

# You Win with Power, Not Good Intentions

*Building democratic power and the role of the World Liberty Congress in making it real*

*A practical training document for members of the World Liberty Congress and the World Liberty Academy. Seventh principle of the WLC Adaptations to Counter-Autocracy Strategic Framework (Berlin, November 2025), and the closing principle of Pillar II: Building Power and Strategy.*

**The principle, in one sentence.** Authoritarian regimes do not fall because their opponents are morally right. They fall when democratic actors build enough organized power to change the political balance. A fragmented, leaderless free world is the dream of every despot. A united and resolute free world is their deepest nightmare. Principle 7 is the work of becoming that nightmare.

## INTRODUCTION

### From moral witness to organized democratic power

Moral clarity is essential. Courage is indispensable. Good intentions matter. But no authoritarian regime has ever fallen simply because its opponents were morally right. The hard lesson behind Principle 7 is the same lesson the Berlin Manifesto names directly: democracy is not losing ground because freedom has lost moral force, but because contemporary authoritarianism has become more adaptive, networked, and coordinated than many of the forces opposing it. The deficit is not in courage. The deficit is in strategic coordination.

This principle is therefore not a rejection of ethics. It is the opposite. It insists that moral purpose must be translated into organized capacity, because moral purpose alone does not survive contact with a determined authoritarian state. A movement that believes in freedom but lacks strategy, organization, discipline, resources, leadership, security, narrative reach, and leverage will remain vulnerable to

repression, fragmentation, and exhaustion. Conscience without capacity is heroic but tragic. Capacity without conscience is dangerous. Both are needed, and both are built deliberately.

Principle 7 closes Pillar II of the Playbook. The previous principle, Know the Enemy, taught how to diagnose authoritarian power. This principle teaches the operational question that follows from any honest diagnosis: where, exactly, should democratic power be built, and where should regime power be eroded? It is also the principle in which the World Liberty Congress itself becomes most visible as an instrument, because the WLC was created precisely to build the kinds of cross-border power that no national movement, acting alone, can generate.



## SECTION I

### What power means in a democratic struggle

In ordinary political language, power is often treated as something corrupt, coercive, or morally suspicious. For democratic movements, this is a dangerous misunderstanding. Power is simply the capacity to produce outcomes. Authoritarian regimes understand power. They organize it through police, military structures, intelligence services, courts, prisons, propaganda, money, patronage, fear, foreign alliances, criminal networks, and institutional capture. Democratic actors must also understand power. Not to imitate authoritarian domination, but to build enough legitimate civic force to defeat it.

Power in a democratic struggle takes many forms. Eight of them deserve specific naming, because each has a different logic and each calls for a different kind of work.

#### Social power

The capacity to mobilize people, communities, associations, unions, churches, students, women's groups, professional networks, and local leaders. The most fundamental form of power, because it is the source from which most others derive.

#### Political power

The capacity to coordinate parties, candidates, elected officials, local authorities, and institutional actors around a common democratic objective. Distinct from social power because it operates inside the formal architecture of politics, even when that architecture has been captured.

#### Economic power

The capacity to influence business elites, labor networks, donors, consumers, sanctions targets, financial flows, and anti-kleptocracy pressure. The form of power that authoritarian regimes most consistently underestimate in their opponents.

### **Informational power**

The capacity to shape narratives, expose lies, document abuses, protect truth, and communicate beyond the already convinced. In the contemporary information environment this form of power is harder to build than it used to be, and more decisive when built well.

### **Moral power**

The legitimacy that comes from defending human dignity, political prisoners, nonviolent discipline, freedom of conscience, and the rights of all people. The Berlin Manifesto identifies political prisoners as the moral compass of the entire movement, because moral power is what allows a movement to claim, credibly, that it represents something larger than itself.

### **Organizational power**

The ability to plan, make decisions, assign roles, train leaders, protect members, manage conflict, and sustain action over time. The least visible form of power, and the one that most often determines whether the others can be deployed effectively.

