



Highlights

A Quarterly Newsletter for the Atlas Network / Fall 2005

The Road from Phuket

By Ellen Cain
Foundation for Economic Freedom, Philippines



Getting acquainted with Hayek

I set out for the roundtable discussion on Friedrich von Hayek's *The Constitution of Liberty* amidst a political crisis and a debilitating debt situation in the Philippines. It is against this backdrop and the fact that I'm quite unfamiliar with the works of Hayek that inspired me to want to know more.

As a student, I had never heard of Hayek. This is in spite of the fact that I have a Bachelors and a Master's degree in Economics. None of his written works were ever listed in our reading lists. This is not to say that I blame my school curricula for my ignorance. Some of my professors might have mentioned his name in passing. Or, as a staff member of the **Foundation for Economic Freedom**, I should have done further research myself. Hence, it is with a sense of embarrassment that I admit that I did not know of Hayek until my fellowship with the Atlas Economic Research Foundation in April 2004.

But don't get me wrong. Turning the pages of Hayek gave me the overwhelming sense of familiarity that I had to consciously stop myself from nodding my head in agreement while reading *The Constitution of Liberty* (and *The Road to Serfdom* prior to it).

Undying relevance

I am sure that many of Hayek's ideas have been cited and paraphrased over the years that it is now quite difficult for many of us to trace back the famous pronouncements or written works on liberty, economic freedom, and matters of public policy to its originator. This is especially because there have been many after him who have also been known advocates of the ideas he espoused.

In fact, in his introductory note to *The Constitution of Liberty*, Hayek said that "if old truths are

"If old truths are to retain their hold on men's minds, they must be restated in the language and concepts of successive generations."

— F.A. Hayek,
The Constitution of Liberty

to retain their hold on men's minds, they must be restated in the language and concepts of successive generations." Hayek adds that "ideas may be as valid as ever, but the words, even when they refer to problems that are still with us, no longer convey the same conviction; the arguments do not move in a context familiar to us; and they rarely give us direct answers to the questions we are asking."



Nambiar Shankaran (Malaysia) listens to Trupti Mehta (Action Research in Community Health and Development, India).

Constitution of Liberty

Indeed, concepts such as liberty, responsibility, freedom, and the law are as significant now as when the old philosophers first started pondering them. These have been rewritten and used in speeches. But there are times when rather than helping to enrich the concept, many ignorant politicians, including those in the Philippines, rendered them meaningless.

During the Economic Freedom Conference that followed the Asian Resource Bank, Michael Walker of the **Fraser Institute** (Canada) showed that

Editor's Note: Atlas invited Ellen Cain to give her reflections on the 2005 Asian Resource Bank (ARB) on September 30th in Phuket, Thailand, which was organized as a colloquium on Hayek's Constitution of Liberty.

Inside

- Human Rights Foundation Launch3
- North American Leadership Training Workshop5
- One-on-One with Andrew Work6
- Maryland Public Policy Institute8
- News & Publications . .10



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 nonprofit 501(c)(3) organization that is supported solely by donations from individuals, foundations and corporations.

Board of Directors

William Sumner (Chairman)
John Blundell
Tim Browne
Alejandro Garza Lagüera
Dan Grossman
George Pearson
Hon. James Arthur Pope
Andrea Millen Rich
René Scull
Linda Whetstone
Hon. Curtin Winsor

Staff

Alejandro A. Chafuen
President & Chief Executive Officer
Leonard P. Liggio
Executive Vice President
Bradley A. Lips
Vice President &
Chief Operating Officer
Jo Kwong
Director of Donor Relations
Ann Donaldson
Assistant to the President
Colleen Dyble
Director of Institute Relations
Mary Groen
Office Manager
Priscilla Tacujan
Assistant to the Exec. Vice President
YiQiao Xu
Program Manager
Elena Ziebarth
Director of Public Affairs

Atlas Senior Fellows

William Dennis
Paul K. Driessen
Becky Norton Dunlop
Romulo Lopez Cordero
Julieta Moreno
Deroy Murdock
Gabriel Sanchez-Zinny
René Wildermuth

2000 N. 14th Street, Suite 550
Arlington, Virginia 22201
703-934-6969 – Phone
703-352-7530 – Fax
www.atlasUSA.org
atlas@atlasUSA.org

At Atlas

Atlas Celebrates World Freedom Day

On November 9, 2005 at the Palace Hotel of New York City, the Atlas Economic Research Foundation celebrated World Freedom Day. Over 200 guests gathered together to honor the 'human right to freedom' at Atlas's annual Freedom Dinner.

The dinner program included Toasts to Freedom by Anwar Ibrahim, Huber Matos, Rocio Guijarro, Franklin Cudjoe, June Arunga, and John Stossel. Mart Laar gave a riveting keynote address focused on the trials and triumphs of the Estonian people under Soviet rule and how Estonia has successfully transitioned to democracy.

Also during the dinner, Atlas presented two prizes – the inaugural Freda Utley Prize for Advancing Liberty to the **Association for Liberal Thinking** (Turkey) and the Templeton Freedom Prize for Initiative in Public Relations to the **Center for Entrepreneurship and Economic Development** (Montenegro).

The next Freedom Dinner will take place on November 16, 2006 in Washington, DC. Please contact events@atlasUSA.org for more information.



