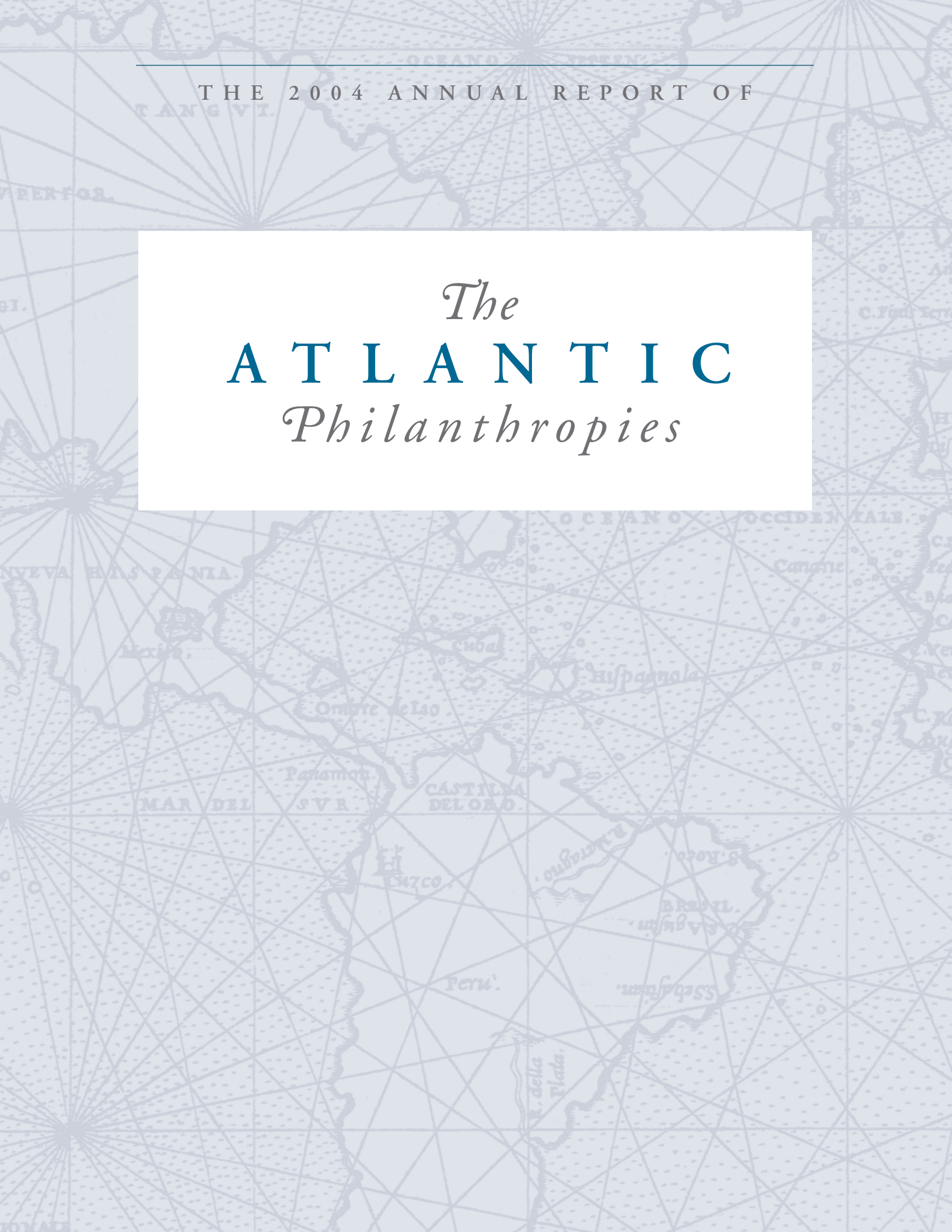


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THE 2004 ANNUAL REPORT OF

*The*  
**ATLANTIC**  
*Philanthropies*



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## *Overview of The Atlantic Philanthropies*

*T*he Atlantic Philanthropies are dedicated to bringing about lasting changes in the lives of disadvantaged and vulnerable people. This is the core value that underpins the foundation's every investment.

Atlantic is a limited-life foundation, one that is committed to spending its entire multibillion-dollar endowment by 2020, in order to make greater and more immediate improvements in the world.

