



Highlights

A Quarterly Newsletter for the Atlas Network / Winter 2005

An Intellectual Safari: Discovering Africa's Future



Before becoming an Atlas International Freedom Corps scout, Nick Slepko worked at the Mercatus Center (Virginia) on their Global Prosperity Initiative. In September 2003, Slepko (right) organized a talk for Kenyan June Arunga (Inter Region Economic Network) (left).

By Nick Slepko,
International Freedom Corps Scout
A few days before America's election, Botswana held theirs. What struck me was not that the military had taken up positions on the major transportation arterials, but that the bulk of their deployment centered on the university. Clearly, they understood that youth and ideas can be a dangerous combination.

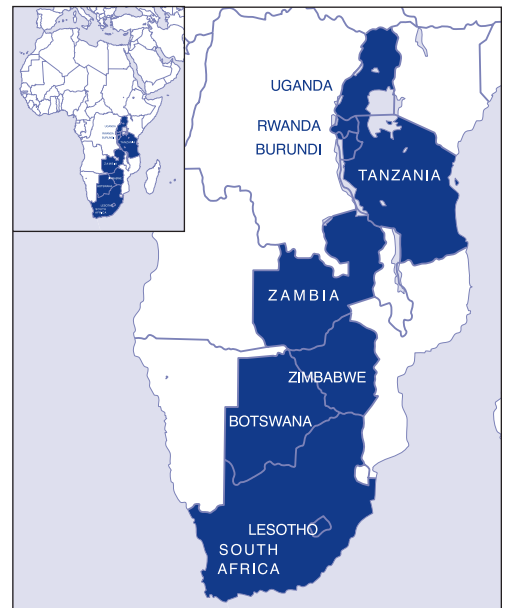
Of course, finding people interested in the ideas of liberty brought me to Africa in the first place. I represented Atlas's International Freedom Corps program, scouting for new intellectual entrepreneurs and other partners and strategies to develop market-oriented think tanks in this difficult part of the world. I began my six-months in the middle, starting in Uganda and working my way through Rwanda, Burundi, Tanzania, Zambia, Zimbabwe, Botswana, South Africa, and Lesotho.

In Botswana, I had a chance to visit Daniel Orufheng, co-founder of the eight-month-old **Political and Administrative Research Consultancy (PARC)**, one of Africa's newest free market think tanks. Daniel started off six years ago as the main organizer and sponsor of an Objectivist Club at his university. There, he gave a provocative talk, "Is Religion a Disease?" which prompted a heated argu-

ment with a Rastafarian attendee. A few years later (and several more arguments as well), that same attendee became the co-founder of PARC. The institute's modest one-room office overflows with works by Thomas Aquinas, Robert Nozick, and others which they have obtained, bit by bit, over the last several years. Orufheng believes strongly that the ideas of Hernando de Soto and Ludwig von Mises are essential to move Botswana forward and "shake up Africa."

Growing up, I had almost zero-interest in Africa beyond the immigrant communities I worked with in Seattle. Only after a Romanian introduced me to Franklin Cudjoe from Ghana at a youth conference in Switzerland, I began to pay the continent any real attention. Thanks to a tip from the **International Policy Network** (United Kingdom), I hitched rides on a cargo planes as they were the fastest (and cheapest!) and more reliable than many of the commercial carriers.

On this trip to Africa, Franklin was instrumental in helping me connect with other Africans he



Countries visited by Nick Slepko during his IFC scouting trip.

had met while developing his new organization, **Imani: The Centre for Humane Education**, which is focused on working with young African intellectuals on the continent and abroad. With his previous work developing a pan-African environmental group, assisting the head of the national Ghanaian students' organization, and having seen how such an undertaking is possible after spending a year with the **Institute of Economic Affairs - Ghana**, Franklin has become my go-to-guy in Africa.

Not every encounter in Africa was a refreshing meeting of kindred free market spirits. On the whole though, it is much easier

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Atlas Economic Research Foundation

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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Atlas News



Atlas's New Office

Atlas's New Home in Arlington, Virginia

On January 24, 2005, Atlas moved from Fairfax, Virginia to Arlington, Virginia. This move places Atlas within minutes by either car or subway from Washington, DC and makes us more accessible to all of our local and international visitors.

In the weeks since the office's relocation, we have had many visitors, including Adri Nurellari (**Albanian Liberal Institute**), Anthony Livanios (**Hellenic Leadership Institute**, Greece), Alberto Carnero and Miguel Ángel Cortés (**Fundación para el Análisis y los Estudios Sociales**, Spain).

On February 23rd we hosted an open house for our friends and neighbors. Here are a few memories from that evening.

Atlas Open House, February 23, 2005



From left to right, Francis Brigham Johnson, Marty Zupan, Michelle Jeffress and Jay Goossen during the Atlas Open House.



From left to right, Dragana Ostojic, Atlas's Leonard Liggio and Maja Drakic at the Open House.

From left to right, Jon Utley and Larry Hart.



From left to right, Tonya Barr, Atlas's YiQiao Xu and Atlas's Priscilla Tacujan.

