the same dollar spent on a training program in Africa in 2017? Although for-profit entities are never perfect, they ultimately receive market signals that let them know whether they are investing wisely or ineffectively. Atlas Network, on the other hand, as a non-profit entity without those signals, must find other methods to guide us.

This process is far from ideal, but the Atlas Network team intensely focuses on improving its operations. As a result, it grows closer to the goal of using resources in the most effective ways possible.

This Year in Review summarizes highlights from our work in 2015. I am proud of what has been achieved in the areas of rule of law, property rights, and the overall advancement of free enterprise. Speaking to you as a board member and fellow donor, however, I add that we should not be satisfied.

The world has many problems, but there is also immense opportunity: to spread freedom where it does not exist; to defeat tyrants who enslave their own people; to expand liberty where it is tenuous; and to expand liberty where it has been established.

After I step down from chairing our Board of Directors, I will remain active as an Atlas Network board member, representing our donors' interests in seeing their financial support achieve the greatest possible impact.

I also encourage you, as a fellow donor, to reflect on how Atlas Network and other groups you support might continue to improve their effectiveness, and how you might align your own charitable giving to best advance freedom.

Thank you.

Dan Grossman

Chairman of the Board, Atlas Network

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- AtlasNetwork.org
- •• flickr.com/atlasnetwork
- 202-449-8449
- 202-280-1259
- info@AtlasNetwork.org
- Atlas Network 1201 L St. NW Washington, DC 20005
- \$ AtlasNetwork.org/donate 202-449-8444





JOIN THE WORLDWIDE FREEDOM MOVEMENT

Join the movement to advance a free, prosperous, and peaceful world where limited governments defend the rule of law, private property, and free markets.

Stay informed — Join a growing global community that gets their news and updates on the worldwide freedom movement from Atlas Network through World10, the freedom movement's only biweekly email newsletter highlighting the latest industry news. Sign up at: AtlasNetwork.org/world10

Support the vision — Your gift will be highly leveraged and will help Atlas Network cultivate a highly effective and expansive global network of independent partners committed to advancing our shared vision. Make your tax-deductible gift today at:

AtlasNetwork.org/donate

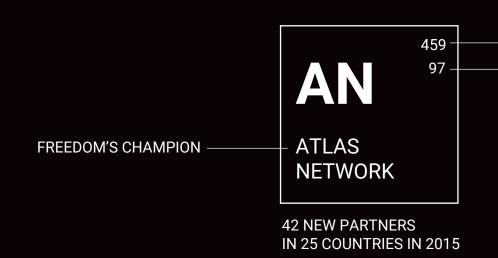
Partner with Atlas Network — Do you know any pro-liberty individuals or organizations that should be part of Atlas Network? Let us know about them at:

AtlasNetwork.org/how-we-can-help

Attend an event - With hundreds of freedom events all around world there is something just right for you. Check out the Global Calendar of Events at: AtlasNetwork.org/events

Check out the Periodic Table of the Worldwide Freedom Movement on the following pages! Inspired by the Periodic Table of Elements, this design highlights all the partner stories represented in this edition of Atlas Network's Year in Review. If you would like a poster-sized version of this, please email clark.ruper@atlasnetwork.org.

PERIODIC TABLE OF THE WORL





01 Ses SHADOW **ECONOMY SOLUTIONS**

04 Ms **MARKET SOLUTIONS**

07 **Bmf BONE MARROW FREEDOM**

RoL **RULE OF LAW**

12 Mf **MONETARY** FREEDOM

02 Pt **PRISONER TRAINING**

05 Bf **BUSINESS** FREEDOM

80 Pa **POVERTY ALLEVIATION**

Ccl CRASH **COURSES IN LIBERTY**

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Ce

CONTRACT

ENFORCEMENT

13 Sr Br STRUCTURAL **BUREAUCRACY REDUCTION REFORMS**

14

16 Otb **OPEN-TENDER BIDDING**

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03 Ue **UNLEASHING ENTREPRE-NEURSHIP**

06 Rf REBUILDING FOR FREEDOM

09 FC FREEST CITIES

Pir **PLURALISM** AND INDIVIDUAL **RIGHTS**

AtlasNet

DWIDE FREEDOM MOVEMENT

INDEPENDENT PARTNERS
——— COUNTRIES



Ci CLIMATE OF IDEAS



HOME OWNERSHIP Sr SURVEILLANCE REFORM

Bt BLOCKCHAIN TECHNOLOGY

Sm SATELLITE MAPPING Ep 22
ESCAPING POVERTY

01 Lithuanian Free Market Institute - Lithuania

02 Center for Free Market Enterprise – Malawi

03 Bikalpa, an Alternative - Nepal

04 Uhuru Initiative for Policy and Education - Tanzania

05 Centre for Public Policy Research - India

06 Samriddhi Foundation - Nepal

07 Institute for Justice – Arlington, Va.

08 Acton Institute – Grand Rapids, Mich.

09 Libertas Institute – Lehi, Utah

10 Libertad y Progreso - Argentina

11 Freedom Research Association – Turkey

12 Sound Money Project - Washington, D.C.

13 Emergency Economic Summit for Greece - Greece

14 Centre for Civil Society - India

15 Institute for Market Economics – Bulgaria

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19 Liberty Institute - India

20 Bendukidze Free Market Center - Ukraine

21 Big Brother Watch – United Kingdom

22 Center for Indonesian Policy Studies - Indonesia



Special thanks to Judd Weiss for use of several of the photos included in this Year in Review.