This self-imposed expiration date is in keeping with the spirit and philosophy of our founder, who personally believes in “giving while living”; and follows in the philanthropic footsteps of other notable foundations, including the Julius Rosenwald Fund, the Aaron Diamond Foundation, the Lucille B. Markey Charitable Trust and many others.

Our goal, simply put, is to do as much good as possible, for as many disadvantaged and vulnerable people as possible, as soon as possible. This limited-lifetime approach yields other benefits as well, including giving our work a sense of urgency and motivating us to concentrate more resources on the achievement of fewer objectives.

Atlantic has four areas of philanthropic focus – ageing; disadvantaged children and youth; population health; and reconciliation and human rights. We selected these areas because they represent some of the most critical social problems facing the world today and provide profound opportunities for us to make lasting effects on people's lives.

Within each focus area, we carefully identify the organisations with the expertise to improve the lives of significant numbers of disadvantaged and vulnerable people, and then help these organisations create positive, lasting changes. We support grantee organisations in a variety of endeavors, including efforts to increase their service and programme capacity; disseminate best practises; conduct research that then drives compelling action; and advocate for social change through strategic participation in public-policy debates.

Atlantic concentrates its philanthropic work in seven regions – Australia, Bermuda, Northern Ireland, the Republic of Ireland, South Africa, the United States and Viet Nam. We have identified these regions as the ones where the foundation can make the most significant impact in its chosen areas of focus during the next 15 years.

Over the course of more than two decades, Atlantic has awarded approximately 3,700 grants totaling more than \$3 billion. During the next decade and a half, we anticipate awarding grants totaling well over \$4 billion.

For more information on Atlantic's philanthropic work, please visit us on the Web at [www.atlanticphilanthropies.org](http://www.atlanticphilanthropies.org).

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## THE YEAR IN REVIEW:

### *A Letter from Our Chief Executive*

These are exciting times at The Atlantic Philanthropies. In 2004, our foundation emerged from two years of reflection and strategic planning with a renewed sense of philanthropic purpose and responsibility. Our mission has been newly articulated as: To bring about lasting changes in the lives of disadvantaged and vulnerable people. Our approach to accomplishing this mission has changed substantially.

The most significant decision we made was to become a limited-lifetime foundation and spend our entire endowment by 2020. This decision was inspired by several factors:

- We were motivated by the fact that there remains profound inequity and injustice in the world. We believe that the human race has the means to eradicate more of this inequity than ever before, and that philanthropy enables societies to confront some of the root causes of these inequalities.
- We were inspired by the personal example and philosophy of our founder, who believes in “giving while living” to achieve profound social change during his lifetime. His spirit was epitomized in a recent interview when he said, “If I have \$10 in my pocket and I do something with it today, it is already producing \$10 worth of good.”
- We were encouraged by the success and impact of other foundations that adopted a limited time frame in which to accomplish their missions. Their examples further convinced us that a short period of concentrated investment in the issues we feel most passionately about is likely to bring about greater improvements in the lives of disadvantaged and vulnerable people.

As a result of this self-imposed life expectancy, we began in 2004 the implementation of a number of profound changes and embarked on what will prove to be the last chapter of our philanthropic work. The most notable change, of course, was Atlantic’s decision to concentrate its philanthropy only on four specific issues and seven specific regions:

- The human issues we focus on are: ageing; disadvantaged children and youth; population health; and reconciliation and human rights.
- The regions we work in are: Australia, Bermuda, Northern Ireland, the Republic of Ireland, South Africa, the United States and Viet Nam.

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## THE YEAR IN REVIEW: *A Letter from Our Chief Executive*

With this philanthropic focus pervasive throughout our decision-making process, 2004 saw a number of other significant developments as well. The most notable included:

- The changing of Atlantic's funding strategy to concentrate on making larger grants to fewer grantees. Just as our limited lifespan motivated us to concentrate more of our resources on fewer issues, we recognized we needed to make larger grants to fewer organisations. We identified more than 100 organisations in 2004 that had solid capabilities and focused, meaningful programmes with the potential to influence positively the lives of a substantial number of disadvantaged and vulnerable people.
- The launch of a more rigorous evaluation programme for grantees that included a more searching screening and selection process, a higher level of monitoring, and more explicit reporting and evaluation requirements to help ensure our grants are effective in assisting grantees to bring about the lasting changes they and we seek.
- The adoption of a set of legislative advocacy principles to help guide our investments in organisations that pursue social change through participation in public-policy debates.
- The award of the first grants reflecting our new philanthropic focus and limited time frame — 128 grants in all, totaling \$165.7 million.