5th Annual Liberty Forum

April 27-28, 2005
Hyatt Regency Miami

The Liberty Forum is one of the largest gatherings of international think tank leaders.

This year's program includes:

- 16th Annual Sir Antony Fisher Memorial Awards
- Focus on Latin America with the Manhattan Institute: Urban Policy & Education Policy
- Building and Sustaining an Effective Institute: Ensuring Your Institute's Longevity & Expanding Your Reach
- Think Tanks & Security Policy

A room block rate of \$140 per night for a double at the Hyatt Regency Miami (400 SE 2nd Ave, Miami, FL 33131) is available. Reserve your room by calling 800-233-1234 or 305-358-1234 and request the Atlas Room Block.

Please contact 703-934-6969 or events@atlasUSA.org with any questions about the Liberty Forum. Registration is available online at www.atlasUSA.org.

Management Workshop in Santo Domingo

On January 24-25, 2005, the Atlas Economic Research Foundation organized an intensive training workshop, “Managing a Public Policy Think Tank” in Santo Domingo, Dominican Republic. Representatives from **Fundación para el Desarrollo Integral de la Sociedad (FUDIS)** in the Dominican Republic and **Centre pour la Libre Entreprise et la Démocratie (CLED)** and **Institut de Recherche par L’Economie de Marché et la Prospérité (IRLEP)** in Haiti received instructions and advice from Michel Kelly-Gagnon, president of the **Montreal Economic Institute (MEI)**, on different areas of think tank operations.

Atlas designed this workshop to give these young promising institutes a focused atmosphere where they could learn how to improve elemental think tank strategies and operations. FUDIS President Pedro Dájer commented after the workshop, “I understand the leverage of working within a larger network of think tanks, and I learned much from the wonderful experiences of other individuals and groups that are giving their lives to the cause of freedom.”

Kelly-Gagnon based his remarks about fundraising, publications, communication and governance structure on his own experience taking MEI successfully through its start-up phase. Since 1998, when he became president, MEI’s annual budget has grown from \$15,000 to over one million dollars in 2004; from 1 part-time employee to 10 full-time; and from no media hits to 785 hits during the year 2004 alone. Kelly-Gagnon stressed that: “Whenever anyone wants to have a frank, practical conversation about think tank management, I’m happy to be available and find it useful, and hope that they do, too. This workshop has been helpful to MEI, since I was exposed to the kind of practices other think tanks use. 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 (CLED, Haiti), Pedro Dájer (FUDIS, Dominican Republic), Michel Kelly-Gagnon (MEI, Quebec, Canada), Viviane Hoogendoorn (CLED, Haiti), Robert Laforest (CLED, Haiti), and Atlas Fellow Gabriel Sánchez-Zinny.

The presentations on each of the topics were followed by questions and discussions. For fundraising, Kelly-Gagnon started with the basic point – have a clear message. Before an institute begins its fundraising process, it must define, understand and believe in what it is selling. He also stressed that fundraising takes time, dedication and persistence.

Publications should be well-designed and well-printed, since they are the image of an institute. Kelly-Gagnon suggested that institutes



From left to right: Michel Kelly-Gagnon (MEI, Canada), Michel Georges (IRLEP, Haiti), Emmanuel Fracisque (IRLEP, Haiti), and Nathalie Liautaud (Haiti).

should always respect the same style, format and design to position publications in the minds of the institute’s constituency.

When designing an institute’s communication strategy, it is very important to define the mission and vision of the institute, and to establish a clear message and branding. An insti-

tute should focus on three or four core policy issues in order to maximize its influence in the policy arena and to establish its expertise on those issues.

On the topic of governance structure, Kelly-Gagnon advocated an institute board with 7 to 15 members that understand the challenges involved in building an enterprise, raising money, and creating a good corporate image. Drawing board members from the fields of business, academy, and civil society provides an institute with ambassadors to different communities.

IRLEP President Michel Georges noted, “The conference turned out to be very beneficial for me, due to the interfacing between the participants and the values and techniques conveyed by Mr. Kelly-Gagnon as to how to run an efficient think tank. All of this was possible to a great extent because of the honesty and depth of knowledge and experience of Mr. Kelly-Gagnon and the cooperation of Atlas.”

Atlas will continue to organize training workshops around the globe to strengthen the work of public policy institutes.

Spontaneous Orders Conference

From January 12-14, 2005, the Atlas Economic Research Foundation brought together twenty experts from a wide range of academic disciplines to explore different social and economic topics in relation to the economic phenomenon of “spontaneous orders.”



From left to right: Daniel B. Klein (Economics, Santa Clara University), Richard Cornuelle, Gus diZerega (Government, St. Lawrence University), and Pierre Desrochers (Geography, University of Toronto at Mississauga). Klein, DiZerega and Desrochers are all winners of the Fund's Prize for Achievements in Austrian Scholarship.

Atlas's Fund for the Study of Spontaneous Orders organized this conference and encouraged each participant to submit an extant work or a work in progress, which then defined the structure of the discussion.