### **International power**

The capacity to activate allies, governments, parliaments, media, international courts, sanctions mechanisms, diaspora networks, and democratic institutions. The form of power that the WLC was specifically designed to coordinate, because no national movement can build it alone.

### **Technological power**

The ability to use secure communications, digital defense, decentralized financial tools, evidence platforms, and emerging technologies responsibly to protect and empower movements. The Berlin Manifesto explicitly names Bitcoin and related decentralized technologies as part of the freedom toolkit, because, when banking systems are weaponized against dissent, censorship-resistant alternatives become a form of power in themselves.

The work of Principle 7 is to build all eight forms of power in the proportions that the country, the movement, and the moment require, while at the same time eroding the corresponding forms of power on which the regime depends.



## **SECTION II**

## Power is relational, not mystical

Gene Sharp's most important contribution to civil resistance was his insistence that political power is not a solid object permanently possessed by rulers. It is relational. It depends on obedience, cooperation, legitimacy, skills, material resources, sanctions, and institutional support. In *From Dictatorship to Democracy*, Sharp argues that dictatorships depend on many sources of power that can be weakened when people and institutions withdraw cooperation. The text was first written for Burmese dissidents and has since become one of the most widely used introductions to strategic nonviolent struggle.

This insight changes everything. If dictators depend on cooperation, then citizens are not powerless. Workers can withdraw labor. Professionals can refuse complicity. Judges can resist illegal orders. Soldiers can refuse to fire. Journalists can expose lies. Families of prisoners can become moral witnesses. Diaspora networks can mobilize pressure. International allies can freeze assets. Citizens can deny legitimacy. Sharp's catalogue of 198 methods of nonviolent action demonstrates that civil resistance is not limited to marches or protests. It includes public statements, petitions, symbolic acts, social noncooperation, economic boycotts, strikes, political noncooperation, and nonviolent intervention.

Srdja Popovic and CANVAS make the same lesson practical. The CANVAS Core Curriculum is a guide to the planning, conduct, and evaluation of strategic nonviolent conflict. It emphasizes that activists must understand the nature of political power before they can conduct effective struggle, because every struggle aims either to obtain political power or to deny it to someone else.

From military strategy, Clausewitz reminds us that strategy is about connecting means to political ends. From Sun Tzu, movements learn that wise strategy requires understanding both oneself and the adversary. From political science, Steven Levitsky and Lucan Way teach that hybrid and competitive authoritarian regimes depend on uneven playing fields, state abuse, and weak opposition coordination. From Erica Chenoweth and Maria Stephan, civil resistance research shows that broad participation, tactical diversity, discipline, and loyalty shifts matter enormously for movement success.

*“Power is not only what the regime has. Power is also what society can withdraw, reorganize, and redirect.”*



### SECTION III

## The two simultaneous tasks

Principle 7 has two simultaneous tasks. Movements that pursue only one of them fail. The discipline is to advance both at the same time, in coordinated sequence, and to recognize when an opportunity to advance one creates the moment to advance the other.

### Task 1. Build democratic power

Movements must cultivate their own sources of strength. The work includes:

- Training leaders, including a deliberate next generation.
- Expanding networks across class, region, religion, and generation.
- Building local committees that can survive the loss of central leadership.
- Developing secure communications and operational digital security.
- Strengthening nonviolent discipline as a movement-wide practice.
- Creating shared narratives that translate freedom into the language of ordinary life.
- Supporting political prisoners as the moral compass of the work.
- Building diaspora capacity into a strategic asset rather than a symbolic presence.
- Preparing legal and documentation teams for accountability work.
- Coordinating political and civil society actors so they reduce duplication and amplify pressure.
- Creating youth and women's leadership pipelines as durable institutional commitments, not optics.
- Developing relationships with international allies grounded in respect, not dependency.
- Preparing for elections, negotiations, repression, and transitions, often simultaneously.