In summary, 2004 was a year which witnessed major developments, and in which Atlantic remained true to its mission of bringing about lasting changes in the lives of disadvantaged and vulnerable people.

It was a year in which we adopted a specific time frame for the completion of our work and articulated our new philanthropic focus. It was a year, too, in which we developed more compelling, meaningful relationships with our grantees and became more deeply engaged in social investment than mere grantmaking.

There's a popular saying people sometimes share when they're looking forward to greeting every new day with enthusiasm and a sense of meaningful purpose: "Today is the first day of the rest of your life."

For The Atlantic Philanthropies, 2004 was the first year of the last years of our existence. Between now and then, we intend to work with our grantees to do everything within our power to leave this world a better place.

John R. Healy  
Chief Executive Officer

## 2004 International Presence

In 2004, The Atlantic Philanthropies awarded 128 grants totaling \$165.7 million. Below is a snapshot of Atlantic's international presence in 2004.

### *United States*

Grant Total: \$69.9 million

Percentage of Total Grant Funds  
Awarded: 43%

Number of Grants: 40

Focus Areas: Ageing,  
Disadvantaged Children &  
Youth, Reconciliation & Human  
Rights

### *Bermuda*

Grant Total: \$0.2 million

Percentage of Total Grant Funds  
Awarded: <1%

Number of Grants: 2

Focus Areas: Ageing,  
Disadvantaged Children & Youth

### *Northern Ireland*

Grant Total: \$3.2 million

Percentage of Total Grant Funds  
Awarded: 2%

Number of Grants: 4

Focus Areas: Ageing,  
Disadvantaged Children &  
Youth, Reconciliation & Human  
Rights