Thus there was a creative mix of social theory and empirical studies, of history and contemporary issues, and of philosophy, political theory, and economics. A coherent and sustained conversation across many academic boundaries emerged as each paper was presented. The discussants tackled a wide array of topics ranging from the nature of the firm, to the structure of social capital, to emergent orders such as cooperation, and to uncertainty and the creation of political and social orders. Some addressed issues on the principles of liberty, dignity, and responsibility, including an exploration into the libertarian implications of the thinking

of John Rawls. A few others explained why the civil society and democratic politics are spontaneous order processes. The rest covered issues that have direct policy implications: the Austrian views on free market environmentalism, the recycling of industrial “wastes,” the development of private systems of education for the poor in impoverished areas of Third World countries, and the amazing entrepreneurial spirit in the Bahamas. The conferees also explored the question of what we mean by spontaneous orders as opposed to other orders and how do we know them when we see them.

As discussion leader 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 previ-

ously unseen connections were sparked by these exchanges. Even though the formal sessions were exhausting, ideas raised there continued to be discussed at table in the evenings and in exchanges of emails in the days afterwards.”

Three previous prize winners of the Fund participated in the conference and contributed papers: Pierre Desrochers (Geography, University of Toronto at Mississauga); Daniel B. Klein (Economics, Santa Clara University); and Gus diZerega (Government, St. Lawrence University). Leonard Liggio and Bill Dennis were official Atlas observers, joined by Lenore Ealy of the Philanthropic Enterprise and Richard Cornuelle of New York City.



From left to right, Loren E. Lomasky (Philosophy, University of Virginia), Pauline Dixon (University of Newcastle Upon Tyne), and James R. Otteson (Philosophy, University of Alabama)



Conference moderator John Sommer (left) with Atlas's Leonard Liggio.

**Don't forget
to register for the
5th Annual
LIBERTY FORUM!**

**April 27-28, 2005
Miami, Florida**

**For more information visit
www.atlasUSA.org**

Aligica Receives \$10,000 Prize for Achievements in Austrian Scholarship

The Fund for the Study of Spontaneous Orders at the Atlas Economic Research Foundation named Paul Dragos Aligica the fourth winner of its \$10,000 prize for Achievements in Austrian Scholarship outside usual areas of economic research. Aligica, a senior fellow at the **Mercatus Center** (Virginia) and Associate Professor at the National School of Political Sciences and Public Administration (Romania), has a distinguished academic career with doctorates in Economics and Sociology from universities in his native Bucharest, Romania, a third doctorate in Political Science from Indiana University, and a masters degree in Philosophy from Bowling Green State University.

Aligica brings a wide-ranging, multi-disciplinary perspective to his research grounded in Austrian economics. The award recognizes an important common thread in Aligica's work. He has applied F. A. Hayek's insights on the limits of centralized systems to such diverse fields as the fall of communism in central Europe, the problem of prediction and of the epistemological foundations of "Future Studies" courses at universities, and the usefulness of "scenarios" in spontaneous order studies. Aligica is currently writing a book on the scholarship of Elinor and Vincent Ostrom and the Bloomington School. The Ostroms were the 2003 winners of the Fund's Lifetime Achievement Award.

After hearing about Aligica's prize, Vincent Ostrom remarked: "I have worked closely with Paul Aligica for some years and I always look forward to the thrust of the intellectual exchange. His experience in Eastern Europe provides an interesting challenge for applying a mode of analysis



While at Indiana University, Aligica associated with the famous Workshop in Political Theory and Policy Analysis, directed by Elinor Ostrom, and Michael McGinnis, and founded by Vincent Ostrom. He is pictured here with Elinor Ostrom in November 2003.



From left to right: Vincent Ostrom, Esther Murangi, and Paul Dragos Aligica during a reception on November 7, 2003 to celebrate the Ostroms' Lifetime Achievement Award from the Fund. As part of the celebration, Aligica interviewed both Vincent and Elinor Ostrom.

concerned in the constitution of order in human societies of diverse cultural and ecological conditions. I much appreciate the award being made to Paul by the Atlas Foundation. He is beginning what will become a highly productive lifetime of work."

In a statement about economic reform in central Europe since the fall of the Berlin Wall, Aligica explains his commitment to spontaneous order studies: "The profound complexity of social change and an increased awareness of the limits to our understanding and control of it, the importance of time and history, the role of learn-

ing, belief systems and mental models, learning in time as a pivotal process and the ubiquitous possibility of error even in the best epistemic circumstances: these are some of the most important lessons emerging out of the reform experience and their significance is not at all minor, indeed."

Previous winners of the Fund's Prize for Achievements in Austrian Scholarship are Pierre Desrochers (Geography, University of Toronto); Daniel Klein (Economics, Santa Clara University); and Gus DiZerega (Political Science, St. Lawrence University).

Libertad y Desarrollo

One-on-One with Cristian Larroulet



LyD founder Hernán Büchi and LyD Executive Director Cristian Larroulet.

AC: What has been the key to LyD's longevity? How have you survived the past 15 years?

CL: LyD responds to a very real and urgent necessity in Chilean society. There is no doubt that Chile has an acceptably stable and working democracy. However, the country needs pressure to modernize its institutions and policies in order to provide wider social and economic freedom.