Training is not secondary. Communications are not secondary. Digital security is not secondary. Coalition structures are not secondary. They are power.

### Task 2. Erode authoritarian power

Movements must, at the same time, weaken the sources of authoritarian control. This work can include:

- Exposing corruption with verified, well-documented files.
- Documenting abuses systematically, in formats useful to international accountability mechanisms.

- Undermining propaganda by reaching audiences the regime fears the most.
- Increasing the cost of repression for those who carry it out.
- Targeting kleptocratic networks abroad through sanctions advocacy and asset-recovery work.
- Encouraging defections, neutrality, or quiet noncooperation among regime adherents.
- Reducing public fear, which is the regime's most reliable resource.
- Breaking the illusion of inevitability that authoritarian narratives cultivate.
- Challenging regime legitimacy in domestic and international forums.
- Pressuring foreign enablers, including private companies that supply the technology of repression.
- Supporting sanctions and accountability with evidence the international system can use.
- Dividing hardliners from softer supporters where the analysis suggests it is realistic.
- Protecting citizens so they can withdraw cooperation safely.

The practical formula behind these two tasks is short. Build democratic capacity. Raise authoritarian costs. Shift loyalty and legitimacy. Prepare for openings. The Berlin Manifesto names these as the operational logic of the entire WLC project.



## SECTION IV

### **How the World Liberty Congress builds power: the network as operational infrastructure**

The most important practical insight in this principle is the one that members sometimes overlook. The WLC is not only a network of solidarity. It is an operational infrastructure for building the eight forms of power described in Section I. Every program the WLC has launched since Vilnius and Berlin is a power-building instrument. Members are encouraged to think of these programs not as services they receive, but as instruments they activate. The list below maps the active WLC programs to the forms of power they are designed to build, and identifies how members can use them.

#### **Free Them and the Pathway to Freedom**

The WLC's political-prisoner support program coordinates international campaigns leveraging the network's presence across more than sixty countries to pressure

regimes on specific cases. The Pathway to Freedom Handbook, released at the inaugural Vilnius General Assembly, offers a comprehensive guide to securing the freedom of prisoners of conscience. This is moral power deployed operationally. Members with prisoners in their networks should engage Free Them not as a publicity option but as a strategic instrument: case files, international advocacy, sanctions submissions, and family support are coordinated through this program.

## **Freedom in Exile and the Diaspora as Frontline**

The Berlin Manifesto reframes exile as a new frontline rather than a defeat. The Freedom in Exile initiative provides legal assistance, documentation support, advocacy for the forcibly stateless and denationalized, and the connective tissue that turns a scattered diaspora into coordinated political pressure. This is the WLC's primary instrument for converting the dispersion of opposition into international power. Members in exile, and movements with significant diaspora components, should treat Freedom in Exile as the place where their geographic disadvantage is converted into strategic reach.

## **The WLC Youth Liberty Alliance**

Established at the Vilnius General Assembly with thirty-seven young activists from twenty-eight countries, the Youth Liberty Alliance is the WLC's commitment to building the next generation of democratic leadership across borders. The Manifesto designates the youth of the WLC as the moral stewards of freedom of the Congress. National movements should build deliberate pipelines into the Alliance, because the leadership a country will need in five and ten years has to be trained now, and the cross-border exposure the Alliance offers is one of the most powerful training environments available.

## **Decentralized Resistance and Bitcoin Education**

When authoritarian regimes weaponize banking systems against dissent, censorship-resistant tools become a form of power in themselves. The WLC's Decentralized Resistance Program integrates technology expertise into movement work, with explicit recognition of Bitcoin and related decentralized technologies as freedom infrastructure. Members operating under conditions of financial repression, asset freezing, or banking exclusion should engage this program directly, both for technical support and for the operational training that allows movements to keep functioning when traditional financial channels are closed.