Radio personality Barry Farber (right) speaks with one of his heroes, Huber Matos (left), who gave one of the Toasts to Freedom at the dinner.

Save the Date!

Atlas's 6th Liberty Forum April 21-22, 2006 in Colorado Springs

Please join Atlas and members of our international think tank network on **April 21-22, 2006** for the **6th Liberty Forum** in Colorado Springs, CO. The Liberty Forum will take place at The Broadmoor (www.broadmoor.com), following the State Policy Network Leadership Breakfast (April 20) and the Heritage Resource Bank (April 20-21).

A room rate of **\$199 per night** is available at **The Broadmoor** as part of the Heritage Foundation room block. To make your reservation at The Broadmoor, please call 800-634-7711 or 719-577-5775 or to make the reservation online, go to https://reservations.ihotelier.com/crs/g_reservation.cfm?groupID=13067&hotelID=2054 and use the online attendee code is THF06. The cut-off date is March 18, 2006.

Atlas has also established an alternate room block at the **Colorado Springs Sheraton** with the room rate of **\$89 per night**. The Sheraton is just 2 miles from The Broadmoor. Atlas will arrange for a shuttle service to take guests from the Sheraton to the Broadmoor. To make your reservation at the Sheraton, please call 719-576-5900 and ask for the Atlas room block. The cut-off date is March 27, 2006.

Please contact events@atlasUSA.org or 703-934-6969 with questions about the Liberty Forum.

New Think Tank Focuses on Human Rights in the Americas

by Scott Glabe

On November 10, the **Human Rights Foundation** (HRF) hosted its first event, a breakfast at the Yale Club in New York. Co-sponsored by Atlas, a stellar line-up of panelists gathered to discuss the “dimensions and definition of human rights.” The panelists included author Midge Decter, former deputy Prime Minister of Malaysia Anwar Ibrahim, **Hudson Institute** (Washington, DC) scholar John Fonte, Michael Radu of the **Foreign Policy Research Institute** (Pennsylvania), Ghana’s Franklin Cudjoe of **Imani: Center for Human Education**, and law professor Reza Eslami Somea of Iran’s Shahid Beheshti University.



Anwar Ibrahim, pictured here at the human rights conference, also gave a Toast to Freedom at the 2005 Atlas Freedom Dinner on November 9th.

HRF is the brainchild of Thor Halvorssen who served as the first executive director and CEO of the **Foundation for Individual Rights in Education** (FIRE) from its founding in 1999 until he stepped down in 2004. Halvorssen left FIRE after the president of the Venezuelan labor movement and the former

head of the Venezuelan chamber of commerce, both of whom were in exile, asked him to lead the formation of a new advocacy group that would promote civil liberties, human rights, and democracy in Venezuela.

HUMAN RIGHTS FOUNDATION

“[The Human Rights Foundation will] champion the definition of human rights that originally animated the human rights movement, centered on the twin concepts of freedom of self-determination and freedom from tyranny.”

– Thor Halvorssen,
founder and president,
Human Rights Foundation

Halvorssen consulted with Atlas, which encouraged him to think big. HRF was subsequently born with a mandate extending from Canada to Argentina. Among the directors of HRF are the **Acton Institute’s** Rev. Robert Sirico and Cuban dissident Armando Valladares, who was imprisoned by Fidel Castro and spent 22 years in prison, suffering extreme torture. Valladares was later appointed by President Ronald Reagan as Ambassador to the United

Nations Commission on Human Rights.

For Halvorssen, the need for HRF is clear: “‘Progressive’ organizations such as Amnesty International and Human Rights Watch have redefined human rights in such a way as to weaken the concept and make it almost meaningless.” He says that while current discussions about whether it is possible to define universal economic and cultural rights are useful and important, those debates tend to divide those who would otherwise be strong allies in the struggle for human rights. HRF will “champion the definition of human rights that originally animated the human rights movement, centered on the twin concepts of freedom of self-determination and freedom from tyranny.”

Halvorssen elaborates on the freedoms he hopes to emphasize thusly: “These ideals find their purest expression in the belief that all human beings have the elemental rights to free speech and a free press, to worship in the manner of their choice and to associate with those of like mind, to own property and to move within and across national borders, to receive equal treatment and due process under the law, and to participate in the government of their country; they likewise find expression in the conviction that all



John Fonte,
Hudson Institute

Editor’s Note: Atlas invited Scott Glabe to contribute this article on the Human Rights Foundation.

See **Human Rights in the Americas** p.9

The Road from Phuket, *continued from p. 1*

“the rule of law” is the most significant component of the economic freedom index. It has, by itself, a significant correlation with per capita income. But more than this, a simple regression analysis shows that other components of economic freedom, such as the size of government, regulatory environment, freedom to trade, and sound monetary policy -among others- significantly explain “the rule of law.”

But what is the rule of law? This brings me to the presentation of Leon Louw (**Free Market Foundation**, South Africa), which we can call “the rule of Louw.” Louw painstakingly explained (complete with entertaining photographs) a term which should be distinguished from “the arbitrary rule of man.” He included a quote from Nelson Mandela, who said “The rule of law, as I understand it, refers to a structural exercise of rule as opposed to the idiosyncratic will of kings and princes. Even where the latter may express itself benevolently, the former is morally and politically superior.”