Within this frame, our activities have been characterized by clear purposes and conceptual coherence, and our proposals are concrete and down-to-earth.

Secondly, we have been able fortunately to attract and maintain an excellent staff. Under the initial structure established by Hernán Büchi, this staff has given constant proof of its technical ability, team-spirit, innovative criteria and high sense of public service. This has earned LyD credibility amongst government, congress, and political parties, as well as academic and public opinion circles.

AC: What are the main principles that have guided LyD's growth?

CL: The promotion and defense of a social order, which really guarantees social and personal liberties.

Our work focuses on the analysis of public policies, initially addressing economic and legislative areas. It has

In June 2005, Libertad y Desarrollo (LyD) in Santiago, Chile celebrates its 15th Anniversary. Atlas President Alex Chafuen spoke recently with LyD's Executive Director, Cristian Larroulet, to hear his reflections of the past fifteen years and LyD's plans for the future.

later extended to various other areas, such as education, health, family, civil society, environment. Our experts produce studies, analysis and proposals which are technically founded, systematic and opportune. We remain entirely independent. Our basic principle can be summarized as: "A free social order."

Santiago, Chile
www.lyd.org

Our basic principle can be summarized as: "A free social order."

AC: Which LyD product is the most useful in reaching policy makers? donors? the media?

CL: One of the most influential is our periodical report, "Public Issues" ("Temas públicos"). This weekly publication includes the analysis of two subjects, which are of public interest during the week. It is distributed via e-mail or in print to an average audience of 5,000 persons, including government authorities, congressmen, members of the Judiciary, academics and professionals. The reports analyze the various subjects on the basis of additional technical data usually not available to the

media, which makes our report attractive and interesting and normally increases our degree of influence. Moreover, our donors can see that their support is constantly translated into intellectual influence in public opinion and thereby into the defense of freedom.

We are constantly increasing the way we disseminate our analyses and proposals. Besides an ample production of papers and books, we also organize seminars and workshops and prepare special studies for the media and for the members of congress. The web has become a most useful and quick way of conveying our thought to bigger circles.

AC: How have you developed and maintained the human capital at LyD? Do new hires go through any type of special training?

CL: As a think tank expected to constantly produce ideas, our most important asset is human capital. Therefore, our most important feature is and must be to have imaginative professionals, willing to work hard and learn new approaches to subjects. They must also have or develop the ability to transmit ideas, to appear in the media, to research and propose new ideas that are technically sound and based on a free social order.

LyD looks for good young professionals that we contact when they are about to end their university period. We invite them to seminars, conferences and similar activities, in order to attract their attention toward public policies.

Among our younger staff there prevails a high degree of enthusiasm



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.



Gerardo Bongiovanni (Fundación Libertad, Argentina), Rocio Guijarro (CEDICE, Venezuela), Dora de Ampuero (IEEP, Ecuador), and LyD's Cristian Larroulet at a meeting in Columbia in July 2003.

and commitment. They know and feel that they are usefully contributing to the improvement of the whole of our society. Once we have a young professional working with us for a time, we encourage them to go abroad for further specialization.

AC: This past December, LyD hosted 2 Atlas fellows from El Salvador and Bolivia when their visa requests for the United States were denied. How did this work for LyD?

CL: 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. Libertad y Desarrollo has a training fellowship program for Chilean students during the year and more intensely during the summer months. We have had a 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.

AC: In the fifteen years of LyD's existence, you have seen the creation of many think tanks in Latin America. How would you characterize their evolution? How strong is the think tank network in Latin America? How can Latin American think tanks increase/strengthen their presence in their home countries?

CL: We are most pleased to observe that numerous think tanks have emerged and developed in Latin

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.

America since the 80's and 90's. This is a new and very promising phenomenon, which we consider extremely beneficial for our countries. In our modern world, public policies must result from a rigorous process of technical study of social cost-benefit options. This is especially decisive in a globalized world, where the weight of scientific knowledge has increased and will continue to do so. Today, we know that to achieve valuable national goals, traditional speeches and laws are certainly not enough. What countries do require are effective public policies and institutions that are able to produce such policies. Think tanks like ours have become more influential. Our technical analyses complement that of government, universities, and other think tanks. In order to survive, the latter must continue to uphold their prestige and influence by guaranteeing their technical soundness and intellectual independence.

AC: What management skill do you consider to be the most important for think tanks to develop?

CL: Think tanks depend on people to produce ideas. Therefore the most important skill is to be able to develop excellent human capital. Our think tank is also a place where new professionals learn and achieve expertise in very different areas. They must be academically able, imaginative, and willing to learn new subjects through different approaches.

Furthermore, the opinion of our professionals should always be independent and not influenced by donors or specific sectors.

AC: What is the biggest challenge that your institute faces, and what are you doing to overcome that challenge?

CL: Since the world is quickly changing and knowledge progressing, we must give priority to attract constantly new and able young professionals. We must widen our area of work in order to include emerging areas of social interest. We must be able to detect and promote the most efficient public policies in order to place our country in the developed world.