## **The Against Gender Apartheid Task Force**

The Berlin Manifesto declares gender apartheid one of the gravest crimes of our century and commits the WLC to the recognition of gender apartheid as a crime under international law. The permanent Task Force is the operational instrument for that work, including sanctions advocacy, legal codification efforts, support for women-led movements fighting for equality, and protection of women defenders inside the network. Members should engage the Task Force as a legitimacy-building and accountability instrument, not only as a thematic program.

## **Make Freedom Investable**

The Manifesto calls for a fundamental realignment of economic incentives and the development of a Freedom Venture Fund channeling capital into countries undergoing democratic transitions. This is the WLC's primary instrument for building the form of economic power that movements most often lack. Members with relationships in the private sector or philanthropic communities should treat Make Freedom Investable as the bridge between movement strategy and the financial resources that strategy needs to scale.

## **The Democracy Security Compact**

The Manifesto calls for a Democracy Security Compact among democratic nations, an understanding that security cooperation and mutual support extend to defending against authoritarian subversion. This is the international-power instrument for the network. National movements should engage WLC leadership when their work intersects with intelligence-sharing on election interference, cyber-defense for democratic infrastructure, or the international sanctions architecture, because the network can mobilize Compact-level coordination that no single national actor can produce.

## **Bringing Democracy to Power**

The Manifesto is direct: it is not enough to oppose the old; movements must propose the new and prepare credible democratic alternatives. The Bringing Democracy to Power program identifies, mentors, and supports the next generation of pro-democracy leaders so they can not only challenge dictatorships but eventually govern justly. Members preparing for transitions, founding elections, or constitutional moments should engage this program early, because the leadership work for the day after must begin years before the day after arrives.

## **The World Liberty Academy and the Pro-Democracy Playbook**

The Academy and the Playbook (this document is part of it) are the WLC's living infrastructure for organizational and informational power. The Academy convenes

workshops, online courses, peer-learning circles, and case-study seminars. The Playbook holds the network's accumulated knowledge in usable form and is updated continuously by members on the frontlines. Both are designed to be activated, not merely consulted.

The Berlin Manifesto names the goal explicitly: a transnational democratic ecosystem in which no freedom fighter ever stands alone. That ecosystem is not aspirational. It is operational, and the programs above are how it functions. The discipline of Principle 7 is, in significant part, the discipline of using these instruments well.



## SECTION V

### Diagnosing the power balance

The diagnostic discipline of Principle 6 produced an analysis of regime power. Principle 7 turns that analysis into the matching question about your own movement. Movements often underestimate what they already have, and overestimate what the regime has. Both errors produce strategic paralysis. The exercise below corrects them.

#### YOUR MOVEMENT'S EXISTING POWER

Most movements arrive at this exercise expecting the inventory to be short. It is usually longer than they expect. Working through the list honestly, with the leadership group, almost always reveals assets the team had stopped recognizing as power.

- › *Credible victims and survivors whose testimony has moral authority.*
- › *Exiled leaders with international access and convening power.*
- › *Religious or moral voices respected across political lines.*
- › *Student energy and organizing capacity.*
- › *Local networks that survive even under heavy repression.*
- › *Technical experts willing to work with the movement.*
- › *Legal advocates with standing and credibility.*
- › *Diaspora communities organized enough to act.*
- › *International media relationships built over years.*
- › *Digital skills, especially among younger members.*
- › *Documentation capacity, formal or informal.*

- › *Families of political prisoners willing to advocate publicly.*
- › *Symbolic legitimacy that the regime cannot easily take away.*

## WHAT IS MISSING

After the inventory, name what is missing. A movement cannot build what it refuses to identify.