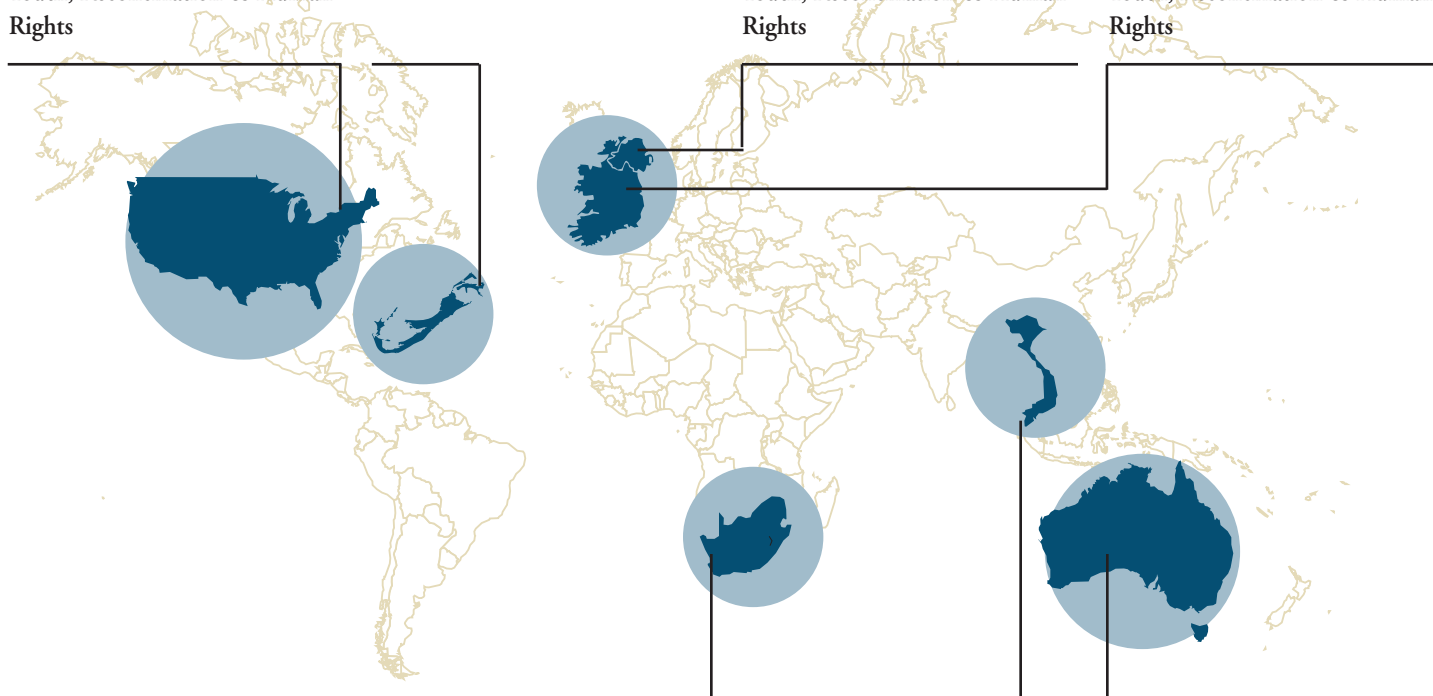
### *Republic of Ireland*

Grant Total: \$22.1 million

Percentage of Total Grant Funds  
Awarded: 13%

Number of Grants: 18

Focus Areas: Ageing,  
Disadvantaged Children &  
Youth, Reconciliation & Human  
Rights



### *South Africa*

Grant Total: \$21.8 million

Percentage of Total Grant Funds  
Awarded: 13%

Number of Grants: 25

Focus Areas: Population Health,  
Reconciliation & Human Rights

### *Viet Nam*

Grant Total: \$27.6 million

Percentage of Total Grant Funds  
Awarded: 17%

Number of Grants: 27

Focus Areas: Population Health,  
Higher Education

### *Australia*

Grant Total: \$15.2 million.

Percentage of Total Grant Funds  
Awarded: 9%

Number of Grants: 1

Focus Area: Population Health

NOTE: Funding for 11 grants in other regions accounted for approximately \$5.7 million and 3% of total grants.

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## *Focus on* AGEING

Through its focus on the issue of ageing, The Atlantic Philanthropies seek to bring about lasting improvements in the lives of older adults, transform how ageing is viewed within society and improve the way older persons are treated by society.

Atlantic focuses on ageing in four regions: Bermuda, Northern Ireland, the Republic of Ireland and the United States. Although the foundation has distinct programme objectives for each targeted region, its general aims include ensuring that older adults:

- are treated with dignity and respect;
- are fully empowered to shape their own destinies;
- have access to health and support systems;
- are represented by a strong cadre of leaders; and
- are able to contribute actively their expertise and abilities for the good of society.

*In 2004, Atlantic awarded 23 grants – totaling \$33.3 million – to address its philanthropic focus on ageing:*

- 2 grants in Bermuda, totaling just over \$218,000
- 1 grant in Northern Ireland, totaling just under \$72,000
- 3 grants in the Republic of Ireland, totaling \$5.6 million
- 17 grants in the United States, totaling \$27.4 million

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## 2004 Ageing Grantees

### *Bermuda*

#### **CENTRE ON PHILANTHROPY**

- Grant purpose: To support a needs assessment and scoping study to be conducted by Fordham University.
- Grant amount: \$110,240
- Grant term: Ten months

#### **FORDHAM UNIVERSITY**

- Grant purpose: To support the formulation of an Ageing grantmaking strategy for Bermuda and a means by which to implement it.
- Grant amount: \$108,000
- Grant term: Ten months

### *Northern Ireland*

#### **THE QUEEN'S UNIVERSITY OF BELFAST FOUNDATION**

- Grant purpose: To enable the School of Environmental Planning at Queen's University Belfast to profile the Northern Ireland NGO sector concerned with the needs of older people.
- Grant amount: £40,000
- Grant term: Six months

### *Republic of Ireland*

#### **MARYMOUNT HOSPICE**

- Grant purpose: To assist Marymount Hospice to research best practises in palliative care services and hospice building design.
- Grant amount: € 250,000
- Grant term: One year and six months