Our challenge and responsibility as a think tank is to help to try to change the climate of ideas in Latin American countries. This is a permanent task we are strongly committed to.

The Bluegrass Experience

Institute Spotlight

By Chris Derry, President



Chris Derry

Like many valuable institutions, the **Bluegrass Institute for Public Policy Solutions** (Kentucky) was born out of frustration.

Our local government in Bowling Green, Kentucky proposed a tax increase in March 2003 without sufficient justification. I decided to voice my dissent. When I failed to persuade our elected officials not to increase the tax, I sought help from the World Wide Web.

Searching for a combination of “privatization and out-sourcing,” I discovered the great research produced by the legion of state-based free market think tanks. When I then sought for a free-market think tank in Kentucky, I could not find a single link. The existence of that void motivated me to fill it.

BLUEGRASS INSTITUTE FOR PUBLIC POLICY SOLUTIONS

Bowling Green, Kentucky
www.bipps.org

I have spent most of my life on the periphery of politics and policy, occasionally writing a letter to the editor while hoping that my rhetoric would somehow bring about lasting change. I accomplished little on my own. However, my discovery of a worldwide movement of like-minded freedom-lovers operating passionately and systematically persuaded me that I could use their methods—much like a new franchisee depending on McDonald’s for help—to influence the future of public policy in Kentucky.

My sole contact to the state-based freedom movement was Larry Reed, president of the **Mackinac Center for Public Policy** (Michigan). Larry responded to my questioning about the possibility of opening a Kentucky affiliate by suggesting I talk to Jo Kwong at the Atlas Economic Research Foundation, Bridgett Wagner at the **Heritage Foundation** (Washington, DC), and Tracie Sharp at the **State Policy Network** (California). These three linked me to the world of people who could—and would—help me. On May 31, 2003, my hopes solidified when the Bluegrass Institute for Public Policy Solutions became a reality. Any success we have had in our last 20 months is directly attributable to the advice, encouragement and prodding of these four great humanitarians.

At the tender age of 52, I had spent the majority of my career in marketing and sales. From that perspective, I looked upon this new opportunity as an inventive way of persuading my fellow Kentuckians to believe that free markets, human liberty and limited government should be the primary ingredients for transforming Kentucky public policy. I drew up the necessary legal paperwork for the Bluegrass Institute and then went back to work in my real job. Although I thought this think tank was a good idea, I couldn’t quite see how this scheme could generate enough of an income to make it a full-time endeavor.

Months later, when Rep. Ernie Fletcher won Kentucky’s Republican gubernatorial primary so handily, it occurred to me that the Governor’s mansion would no longer be a Democratic stronghold. I reasoned that Fletcher would need plenty of intellectual ammunition to combat the legion of stakeholders committed to the status quo. So I “retired” from my profession and hung out the

“Bluegrass Institute” shingle as my full-time vocation.

There is nothing as motivating as starting a venture without a paycheck! With a bit of savings, I loaned the institute some money, persuaded a couple business friends of mine to donate \$10,000 in start-up capital and went to work. After attending the Mackinac Center’s leadership conference, I realized I should first find a director of policy and communications. I figured I could be “Mr. Outside,” raising awareness and money, and I needed to find “Mr. Inside,” possibly a newspaper editor who was experienced in converting complex ideas into simple language.



From left to right, BIPPS President Chris Derry, BIPPS Fiscal Policy Analyst Aaron Morris, and Mackinac’s Director of Fiscal Policy Michael LaFaive.

I called Jim Waters, editorial page editor at our local *Bowling Green Daily News*, and invited him to lunch. I asked him how he liked his job and learned he was a bit frustrated that some of his ideas had been torpedoed. So I asked him, “Who do you know that might be interested in interviewing for the institute’s director of policy and communications?” He replied immediately, “How about me!” He joined me about a month later and is now one of my most trusted friends.

Continually applying this technique—asking people to first describe their frustrations and then figuring out how I could alleviate them through the institute—has proven to be an immensely valuable tool bor-

rowed from my sales experience. Applied to the public policy framework, this translates to the perception that people are really interested only in problems or issues they find appealing.

I am now convinced that virtually anyone, anywhere, who has a desire

to influence public policy in the direction of free markets, individual liberty and limited government, need only connect to the Atlas Foundation and the State Policy Network and ask for help. More than at any time in history, the world revolves on ideas and their consequences. My experi-

ence throughout the past 20 months is proof that others can and will follow in the coming years. To the extent we can work together to shine the light of liberty around the world, we all win.

REFLECTIONS on STARTING BIPPS

from Chris Derry

We just finished our first full year in operation and I would like to share some of my reflections:

Up and running: I established an initial purpose, mission, vision and series of core values by copying the best I could find from the SPN network. Over time, we have changed them so they now are ours. This conveyed early on that the institute was a lot bigger than my own ideas. I devoured the “tool kit” on Atlas’s website that helped me think through much of what I encountered in my start-up phase.