But what are we to do when, say in the Philippines, the Chief Executive says sorry for being a fallible politician, urges everyone to follow the rule of law, and worst, proceeds to state that henceforth, the executive department will work with the appropriate authorities for an over-



Twenty participants and observers from 16 organizations in 13 countries took part in this year's Asian Resource Bank, which was dedicated to an in depth discussion of F.A. Hayek's The Constitution of Liberty. The groups represented included:

- Action Research in Community Health and Development (India)*
- Alternate Solutions Institute (Pakistan)*
- Cambodia Institute of Development Study (Cambodia)*
- Cathay Institute of Public Affairs (China)*
- Center for Free Enterprise (South Korea)*
- Foundation for Economic Freedom (Philippines)*
- Individual Initiative Institute (Mongolia)*
- Institute of Public Sector Accounting (Japan)*
- Japanese for Tax Reform (Japan)*
- Malaysian Institute of Economic Research (Malaysia)*
- Minimal Government Inc. (Philippines)*
- New Economic School-Georgia (Republic of Georgia)*
- Research Center for Entrepreneurship and Development (Vietnam)*
- the boss (Nepal)*
- Vietnam Securities Magazine, State Securities Commission of Vietnam (Vietnam)*

haul of the laws? Under these circumstances, I think only in the Philippines the authorities would scamper to beat a deadline (which will surely be pushed to another

date) to come up with a new constitution and shift to another form of government.

I am also sure that the one-day colloquium rekindled our passion to continue to fight against economic subsidies that only redounds to the benefit of the few, barriers to trade, and inefficient bureaucracy.

It will surely be tough for the Asian Resource Bank network to reverse the subsidy mentality that pervades most societies today and fight protectionist policies that most politicians love to adopt. But this time, members of the network will be toting around *The Constitution of Liberty* as a reference that can only serve to bolster our arguments for freer markets.



Cong Minh Nguyen (Vietnam Securities Magazine) (left) met Hiroshi Yoshida (Institute of Public Sector Accounting, Japan) (right) at the 2005 Asian Resource Bank. A primary function of these meetings is connecting like-minded individuals from a region with one another.

Fundraising and Corporate Relations Key Topics at Atlas's North American Leadership Training Seminar

Atlas hosted 15 North American think tank leaders on October 17-18, 2005 for a leadership seminar focused on fundraising and corporate relations strategies.



Kevin Gentry

Kevin Gentry, Vice President for Strategic Development of the **Koch Charitable Foundation**, led an in-depth discussion on fundraising. Warning think tanks to realize that their ideas will NOT sell themselves and that they cannot have an entitlement mentality toward fundraising, Gentry led the group through the

best ways to create and carry out their fundraising operations.

The factors motivating donors to give include: belief in the cause, return on their investment in your organization, tax deductibility, habit and propensity to give, and station in life. The average donor is 70 years old or older, and has a high amount of discretionary income to spend. In addition, since he most likely is retired, he has more discretionary time to think through how much he would like to donate and to which organizations.

After describing these typical donors and why they give, Gentry then turned to how think tanks can effectively fundraise from these donors. What influences the choices that someone makes? From the book, *Influence: The Psychology of Persuasion* by Robert B. Cialdini, Ph.D., Gentry noted why the following factors are important in fundraising: reciprocity, social proof, expertise, commitment and consistency, and scarcity. Building personal relationships with donors and demonstrating that your organization is here for the long term are essential to influencing

a donor's decision. Listening to your donors and figuring out what concerns them most – what issues or problems interest them – are guaranteed ways to increase donations. Gentry also suggested that groups do donor research online, using resources like Guidestar.org.

Having a good development system, including a fundraising schedule and a donor management system should be a top priority for any non-profit. Having a fundraising timeline for the next 12 months that lists all grant proposal deadlines,



Hal Stratton (left), Chairman of the U.S. Consumer Product Safety Commission, joins John Goodman (right), President of the National Center for Policy Analysis, during the seminar dinner.

See **North American Leadership Training Seminar** p.10

Kevin Gentry's Fundraising Book Recommendations

Cialdini, Robert B.
Influence: The Psychology of Persuasion.
New York: William Morrow, 1993.

Hopkins, Claude C.
My Life in Advertising & Scientific Advertising.
Lincolnwood: NTC Business Books, 1986.

Ogilvy, David.
Ogilvy on Advertising.
New York: First Vintage Books: 1985.

Panas, Jerold.
Mega Gifts: Who gives them, who gets them.
Chicago: Bonus Books, Inc., 1984.

Ries, A. and Trout, J.
The 22 Immutable Laws of Marketing.
New York: HarperCollins Publishers, Inc., 1993.

Stanley, T. and Danko, W.
The Millionaire Next Door: The Surprising Secrets of America's Wealthy.
New York: Pocket Books, 1996.

Warwick, Mal.
How to Write Successful Fundraising Letters.
San Francisco: Jossey-Bass, 2001.

Warwick, Mal.
Revolution in the Mailbox: Your Guide to Successful Direct Mail Fundraising.
San Francisco: Jossey-Bass, 2004.

Warwick, M. and Hitchcock, S.
Ten Steps to Fundraising Success: Choosing the Right Strategy for Your Organization. San Francisco: Jossey-Bass, 2002.

Warwick, Mal.
The Five Strategies for Fundraising Success: A Mission-Based Guide to Achieving Your Goals.
San Francisco: Jossey-Bass, 2000.