#### **TRINITY FOUNDATION**

##### **FIRST GRANT**

- Grant purpose: To develop new models of clinical care for older adults and strengthen research and education in geriatric care by establishing a centre of expertise in collaboration with St. James's Hospital.
- Grant amount: € 2,700,000
- Grant term: Five years

##### **SECOND GRANT**

- Grant purpose: To support research fellowships and postgraduate studentships on Social Policy and Ageing in the Republic of Ireland.
- Grant amount: € 1,330,000
- Grant term: Five years

### *United States*

#### **AMERICAN ACADEMY OF NURSING**

- Grant purpose: To create a cadre of geriatric nursing scholars and leaders in the US.
- Grant amount: \$2,742,000
- Grant term: Five years

#### **AMERICAN FEDERATION FOR AGING RESEARCH**

- Grant purpose: To improve the health care provided to older patients by supporting the development of physician-scientist role models and mentors in geriatrics.
- Grant amount: \$3,840,000
- Grant term: Five years

#### **AMERICAN SOCIETY ON AGING**

- Grant purpose: To support activities that further develop the field of civic engagement among gerontological practitioners in the US.
- Grant amount: \$508,000
- Grant term: Three years

#### **AMERICANS FOR LIBRARIES COUNCIL**

- Grant purpose: To strengthen libraries in the US to become resources for older adults' civic engagement.
- Grant amount: \$2,700,000
- Grant term: Four years

#### **CIVIC VENTURES**

- Grant purpose: To support the Purpose-in-Retirement Prize for social innovators in the US who are 60 years of age and older.
- Grant amount: \$4,850,000
- Grant term: Four years

#### **GRANTMAKERS IN AGING**

- Grant purpose: To support a pilot programme in the US designed to attract community and family foundations and individual donors to philanthropy in ageing.
- Grant amount: \$430,000
- Grant term: Three years

#### **INDEPENDENT TRANSPORTATION NETWORK**

- Grant purpose: To develop a business plan for the national expansion of a sustainable transportation system for older adults in the US.
- Grant amount: \$70,000
- Grant term: Six months

#### **NATIONAL ALLIANCE FOR HISPANIC HEALTH**

- Grant purpose: To support an outreach effort to increase uptake of federal prescription benefits by low-income Hispanic older adults.
- Grant amount: \$450,000
- Grant term: Nine months

#### **NATIONAL ASSOCIATION OF SOCIAL WORKERS FOUNDATION**

- Grant purpose: To conduct a benchmark national study and meeting of social workers in the US serving older adults to shape future policy.
- Grant amount: \$700,000
- Grant term: Two years

#### **NEW YORK UNIVERSITY STEINHARDT SCHOOL OF EDUCATION**

- Grant purpose: To contribute to the endowment for the Mathy Mezey Chair for Geriatric Nursing at New York University.
- Grant amount: \$500,000
- Grant term: One year

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## 2004 Ageing Grantees

— continued —

### **PARAPROFESSIONAL HEALTHCARE INSTITUTE**

- Grant purpose: To support capacity building enabling the institute to expand its policy and practise expertise for improving job quality for direct-care workers.
- Grant amount: \$4,000,000
- Grant term: Four years

### **THE AMERICAN GERIATRICS SOCIETY**

- Grant purpose: To support the planning phase of a programme of continuing education about geriatric care for surgeons and related medical specialists in the US.
- Grant amount: \$125,000
- Grant term: One year and three months

### **THE GERONTOLOGICAL SOCIETY OF AMERICA**

#### **FIRST GRANT**

- Grant purpose: To disseminate accessible educational materials on best practises to geriatric nursing staff in the US.
- Grant amount: \$211,000
- Grant term: Three years

#### **SECOND GRANT**

- Grant purpose: To support activities that further develop the field of civic engagement among gerontological researchers, practitioners and policy makers in the US.
- Grant amount: \$950,000
- Grant term: Five years

### **THE NATIONAL COUNCIL ON THE AGING, INC.**

- Grant purpose: To identify effective methods of enrolling low-income older adults in the US in a prescription benefit programme.
- Grant amount: \$545,000
- Grant term: Six months

### **THE URBAN INSTITUTE**

- Grant purpose: To provide support for a baseline study in the US of older adults' current civic engagement practises, and barriers to and enablers of greater engagement.
- Grant amount: \$350,000
- Grant term: Two years

### **VISITING NURSE ASSOCIATIONS OF AMERICA**

- Grant purpose: To improve care for older patients by strengthening the geriatric capacity of home health care managers and their field nurses in the US.
- Grant amount: \$4,437,000
- Grant term: Four years

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*Focus on*  
**DISADVANTAGED CHILDREN & YOUTH**

Through its focus on the issue of disadvantaged children and youth, The Atlantic Philanthropies seek to bring about lasting improvements in the lives of disadvantaged youngsters that change the trajectory of their lives — keeping them healthy and preventing them from disconnecting from their families and communities. A key focus is on enabling the educational supports crucial for children's success.