Get into the media: From the beginning, we have published mostly online the majority of our ideas in an op-ed format we call “Perspective,” making sure every idea was both relevant and strategic. We earned more than 70 newspaper media mentions in 2004 across Kentucky.

Clone, don’t reinvent: Realizing that 46 other state-based think tanks existed, we decided that communicating policy ideas that were working in other states would add immediate value to Kentuckians. Meeting my colleagues at the Atlas Liberty Forum and Heritage Resource Bank meetings introduced me to the right people right from the start. We also cloned the Daily Policy Digest published by the **National Center for Policy Analysis** (Texas). We call ours the “Bluegrass Digest” and it is now a staple on the monthly tables of our more than 1,600 e-mail readers.

Count on your Atlas friends: In my first few weeks, Atlas’s Jo Kwong helped me convert a potentially damaging media opponent into an advocate. This fellow now quotes us regularly.

Respond to real needs: We pieced together ideas and publications from the **Evergreen Freedom Foundation** (Washington) and the **Reason Foundation** (California) to publish “Planning for Kentucky’s Future” to answer a specific need that we identified. With this need as my calling card, I approached a Kentucky-based foundation that funded it completely for us. We budgeted extra money to make sure it looked great, which paid off in spades the day we introduced it. As a result, the governor’s office ordered a dozen copies the following day.

You are the message: A member of Rotary International for many years, I speak to civics clubs each week to raise awareness of the institute. My initial talk came right from Larry Reed’s “Seven Principles of Sound Public Policy”, which I “Kentucky-ized” and republished. I collected hundreds of business cards and the continuous e-mail “dripping” on these people has really worked. These initial contacts are now producing the contributions that keep us going.

Ask for help: I work hard to persuade people to donate their time to help us. One of the first meetings I scheduled was with the director of the Economics Department at Western Kentucky University to ask him to design Bluegrass’s intern program. Nothing happened until

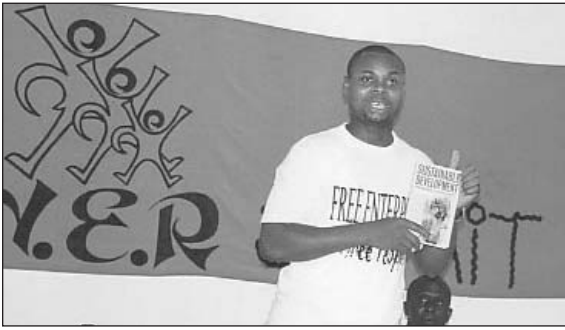


The 2004 BIPPS Interns

our website emerged, and then four candidates appeared. Five have worked for us since then, and I hired the best, Aaron Morris, as our first fiscal policy analyst.

Never, never quit: I knew from the start that I had to spend 80 percent of my time raising money. For the first year, I spent three to four days on the road every week, staying with friends while I was away from home. Thank goodness Atlas generated “seed capital” early on which kept paper in the printer and ink in our cartridges! My prospects liked my approach and business plan, but nearly everyone told me they wanted to “watch our progress before they invested.” Aaaaahhhh! Early last November, I had to add more of my own savings to the institute’s bank account to keep us afloat and again wondered if this was the right decision. Three weeks later, the dam finally broke. With the presidential election over, a new challenge grant in my fist and a year under our belts, the wallets finally loosened up. To the \$108,000 we raised in the first two months, another \$100,000-plus came in the door by the end of the year. Persevering just when things looked grim was the right decision. Don’t you dare quit!

Africa, continued from cover



In September 2003 before he started Imani, Franklin Cudjoe lectured on Julian Morris's *Sustainable Development: Promoting Progress or Perpetuating Poverty* to 60 youths from Ghanaian NGOs.

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.

I do not have space here to relate all the highlights of my IFC scouting trip, but I will tell you about what I discovered about the process of finding promising intellectuals.

I found it very fruitful to work through local organizations like the Rotary Clubs, Students in Free Enterprise, churches, and newspaper writers recommended by local businessmen to find capable thinkers who showed interest in market-oriented approaches. Generally, I would interview as many people as possible, giving priority to those suggested by more than one network.

In fact, the most amazing Rwandan I was to meet, Theogene Rudasingwa, was referred to me through a chain of people, starting with a Ugandan missionary then the bureau chief of a new business newspaper and finally a lawyer, who referred me to Rudasingwa — his brother-in-law. Rudasingwa was the first ambassador to the United States under the first

post-genocide administration and is now working on a book at University of California - Berkeley during a year-long fellowship. He is particularly interested in how to foster entrepreneurship, innovation, and business development in Sub-Saharan Africa, as well as the necessary steps to achieving true regional economic integration and a competitive advantage in the global economy.

I also came to the conclusion — after giving a talk on think tanks arranged by the Friedrich Naumann Foundation in Zimbabwe — that Africa needs more think tanks that use the moral arguments (not pragmatic cost/benefit analysis) like the **Action Institute** (Michigan) and the Objectivists to convince individuals of the merits of a free society. Africans



Organized by the hills they live on, Rwandan citizens take part in a *gacaca* [gab-cha-cha] meeting to settle disputes instead of using the UN International Criminal Tribunal. They apply this traditional local dispute resolution method to their reconciliation efforts and have also used it to establish and confirm their new judicial system.

are very religious and even the educated, urban elites tend to be active members of congregations. After traveling to over 70 countries, it has become apparent to me that the most widespread works on liberty are those of Ayn Rand. Their dogmatic optimism about the power of the individual tempers their grim (and very accurate in Africa) view of what government can provide.