Lion Rock Institute – Hong Kong



One-on-One with Andrew Work, Executive Director

Atlas's Jo Kwong recently spoke with Andrew Work, executive director of Hong Kong's Lion Rock Institute, to discuss strategies that a young think tank can use to establish itself and also about the current policy climate in Hong Kong and China.

Jo Kwong: How was your institute created? What was the political and economic climate in Hong Kong at that time?

Andrew Work: The Lion Rock Institute was founded at the instigation of 3 young men - Andrew Shuen, Simon Lee, and myself. These three committed Hong Kongers were gravely concerned with the development of Hong Kong's political and economic environment. Our nascent and imperfect democracy seemed to be suffering from a leftward drift. The place that Milton Friedman called the "Capital of Capitalism" was plagued with a bureaucracy that was seeking to increase its regulatory power and new populist politicians advocating the types of statist ideas that hobbled economies in Britain and Germany years ago. Our leaders spoke about the benefits of the market, but every time we looked around, they were advocating more government control, more wealth distribution and more welfare. Worse, none of the political parties seemed to be able to articulate an opposition to these ideas – they supported things like minimum wage and maximum working hours. Clearly, something needed to be done.



In September 2004, Atlas's Jo Kwong visited Andrew Work at the Lion Rock Institute office in Hong Kong.

JK: Can you tell Atlas how your institute got started in terms of initial challenges that it had to overcome to be able to take off?

AW: The Institute's biggest challenges have been twofold. One part has been to explain what an independent policy think tank is, and how it can have an impact. Hong Kong has only one other real independent think tank, and few understand what it does. The second challenge has been trying to overcome the aversion of our natural supporters to anything that may be critical of government. While we have freedom of speech, many are unsure of what could happen if they were associated with an organization that criticized government policy.

JK: What do you see as the biggest challenges to economic freedom and liberal democracy in your country?

AW: The democratic issue is being played out right now in the streets, media and legislature of Hong Kong. The Dec. 4 rally where up to 250,000 people (depending on who you ask) took the streets sent a clear message to the political leadership that Hong Kongers clearly want universal suffrage now, not whenever.

Having said that, the economic freedoms of Hong Kong are being quickly eroded under the cover of popular rhetoric and quietly ignored as the media focuses on issues related to democracy. This results in large part from a complete lack of knowledge of how economic freedoms have contributed to the success of Hong Kong. While this may seem incredible, it is quite normal that you take for granted what you have - until someone takes it away.

JK: What are your institute's key programs/publications that address these issues?

AW: The Institute has focused on raising its profile by cultivating media relations and maintaining a fierce and consistent editorial focus. Being young, poor, and under-funded has actually served us in this respect - editors and journalists who know us see us as true believers in what we do with a thoughtful and consistent viewpoint. So now when we raise the alarm about economic freedoms being lost, we get a fair hearing from the media, policymakers and others.

Our only self publication has been on our website, but we have gotten around our dearth of funding by focusing on getting ourselves published in credible publications like the *Asian Wall Street Journal*, *The Far Eastern Economic Review*, the *SCMP*, the *Hong Kong Standard*, *Apple Daily*, *Wen Wei Po*, *Hong Kong Lawyer*, and more. All this brings us to an audience much larger than what is in our database.

We have also used the **Mackinac Center for Public Policy** (Michigan) matrix for deciding which issues to focus on. Our unique and consistent opposition to competition policy has made us a must have in any debate or conference that purports to present both sides of the issue. No other group has taken such a clear and principled position. This gives us a brand in this area that we don't have in other areas – our clarity on this issue helps us stand out.

JK: Which have you found to be the most effective? (i.e. which would you suggest that other institute's replicate?)

AW: Again, especially if you are starting with minimal funding, find an area that you can stand alone in your position with fresh thinking and no requirement for major funds for research. Antitrust is a great example. Tons of great research are available online and published around the world, yet no one

in Hong Kong has introduced it into the debate here. The level of debate has been extremely poor, giving us a chance to introduce more cogent arguments and a fresh perspective - without a multimillion dollar research program.

Another thing to do is instead of only criticizing, look also for where you could extend freedom in a way that supports a broader program. For example, the government in Hong Kong has mooted a partial corporatisation of our airport (equity sale). We are arguing for a more complete privatization and deregulation. Our argument stems from the idea that Hong Kong has a world class airport, and we could be a world leader in privatizing 100% a major global airport. If successful, it could galvanize a much broader program of privatization of government assets. It also places us outside the window of political possibility on the side of greater freedom. If we can move the debate towards more privatization (not a limited one), we can help those who do want privatization of the airport and other government assets.



Simon Lee, co-founder and communications director of Lion Rock Institute, took part in the 2005 Atlas Liberty Forum in Miami.

JK: Is there any advice that you have for young institutes?

AW: Use the people that offer you help - they generally really want to help.

Pick small projects that prove you can do something. We conducted a small (\$3,500USD) study that helped face down a legislative initiative to restrict freedom in advertising. We chose it as an issue that was ill-served by research and presented us with a clear opportunity to have a legislative

impact. Nine proposed categories of products to be banned were cut to three. We were able to show that with a little funding, we could have a disproportionate impact in support of freedom.