Atlantic focuses on disadvantaged youth in four regions: Bermuda, Northern Ireland, the Republic of Ireland and the United States. Although the foundation has distinct programme objectives for each targeted region, its general aims include:

- demonstrating that prevention and early intervention are effective;
- increasing the efficiency of resource allocation;
- supporting influential voices that speak in the interests of disadvantaged children and youth;
- helping to build exemplary programmes and services that target at-risk youth aged 8 to 16; and
- influencing the broader policy frameworks that govern service delivery for low-income children and youth.

*In 2004, Atlantic awarded 18 grants — totaling \$25.5 million — to address its philanthropic focus on disadvantaged children and youth:*

- 2 grants in Northern Ireland, totaling just over \$3 million
- 6 grants in the Republic of Ireland, totaling nearly \$8 million
- 8 grants in the United States, totaling approximately \$13.8 million
- 2 grants in other regions, totaling about \$700,000

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## 2004 Disadvantaged Children & Youth Grantees

### *Northern Ireland*

#### **BROOK BELFAST**

- Grant purpose: To support Brook Belfast to develop new services in Belfast, open a new service site, and evaluate its working model.
- Grant amount: £975,000
- Grant term: Three years

#### **WARREN HOUSE GROUP**

- Grant purpose: To provide support on evaluation, best practises and dissemination to sites modelling best practises, projects and intermediary organisations in the children and youth field in the Republic of Ireland and Northern Ireland.
- Grant amount: £665,099
- Grant term: Five years and two months

### *Republic of Ireland*

#### **BALLYMUN PARTNERSHIP**

- Grant purpose: To complete a plan for the delivery of integrated services for children and youth in Ballymun.
- Grant amount: € 158,000
- Grant term: Nine months

#### **BARNARDOS**

- Grant purpose: To help Barnardos implement its 2005-2009 Strategic Plan, which aims to improve outcomes for children in the Republic of Ireland by delivering and promoting quality services focused on prevention and early intervention, and by advocating for improved policies for children and families.
- Grant amount: € 3,500,000
- Grant term: Five years

#### **NORTHSIDE PARTNERSHIP**

- Grant purpose: To support the planning of a focused long-term project in the Republic of Ireland aimed at demonstrating the value and efficacy of early intervention in children's lives.
- Grant amount: € 100,000
- Grant term: One year and six months

#### **THE KATHARINE HOWARD FOUNDATION**

- Grant purpose: To support a regranteeing programme to develop capacity and collaboration among early childhood, after-school and family-support projects in Tallaght West in the Republic of Ireland.
- Grant amount: € 400,000
- Grant term: One year and nine months

#### **THE SHANTY EDUCATIONAL PROJECT LTD. (AN COSAN)**

- Grant purpose: To support the An Cosan Initiative in building a consortium to design a ten-year plan to substantially improve the educational and developmental outcomes for the children of Tallaght West, a disadvantaged suburb of Dublin, with a focus on early childhood programs and after-school services.
- Grant amount: € 390,000
- Grant term: One year and seven months

#### **WARREN HOUSE GROUP**

- Grant purpose: To provide support on evaluation, best practises and dissemination to sites modelling best practises, projects and intermediary organisations in the children and youth field in the Republic of Ireland and Northern Ireland.
- Grant amount: £997,650
- Grant term: Five years and two months

### *United States*

#### **BIG BROTHERS BIG SISTERS OF AMERICA**

- Grant purpose: To provide support for Public/Private Ventures' Phase II evaluation of Big Brothers Big Sisters of America's school-based mentoring model in the US.
- Grant amount: \$1,290,947
- Grant term: One year and nine months