On the other hand, groups like **Africa Fighting Malaria** have effectively used a policy story to infer and direct people towards different ways of thinking about issues, which is

helpful (and in places like Zimbabwe, more politically viable).

By the time I reached Cape Town, South Africa for the Economic Freedom of the World's annual meeting in October, it was plain that, while Africa has a long way to go, it offers dynamic individuals and young organizations that are welcome additions to Atlas's global network. This meeting provided a chance for Africa Fighting Malaria to begin collaborating with the newly founded **Zambia Institute for Public Policy Analysis** (ZIPPA). Zambia is a place where the majority of consistent efforts to battle malaria have been undertaken by corporations, "selfishly" concerned with their employees' health and its effect on their bottom line.

In the end, it is clear that the number of dynamic intellectual entrepreneurs on this challenging continent is growing. Seeing their accomplishments first hand is impressive. Even more intriguing is the prospect of what they can do, when

they are connected to the free market networks and are able to obtain even a small fraction of the resources and support that their peers have in North America or Europe.

These are people with stories and personal experiences that can humble any activist from the developed world. The biggest problem for young intellectuals in Africa was not that they didn't take to the ideas of Hayek or De Soto, but that many of them had never heard of them. It is time to capitalize on their interests in liberty and help them develop the think tanks that prepare the way for long-term freedom-oriented reforms.

For more information on Nick Slepko's trip and the International Freedom Corps, please visit www.atlasusa.org/programs/tfifc.php

Institute Publications



IREN Publishes *Reclaiming Africa*
The Inter Region Economic Network (Kenya) has recently published *Reclaiming Africa*, a compilation of papers and articles presented at the first Africa Resource Bank (ARB) Meeting held in November, 2003 in Mombasa, Kenya. The authors discuss Africa's conditions from the local, regional, and global perspectives, sharing a common view that economic freedom must be promoted in the region. They also assert that Africa, the second largest continent in the world, need not languish in perpetual desolation as the region is endowed with abundant natural and human potentials. The solution lies in promoting trade and in strengthening Africa's institutions as Africa's way out of the sinking sand of disease, war, dilemma, illiteracy, and abject poverty.

Foreword by George B.H. Ayittey
Edited by James Shikwati

IEA Marks 50th Anniversary with the Publication of *Towards a Liberal Utopia*?

In *Towards a Liberal Utopia*, the Institute of Economic Affairs' fiftieth anniversary book special, numerous commentators and IEA friends reflect on the prospects for liberty over the next fifty years. The first section outlines the policy frameworks of classical liberal economists and political scientists, which, in increasing the domain for individual action, will give rise to beneficial results that cannot be foreseen in detail. This will not lead to utopia, but the authors are confident that greater freedom will lead to better and more prosperous society. The second part of the book shows how an earlier generation of liberal economists, including Ralph Harris and Arthur Seldon, turned ideas into action.

CFE Releases *The Free Market for the 70 Million*

South Korea's Centre for Free Enterprise recently published *The Free Market for the 70 Million*, an adaptation of *What Everyone Should Know about Economics and Prosperity* by Dr. James Gwartney and Richard Stroup. With Atlas's help, CFE received the rights to translate and update Gwartney and Stroup's work. As CFE President Chung-ho Kim told Atlas's Jo Kwong, "Without your help, it would not have been possible to publish it."

The Korean title refers to the total population of both North and South Korea. As Kim stated, "The new title means the Free Market for the Entire Korean Peninsula." The Samsung Corporation, the largest and most successful Korean company, has chosen CFE's book as recommended reading for newly recruited workers during 2005.



Network News

Gaylord K. Swim – In Memoriam



Gaylord Swim at the conference, "Communicating the Ideal of Liberty," which Atlas co-hosted with the Sutherland Institute in Salt Lake City in August 2004.

Gaylord Kinglsey Swim (1948-2005), who founded The Sutherland Institute (Utah) ten years ago, and until recently a trustee at the State Policy Network, died on February 5, 2005.

Gaylord's principled life shines through the spirit of his family who accompanied him until his last moment on earth. As all other endeavors, his policy work was imbued by his goals: foster faith, develop character, teach principles, promote accountability, build the community, and strengthen the family as the fundamental unit of society.

He taught us how to live. The religious service in his honor on February 11th ended with a beautiful song, and with a wish that we make our own: *God be with you till we meet again.*

Sri Lankan Public Policy Institute Founded

The Institute for Liberty and Independence (Sri Lanka) is a new non-profit civil society organization that stands for limited government, the rule of law, a free press, an independent judiciary, and the rights of the individual to life, liberty and the pursuit of happiness.



Atlas's Jo Kwong and Colleen Dyble with Raja Senanayake (center) at the Asian Resource Bank.