Keep costs to a minimum. Resist the temptation to do too much. As you gain credibility, scores of people will come to you asking you to look into a wide variety of issues, all of which will seem important. But you can't do everything. Our response has been a mix of strategic choice and opportunism, but we are getting better at focusing our efforts and overlapping our programs for maximum effect.

JK: In what ways does your institute reach out to institutes in neighboring countries?

AW: Through Atlas's support, we have made contacts with a variety of groups around the world. Asia is much more fragmented than Europe, Latin America and North America by a huge range of factors. Different languages (no lingua franca), generally local interests (no pan-European type issues), varying levels of economic development (Australia vs. Laos), freedom of speech issues, and much more divide us. For example, there could be valuable lessons to be learned from our Japanese counterparts, except no one knows what is going on up there! It is much easier for us to get information from the US and UK and work with Hong Kong/China experts, or subject specific academics than those in countries next door!

However, we are finding that academics in China are beginning to pick up on our Chinese language work and reach out to us. Our work is deliberately focused just in Hong Kong, but as freedom's beachhead in China, we seem to be having an influence north of the border. The freedoms we have are freedoms that people in China want. It seems that especially on technocratic economic issues, they are very interested in solutions we are devising.

JK: How can promoting free market ideas in your country help shape the political and economic environment in your region?

AW: One more time: **Hong Kong is freedom's beachhead in China.** The

freedoms we have are being carefully watched by those in Shanghai, Beijing, Chongching and around the region. What we have, they want. If it works for Hong Kong, it will be impossible to deny for the Chinese. Anyone seeking to transform China should start in Hong Kong.

JK: What can you foresee as the role that Atlas can play in promoting free-market thinking in your country and the rest of your region?

AW: Atlas has been very supportive in bringing together activists and academics committed to freedom. They continue to act as an invaluable conduit to people in the United States, many of the greatest supporters of freedom. To be frank, Asians often find American ways as strange as Americans find ours. Having a group like Atlas that facilitates communication and cultural understanding enables us to ensure that our common language, freedom, is what guides our discussions, and not any miscommunications arising from less important cultural differences.

Americans are great exporters of liberty. Atlas is like the trading company that joins the two parties around the world. Without them, American supporters of global freedom may not be able to find those able to help make that freedom a reality. And that would be a loss for all.



*Joban Norberg (center), author of *In Defense of Global Capitalism*, spoke at a Lion Rock Institute luncheon on November 29th. He is pictured with Thomas Lagerqvist (left), Chairman of the Swedish Chamber of Commerce in Hong Kong, and Lion Rock's Andrew Work (right).*

Maryland Public Policy Institute

Institute Spotlight

Keeping the Free State Free

Maryland's dramatic economic and population growth is putting pressure on lawmakers to abandon "business as usual" politics and improve the quality of their decision-making, or else face backlash from the public and business community. In this climate, the **Maryland Public Policy Institute** seeks to shape public policy at all levels of government with accurate and timely analysis of policy issues.

While serving in the Thomas A. Roe Institute for Policy Studies at the Heritage Foundation in Washington, D.C., founder and president Christopher Summers was inspired to launch his own think tank in order to influence policy on the state level. "The timing was perfect to launch the institute. Heritage is an excellent model. Clearly Heritage has written a recipe for success on running a think tank and making it work."

MPPI has made strides in a very short time since its inception in 2001. Summers has consistently reached out to individuals, groups, and businesses to gather financial support for the organization. Experience has shown the organization that marketing its findings to key audiences is a crucial way to make an impact.

A tradition of leftist politics in Maryland makes public policy change a long-term challenge. To meet this challenge, the Maryland Public Policy



Institute works "to inform the public of the true nature of policy problems instead of engaging in the sloganeering that seems to be at the heart of too many current policy debates," according to Thomas Firey, MPPI Senior Fellow. MPPI is nonpartisan and strives to focus on solutions to important public policy issues while avoiding alliance with political interests.

As Summers told Maryland's *Daily Record* in May 2005, "My goal is creating an institution that's going to be there for a long time. When you ask can we shift policy, I think we can." Summers offers some insights for building a successful public policy organization: "Make sure you build the strongest team around you, because that is an important step in making sure you succeed. Like a corporation, you need to market your ideas—so you have to have credibility and a good team around you. Also, set realistic goals and a budget that match your plans, and monitor your growth. And above all, know your mission. Have a clear message that also helps in building credibility."

The Institute prides itself on taking its own course with a focus on cutting-edge research and regular publications. Its scholars and staff research important policy issues in Maryland, assess their underpinnings, and make recommendations for improvement. Regular policy reports, press updates,

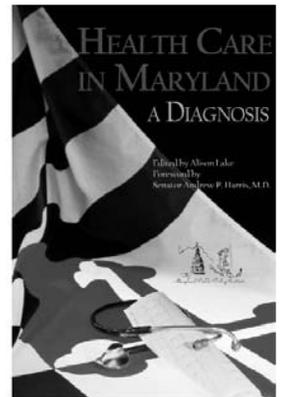
panel discussions, and published op-eds help to communicate the Institute's message of the need for increased public/private partnerships and individual choice in public life. The publications are available in print to members and all state elected representatives, and online to the general public.

MPPI has attracted at least a dozen policy scholars to write insightful reports that address improvements to Maryland's health care system, education alternatives for Baltimore City children, school construction, and transportation policy, among others. Three policy scholars have joined MPPI's adjunct staff and three more serve as academic advisors.