- › *Leadership depth, beyond one or two indispensable figures.*
- › *Unity across the opposition's component organizations.*
- › *Money, including reliable, non-extractive funding.*
- › *Training in the disciplines that movements actually need.*
- › *Security infrastructure: digital, physical, legal, psychosocial.*
- › *Media reach into audiences beyond the convinced.*
- › *Local presence in regions outside the capital and the diaspora.*
- › *International support that can be activated quickly when needed.*
- › *Verified evidence ready for sanctions, courts, or accountability bodies.*
- › *Negotiation capacity for the moment a transition becomes possible.*
- › *Transition planning that the movement could implement if invited to govern tomorrow.*
- › *Trust between exile and internal actors.*



## SECTION VI

### The WLC Power-Building Canvas

The Power-Building Canvas is the working tool that turns the diagnosis above into a 90-day operational plan. It is designed to be filled out together by the leadership group, in writing, and revisited every quarter. An interactive version is available through the Playbook for Liberty website. The static version below is suitable for offline use.

**Before you fill this out.** The Power-Building Canvas, once completed, is operational planning. It must be drafted in a secure environment, anonymized where appropriate, and shared only through verified channels. The methodology for safe documentation is set out in the Playbook training document for Principle 2: A Compass, Not Recipes.

## **WLC POWER-BUILDING CANVAS**

### **1. Power Balance Snapshot**

*Where does the regime have the strongest power right now? Coercive, economic, informational, international, organizational? Where does it have the weakest? Where does our movement have its strongest power? Where is it weakest?*

### **2. The 90-day Power-Building Priority**

*What is the one form of our power we most urgently need to build in the next 90 days? Why this one, and why now?*

### **3. The 90-day Power-Eroding Priority**

*What is the one source of regime power we can realistically weaken in the next 90 days? What evidence supports the realism of this target?*

### **4. The Action That Does Both**

*What single sustained action would build our power and increase the regime's costs simultaneously? This is usually the highest-leverage choice.*

### **5. Defection and Loyalty Shifts**

*Which actor inside or near the regime might move from active support to passive neutrality, or from neutrality to quiet noncooperation? What guarantees, off-ramps, or pressures would it take?*

### **6. Conversion to Leverage**

*Power becomes leverage when applied to a specific target. What documentation, narrative, network, or asset will be converted into leverage in this cycle, against what target, by what date?*

### **7. Protection Plan**

*Which members or constituencies become more exposed as a result of these actions? What protection is in place for them, and is it sufficient?*

### **8. WLC Programs to Activate**

*Which WLC programs (Free Them, Freedom in Exile, Youth Liberty Alliance, Decentralized Resistance, Against Gender Apartheid, Make Freedom Investable, Democracy Security Compact, Bringing Democracy to Power, the Academy) are relevant to this plan, and which Regional Secretary should be engaged?*

### **9. Metrics**

*What will we measure to know whether power was actually built and regime capacity actually weakened? Participation, defection signals, sanctions progress, prisoner cases advanced, media reach, coalition consolidation?*

### **10. Learning and Sharing**

*When will we review? Who will document the lesson? What part of the lesson is shareable with the WLC network, and what must remain confidential?*

If filling out the Canvas does not change at least one decision the leadership team was on the verge of taking, the diagnosis was either incomplete or the team was not honest with itself. The Canvas exists to alter decisions, not to confirm them.



## SECTION VII

# Practical exercises for the World Liberty Academy

The discipline of building power is built through repeated practice. The six exercises below are used in WLC Academy workshops and can be adapted for any leadership retreat, training session, or coalition strategic review.

## Exercise 1. The Power Inventory

Participants list every asset their movement has: people, networks, stories, skills, legal contacts, international allies, digital tools, moral symbols, diaspora communities, and local legitimacy. Each asset is then classified as social, political, informational, moral, economic, organizational, technological, or international power. The exercise reliably produces a longer list than participants expected.

## Exercise 2. The Pillar Weakening Map

Participants select one regime pillar and answer six questions: what does this pillar give the regime, what does it receive in return, what does it fear, what nonviolent pressure could influence it, what narrative could reach it, and what would neutrality look like? The output is a working map for the next quarter's pillar-level work.