The founders of the institute note "that the liberal democratic values have also been eroded since Independence and now require action by civil society to counter this trend, to restore them and safeguard them in the future."

Atlas gave Raja Senanayake, one of the founders, a travel grant to attend the Asia Resource Bank in September 2004 in Hong Kong. The founding

President is Mr. Desmond Fernando, a well-known lawyer active in fundamental rights cases, who addressed the Mont Pelerin Society meeting in Dambulla, Sri Lanka in January 2004.

David Littman Named Senior Economist at the Mackinac Center for Public Policy

The Mackinac Center for Public Policy (Michigan) recently announced that David L. Littmann has joined them as a senior economist and a member of the Center's Board of Scholars. Mackinac President Lawrence Reed remarked, "[Littmann] is perhaps Michigan's best-known, most highly-respected and most frequently-quoted economist, and widely sought after nationally for his keen insights on the economy."

In January 2005, Littmann retired after 35 years of service from Comerica Bank, where he was senior vice president and chief economist. Littmann is author of several research articles, book reviewer, columnist and commentator in national and local print and broadcast media.

Directory

Below are names and Web addresses (where applicable) of institutes mentioned in this quarter's *Highlights*. Visit the Freedom Directory at www.atlasUSA.org for more details on the larger network of market-oriented think tanks with which Atlas works.

Acton Institute for the Study of Religion and Liberty

(www.acton.org)

Africa Fighting Malaria (www.fightingmalaria.com)

Africa Resource Bank (www.africaresourcebank.org)

Albanian Liberal Institute (www.liberalb.org)

Association of Private Enterprise Education (www.apee.org)

Bluegrass Institute for Public Policy Solutions

(www.bipps.org)

Centre pour la Libre Entreprise et la Démocratie

(www.cledhaiti.org)

Economic Freedom of the World (www.freetheworld.com)

Evergreen Freedom Foundation (www.effwa.org)

Fundación Internacional para la Libertad

(www.fundacionfil.org)

Fundación para el Análisis y los Estudios Sociales (www.fundacionfaes.org)

Fundación para el Desarrollo Integral de la Sociedad

(www.fudis.org)

Hellenic Leadership Institute (Greece)

Heritage Foundation (www.heritage.org)

Imani: The Centre for Humane Education

(<http://myprofile.cos.com/lordcudjoe>)

Institut de Recherche pour L'Économie de Marché et la Prospérité (Haiti)

Institute for Liberty and Independence (Sri Lanka)

Institute of Economic Affairs – Ghana

Institute of Economic Affairs (www.iea.org.uk)

Instituto Liberdade (www.il-rs.com.br)

Inter Region Economic Network (www.iren.org)

International Policy Network (www.policynetwork.net)

Korea Center for Free Enterprise (www.cfe.org/english/)

Liberální Inisitut (www.libinst.cz)

Libertad y Desarrollo (www.lyd.org)

Mackinac Center for Public Policy (www.mackinac.org)

Manhattan Institute (www.manhattan-institute.org)

Mercatus Center (www.mercatus.org)

Montreal Economic Institute (www.iedm.org)

National Center for Policy Analysis (www.ncpa.org)

Philadelphia Society (www.townhall.com/phillysoc)

Political and Administrative Research Consultancy (Botswana)

Reason Foundation (www.reason.org)

State Policy Network (www.spn.org)

Sutherland Institute (www.sutherlandinstitute.org)

The Fund for American Studies (www.tfas.org)

Young America's Foundation (www.yaf.org)

Zambia Institute for Public Policy Analysis

Freedom Calendar

This is a sample of the event listings available on the Freedom Calendar on the Atlas Web site (www.atlasUSA.org).

The Overall Impact of New
Drugs

**Montreal Economic
Institute**

April 7, 2005

Montreal, Quebec, Canada

Europe after the
Enlargement

**Center for Social and
Economic Research**

April 8, 2005

Warsaw, Poland

Political & Economic Chal-
lenges in the Americas

**Atlas & Fundación Inter-
nacional para la Libertad**

April 20, 2005

New York, NY

Prague Conference on
Political Economy

Liberální Inisitut

April 22, 2005

Prague, Czech Republic

5th Annual Liberty Forum
**Atlas Economic Research
Foundation**

April 27-28, 2005

Miami, FL, USA

Resource Bank

The Heritage Foundation

April 28-29, 2005

Miami, FL, USA

Leadership Development
Breakfast

State Policy Network

April 28, 2005

Miami, FL, USA

The State, The Economy,
and Liberty

Instituto Liberdade

April 28, 2005

Gramado, RS, Brazil

Seminar: Free Market, Bible
& Government

Instituto de Libre

Empresa

April 28, 2005

Lima, Peru

Annual Meeting

The Philadelphia Society

April 29 – May 1, 2005

Miami, FL, USA

Leadership Development
Workshop

**Atlas, SPN and the
Sutherland Institute**

May 10-11, 2005

Salt Lake City, UT

Freedom Fest 2005

Young America's

Foundation

May 12-14, 2005

Las Vegas, NV, USA