In addition to conducting ongoing research and outreach, MPPI publishes policy reports and studies on an ongoing basis and has published three books in less than a year:

Getting Results: High-Performing, Low-Income Schools in Maryland; *Healthcare in Maryland: A Diagnosis;* and most recently, *21st Century Highways*, published in partnership with the Heritage Foundation.

The need for the Institute's work in Maryland will only grow in the coming years, and MPPI's contribution to state policymaking in the areas of health care, education, and transportation will likewise increase. Notes adjunct fellow Kirk A. Johnson, Ph.D., "In the absence of MPPI, debate on policy issues in Maryland would be driven solely by those who want to limit freedom and expand the welfare state. MPPI provides fresh thinking to policy issues in the state."



MPPI President Christopher Summers (right) speaks with Fran Smith (Competitive Enterprise Institute, Washington, DC) during Atlas's recent leadership seminar for North American think tank leaders.

Human Rights in the Americas , continued from p.3

human beings have the right to be free from arbitrary detainment or exile; from slavery and torture; and from interference and coercion in matters of conscience and private choice.”

Much of Halvorssen’s Latin American experience derives from observing his home country of Venezuela. Poverty and corruption, the two crises that ushered the populist military commander Hugo Chavez into office in 1998, have worsened markedly since then. Record oil profits have been expended not on rule of law and expanding opportunities for wealth creation but instead on subsidizing Fidel Castro’s regime, exporting revolution throughout Latin America, and greatly increasing military spending.

Chavez, a dangerous demagogue, supports the electoral ambitions of populists like Mexico’s Alejandro Lopez-Obrador, Nicaragua’s Daniel Ortega, and Bolivia’s Evo Morales. Meanwhile, Chavez covertly works with terrorist groups, such as FARC in Colombia, to destabilize democracy.

Political freedoms in Venezuela are under threat. As Halvorssen explains “the government constantly tramples its constitution; due process, freedom of speech, freedom of movement, and economic liberty are all under assault. Property rights mean nothing.” Hundreds of dissidents have been harassed, arrested, and beaten for doing nothing

more than peacefully expressing their opposition. In particular, the torture and murder of students who have opposed the regime has gone unpunished, while members of the press have often been singled out for particular maltreatment and anti-Semitism is also on the rise.

Halvorssen believes the human rights abuses in Venezuela are a prelude of what can occur throughout Latin America. The curtailment of political freedoms is exactly what HRF will tackle through education and public exposure.

For Halvorssen, the recent terror—and there is no other word—in Venezuela is also personal: his mother was shot by Chavez henchmen last year. Halvorssen’s first cousin, Leopoldo Lopez, is an opposition mayor in Caracas. Lopez spoke at the recent Atlas Liberty Forum in Miami in April 2005 and demonstrated the success of reforms he implemented following the principles in Hernando De Soto’s *Mystery of Capital*. Seen as a threat if he were to run for the presidency, Lopez has survived three assassination attempts.

HRF plans to establish affiliates in



Thor Halvorssen (right) is pictured with Mario Vargas Llosa (left), Peruvian author and president of Fundación Internacional para la Libertad (FIL), during the Atlas-FIL event, “Political & Economic Challenges in the Americas,” in April 2004.

eight other countries: Argentina, Bolivia, Colombia, the Dominican Republic, Ecuador, Guatemala, Nicaragua, and El Salvador. The foundation’s programs will include country reports, specific political prisoner work, and extensive public education efforts.

Scott Glabe is Executive Editor of the Dartmouth Review. He interned at the Heritage Foundation this summer.

For more information about the Human Rights Foundation, please write to info@humanrightsfoundation.org

ATLAS’S INTERNATIONAL THURSDAYS IN 2006

*Please join Atlas for our monthly **International Thursday** meeting, where we bring together allies with interests abroad in order to share perspectives on developments overseas and provide opportunities for networking.*

Each meeting runs from 10:00AM – 11:30AM in the conference room of the Atlas offices at 2000 N. 14th Street, Suite 550, Arlington, VA 22201.

For more information about speaking at or attending an International Thursday, please contact events@atlasUSA.org or 703-934-6969.

The 2006 International Thursday meetings will take place on:

- | | |
|---------------|----------------|
| January 19th | July 13th |
| February 16th | August 17th |
| March 16th | September 14th |
| April 13th | October 19th |
| May 18th | November 16th |
| June 15th | December 14th |

North American Leadership Training Seminar , continued from p.5



Fred Smith spoke about maintaining good corporate relations at the leadership training seminar

donor mailings, and non-solicitation mailings, provides a think tank with a tool to measure its achievements. Gentry also stressed the importance of maintaining good donor relations by sending out thank you letters within 48 hours of receiving a donation and making follow-up phone calls to major donors.

Finding the right development staff is a tough problem to tackle. Think tanks often find that there is an enormous shortage of skilled and experienced development staff, and those that do exist are expensive to hire. Gentry pointed out that the majority of people attracted to the non-profit sector have a passion for the ideas but not necessarily the talents of development and marketing. Gentry advises groups to find young, energetic people that are open to new fundraising technology. He also noted that people from political campaign climate are good development officers since they are entrepreneurial and do meet deadlines.