## Exercise 3. From Good Intention to Power

Participants take a vague goal and convert it into a power-building objective with target, timeline, tactic, and metric. "Support political prisoners" becomes, for example, "within sixty days, create verified case files for ten prisoners, secure endorsements from fifteen international legislators, and launch a coordinated campaign tied to a sanctions submission." The exercise teaches that strategic objectives and good intentions are not the same thing.

## Exercise 4. The Leverage Ladder

Participants rank actions from low leverage to high leverage. Low: a public statement read only by supporters. Medium: a report sent to relevant institutions. High: a documented case file connected to media, diplomats, sanctions, family

advocacy, and coordinated international pressure. The exercise calibrates the team's sense of what is worth doing and what is mostly self-expression.

### **Exercise 5. Defection Scenario**

Participants identify one actor inside or near the regime and design a strategy to move that actor from active support to neutrality, or from neutrality to quiet noncooperation. The exercise teaches that defection is a continuum, not a single act, and that movements should design pressure for the next step in that continuum, not for the final one.

### **Exercise 6. Power Under Repression**

Participants design a power-building plan for conditions in which public protest is impossible. The plan must use alternatives: documentation, diaspora work, underground education, secure networks, prisoner advocacy, international accountability, cultural resistance, mutual aid, and narrative strategy. This is the most demanding exercise and the most relevant for movements operating under closed dictatorships.



## **SECTION VIII**

### **Safety and ethics**

Power-building must remain democratic in both ends and means. The objective is not to replace one domination system with another. The objective is to build legitimate, accountable, pluralistic, civic power capable of restoring freedom and sustaining it afterward. The Berlin Manifesto is explicit on this point. Ethical means are essential to ethical ends, and a democratic revolution must be rooted in respect for life and human rights.

WLC members commit to the following ethical rules in any power-building work:

- Do not target civilians.
- Do not dehumanize opponents, including those inside the regime.
- Do not use unverified accusations, however emotionally satisfying.
- Do not expose sensitive sources, even when public exposure would seem to advance the cause.
- Do not collect dangerous data without robust security protocols.
- Do not allow vengeance to replace justice.

- Do not confuse democratic power with authoritarian control.
- Do not sacrifice nonviolent discipline for short-term emotional satisfaction.

The struggle is not only to win. It is to win in a way that makes democracy possible afterward. A movement that destroys its own legitimacy in the process of destroying the regime usually inherits the regime's vices along with its place. The discipline of ethical power-building is what separates a successful transition from a successful coup.



## CONCLUSION

### **From moral witness to organized democratic power**

A movement begins with moral witness: naming injustice, defending prisoners, exposing lies, honoring sacrifice. But moral witness must become organization. Organization must become leverage. Leverage must become pressure. Pressure must become political change. And political change must become a democratic future, defended in the day after with the same discipline that built it in the day before.

Authoritarian regimes do not fall because they are wrong. They fall when people build enough power to make oppression unsustainable, and when those people prove, through the exercise of that power, that they are ready to govern in a different way. The World Liberty Congress was created to be the infrastructure of that work across borders. The programs are operational. The network is real. The Regional Secretaries are available. The Academy is open. The Playbook is alive. The instruments exist. What remains is for members to use them with the seriousness the moment requires.

*Authoritarian regimes do not fall because they are wrong.*

*They fall when people build enough power to make oppression unsustainable.*

*Good intentions give a movement its soul.*

*Organized power gives it the capacity to win.*

*Together, free people are the deepest nightmare of every despot.*

*For WLC members, this principle closes Pillar II of the Playbook and opens the work of Pillar III: Acting Together. The diagnosis has been done. The power has been*

mapped. The next discipline is coordination across the movements that share the cause.

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**CONTINUE TO PILLAR III**

*Pillar III of the Playbook for Liberty is Acting Together: Power in Numbers. It covers Principles 8, 9, and 10 of the WLC framework: Restoring Democracy is Everyone’s Job, Coordination Wins (But Does Not Mean Unanimity), and Domestic Leadership, International Support. Pillar III takes the power built in Pillar II and turns it into coordinated movement across borders and across sectors of society.*

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