Fred Smith drew on his twenty-plus years of experience as the president and founder of the **Competitive Enterprise Institute** (Washington, DC) to give think tanks advice on how to make and maintain relationships with corporations. Smith sees the primary challenge for think tanks in building contacts with the business world as explaining the connection between these two aspects of the free society –

the intellectuals and the entrepreneurs. Industry is important for public policy organizations, not just for funding, but as an information resource.

The entrepreneurial class does not see their products and innovations from the public policy perspective. Think tanks can look at what these businesses are doing and put them in a public context. The two main concerns of a business are how to make more profit and how to minimize their vulnerability to political predation. Smith quipped, “Industry gets to apologize; we get to legitimize.”

Think tanks can explain the public purpose of the company’s private action. Smith noted that it is critical that we find a persuasive way to explain to the company how we can help them.

Normally a public policy organization’s first point of contact with a corporation is the government affairs office. Smith stressed that it is important to enrich one’s penetration within the company by having multiple points of contact. Make sure to reach out to other departments in the company, other geographic offices, and all levels of staff. When meeting with a company representative, have at least two people at the meeting so that one does not appear to be a one person show.

Smith also cautioned that while think tanks want to have corporations as their allies, the think tanks cannot become their ‘public affairs firms.’ Think tanks must maintain their independence and credibility and not be mouthpieces for corporations. If a company tries to control their research, analysis, programs etc., they should be prepared to return the donation.

The leadership development seminar concluded with a site visit to the **Media Research Center** (Virginia). The center, founded in 1987 by Brent Bozell, is the leading organization focusing exclusively in analyzing the media and generating news from a free society perspective. Seminar participants were given pointers on how to effectively reach the media from Michael Chapman, MRC’s Director of Communication, and Craig Bannister, Director of Communications of MRC’s affiliate CNSNews.com. MRC experts stressed the importance of “Old Media” such as newspapers and traditional broadcast TV, which still reaches 40 million households each night, as compared with 2.5 million that are reached, for example, by popular cable TV anchor, Bill O’Reilly. Radio hosts Rush Limbaugh, and Sean Hannity, reach 5 to 6 million per day. One needs to make an effort to catch their attention, but should not neglect the wider market. Another important factor that larger think tanks should consider is having experts that focus exclusively on print media and others on broadcasting, as both have different sets of rules. Finally, they stressed and explained the relevance of the “Blog” culture for today’s effective communications. Participants also learned about opportunities for internship and other possible collaborations from MRC Executive Director Doug Mills and Amy Menefee, assistant editor and analyst for MRC’s Free Market Project.

Atlas plans to organize more leadership seminars at our offices in Arlington, VA. Please contact events@atlasUSA.org with questions.

WIN \$10,000, \$5,000, or \$2,000 for your Institute

**APPLY NOW for the 2006 Sir Antony Fisher International Memorial Awards
Deadline: February 1, 2006**

More information is available online at www.atlasUSA.org or contact Ms. YiQiao Xu at yiqiao.xu@atlasUSA.org with questions

Network News & Publications

Adriatic Institute Publishes Book on Flat Tax in Croatia

A new book titled, *Flat Tax - The Case for Tax Reform in Croatia*, co-authored by Natasha Srdoc and Joel Anand Samy was released by Zagreb-based publisher IBS on November 9, 2005, and followed by a book tour covering key cities in Croatia. The book includes an article on "Flat Tax Simulation" based on the Adriatic Institute's proposed 15% flat tax. The easy-to-read and user-friendly guide on flat tax is intended for Croatia's taxpayers, business, media and political leaders. For more information about the book, please email: AdriaticIPP@aol.com or Fax +385-51-626-582.

Czech President Vaclav Klaus Speaks at India's Liberty Institute

On the eve of the World Freedom Day, the **Liberty Institute** (India) hosted a lecture and lunch on November 8th, in honor of one of the real heroes of post-communist Europe – Dr. Vaclav Klaus, the President of the Czech Republic.

In his lecture, Dr. Klaus stressed the need for free trade, and cautioned against the notion of 'fair trade'. He pointed out the marginal significance, bordering on irrelevance, of foreign aid. And he warned of new dangers in the form of imposition of international standards social and economic areas as well as the environment. Such harmonization of regulation, without regard to the different socio-economic levels prevailing in developing coun-

tries, he said, is a disguised attempt to restrict international competition.

Fundación Atlas1853 Hosts Seminar on Inflation

In the face of increasing inflation rates in Argentina, **Fundación Atlas1853** hosted a seminar in Buenos Aires on November 8th. Economist Gabriel Gasave, who is currently a research analyst at the **Independent Institute** (California), pointed out the real causes of inflation, and cautioned against the notion that 'some inflation' is good for a country's development. He also explained how in a world of fractional reserve, banks became inflationary institutions.

Using School Choice: Analyzing How Parents Access Educational Freedom

The **Friedman Foundation** (Indiana) has recently issued the report, *Using School Choice: Analyzing How Parents Access Educational Freedom*, which evaluates the process parents must go through in order to participate in the United States' school choice programs. The report gave six programs – Milwaukee vouchers, Maine and Vermont town tuitioning, Arizona tax-funded scholarships, Illinois personal tax credits, and Iowa personal tax credits – "excellent" ratings. Two programs – Florida A+ vouchers and Washington D.C. vouchers – received "poor" ratings.

Economic Freedom of the Arab World

The **Fraser Institute**, with the Oman-based **International Research Foundation**, has recently launched the *Economic Freedom of the Arab World*, measuring economic freedom and free enterprise throughout the Arab world. This publication was launched in Muscat, Oman at the annual Economic Freedom Network meeting on November 20, 2005. Fraser with Oman's IFN and the Omani Centre for Investment Promotion & Export Development (OCIPED) organized the conference

with the theme, "Increasing Economic Freedom: Case Studies."

Sixteen nations were included in the economic survey: Algeria, Bahrain, Egypt, Jordan, Kuwait, Lebanon, Libya, Mauritania, Morocco, Oman, Qatar, Saudi Arabia, Syria, Tunisia, the UAE, and Yemen. Economic indicators measured were size of government, legal structure and security of property rights, access to sound money, freedom to trade internationally, and the regulation of credit, labor, and business. Lebanon and Oman tied as the most economically free nations in the Arabic World. Arabic and English versions of the report are available at: http://www.freethe-world.com/arab_release.html.

Center for Tax Competition Launched in Switzerland

Pierre Bessard of the **Institut Constant de Rebecque** recently announced the launch of the **Center for Tax Competition** in Lausanne, Switzerland. As an offshoot of the Institut Constant de Rebecque, the Swiss classical liberal think tank, the Center intends to play a positive role in influencing policy-making in Switzerland and the rest of Europe in the fields of tax policy, financial privacy, and capital preservation vis-à-vis centralization attempts at the EU level. To learn more about the Center for Tax Competition: www.taxcompetition.org. To learn more about the Institut Constant de Rebecque: www.institutconstant.org.

Tech Central Station Launches New Website

TCSDaily.com (formerly known as www.TechCentral.com) has launched a new website. The name has changed, but the essence of TCS will remain as it continues to provide news, commentary and analysis on a range of issues. The new site also offers more options for personalizing the TCS experience, expanded discussion boards, MobileTCS and more newsletter options. For more information, visit www.TCSDaily.com.



Czech President Vaclav Klaus (left) and Liberty Institute President Barun Mitra (right)

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.

- Action Research in Community Health and Development** (India)
Acton Institute for the Study of Religion and Liberty
www.acton.org
Adriatic Institute for Public Policy (www.adriaticinstitute.org)
Alternate Solutions Institute (www.asinstitute.org)
American Enterprise Institute (www.aei.org)
Association for Liberal Thinking (www.liberal-dt.org.tr)
Cambodia Institute of Development Study
Cathay Institute of Public Affairs (www.jiuding.org)
Center for Entrepreneurship and Economic Development
www.visit-ceed.org
Center for Free Enterprise (www.cfe.org/eng3/main/index.asp)
Center for Tax Competition (www.taxcompetition.org)
Competitive Enterprise Institute (www.cei.org)
Foreign Policy Research Institute (www.fpri.org)
Foundation for Economic Freedom (Philippines)
Foundation for Individual Rights in Education (www.thefire.org)
Fraser Institute (www.fraserinstitute.ca)
Free Market Foundation (www.freemarketfoundation.com)
Fundación Atlas1853 (www.atlas.org.ar)
Fundación Internacional para la Libertad
www.fundacionfil.org
Heritage Foundation (www.heritage.org)
Hudson Institute (www.hudson.org)
Human Rights Foundation (www.humanrightsfoundation.org)
Imani: The Centre for Humane Education (www.imanighana.org)
- Independent Institute** (www.independent.org)
Individual Initiative Institute (Mongolia)
Institut Constant de Rebecque (www.institutconstant.org)
Institute of Public Sector Accounting (Japan)
International Research Foundation (Oman)
Japanese for Tax Reform (www.jtr.gr.jp)
Koch Charitable Foundation (www.cgkfoundation.org)
Liberty Institute (www.libretyindia.org)
Mackinac Center for Public Policy (www.mackinac.org)
Malaysian Institute of Economic Research
Maryland Public Policy Institute (www.mdpolicy.org)
Maryland Public Policy Institute (www.mdpolicy.org)
Media Research Center (www.mrc.org)
Milton & Rose D. Friedman Foundation
www.friedmanfoundation.org
Minimal Government Inc. (www.minimalgovernment.org)
National Center for Policy Analysis (www.ncpa.org)
New Economic School-Georgia (www.economic.ge)
Research Center for Entrepreneurship Development
www.rced.com.vn
State Policy Network (www.spn.org)
Texas Public Policy Foundation (www.texaspolicy.com)
the boss (www.readtheboss.com)

Calendar

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

4th Annual Policy
Orientation for the
Texas Legislature
**Texas Public Policy
Foundation**
January 9-10, 2006
Austin, TX, USA

Seminar with Ken
Schooland
**Imani: Centre for
Humane Education**
January 18, 2006
Accra, Ghana

Leadership Development
Breakfast
State Policy Network
April 20, 2006
Colorado Springs, CO

6th Annual Liberty Forum
**Atlas Economic Research
Foundation**
April 21-22, 2006
Colorado Springs, CO

Scientific Talent and U.S.
Economic Leadership
**American Enterprise
Institute**
January 13, 2006
Washington, D.C., USA

American Universities and
the Betrayal of Liberty
**Foundation for Economic
Education**
February 11, 2006
New York, USA

Resource Bank
Heritage Foundation
April 20-21, 2006
Colorado Springs, CO