#### **CENTER ON BUDGET AND POLICY PRIORITIES**

- Grant purpose: To provide general operating support in light of the centre's leadership on critical state fiscal issues, including exposing the problems associated with revenue and expenditure limits.
- Grant amount: \$375,000
- Grant term: One year and one month

#### **CHILD TRENDS INCORPORATED**

- Grant purpose: To enhance the content and functionality of Child Trends' state and city "What Works: LifeCourse Model" database in the US.
- Grant amount: \$250,000
- Grant term: Two months

#### **CITY YEAR**

- Grant purpose: To support two strategy sessions to determine an organisational structure for the coalition and devise strategies for achieving short- and long-term goals.
- Grant amount: \$25,000
- Grant term: Six months

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## 2004 Disadvantaged Children & Youth Grantees

— continued —

### **FOOD RESEARCH AND ACTION CENTER**

- Grant purpose: To support completion of a plan for the Children's Investment Project, which will advocate for federal budget and tax policy on behalf of children in the US.
- Grant amount: \$50,000
- Grant term: Two months

### **IMPACT STRATEGIES, INC.**

- Grant purpose: In partnership with the James B. Hunt, Jr. Institute for Educational Leadership and Policy, to conduct a state and city assessment of programs, services and policies that address the needs of disadvantaged children and youth in the US.
- Grant amount: \$1,121,750
- Grant term: Six months

### **JAMES B. HUNT, JR. INSTITUTE FOR EDUCATIONAL LEADERSHIP & POLICY**

- Grant purpose: In partnership with the Impact Strategies, Inc./Forum for Youth Investment, to conduct a state and city assessment of programmes, services and policies that address the needs of disadvantaged children and youth in the US.
- Grant amount: \$722,900
- Grant term: Six months

### **THE CHILDREN'S AID SOCIETY**

- Grant purpose: To provide general operating support for the replication and expansion of the Children's Aid Society-Carrera Adolescent Pregnancy Prevention Program in the US.
- Grant amount: \$10,000,000
- Grant term: Five years

### *Other Regions*

#### *Great Britain*

##### **THE BRANDON CENTRE**

- Grant purpose: To add one year to an existing Atlantic-funded trial being conducted by the Brandon Centre for Counselling and Psychotherapy, which tests the efficacy of a promising preventative approach aimed at reducing negative behaviours among 14- to 16-year-old offenders in London.
- Grant amount: £174,500
- Grant term: Two years

##### **VOICE FOR THE CHILD IN CARE**

- Grant purpose: To aid in the implementation of the Blueprint project for child-centred care in Great Britain.
- Grant amount: £200,000
- Grant term: Two years

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*Focus on*  
**POPULATION HEALTH**

Through its focus on the issue of population health, The Atlantic Philanthropies seek to bring about lasting improvements in the health of disadvantaged and vulnerable people by strengthening key components of disease prevention and health care systems.

Atlantic focuses on population health in three regions: Australia, South Africa and Viet Nam. Although the foundation has distinct programme objectives for each targeted region, its general aims include:

- maintaining and developing the capacity of key health institutions;
- supporting the alignment of national health policies with local community interventions;
- increasing national health promotion initiatives;
- increasing the number of population health professionals and health policy analysts – groups essential for strengthening public health organisations;
- improving information systems that monitor health system performance so decision makers have the necessary data to improve resource allocation and service provision;
- targeting neglected health conditions that are causing the greatest suffering, including HIV/AIDS and blindness; and
- building institutions that will lead an enduring transformation of the public health.

*In 2004, Atlantic awarded 38 grants — totaling \$70.1 million — to address its philanthropic focus on population health:*

- 1 grant in Australia, totaling approximately \$15.2 million
- 10 grants in South Africa, totaling approximately \$8.5 million
- 1 grant in the United States, totaling approximately \$20 million
- 19 grants in Viet Nam, totaling almost \$21.9 million
- 7 grants in other regions, totaling about \$4.5 million

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## 2004 Population Health Grantees

### *Australia*

#### **UNIVERSITY OF QUEENSLAND**

- Grant purpose: To support the creation of the Queensland Brain Institute.
- Grant amount: AU\$20,000,000
- Grant term: Two years and seven months

### *South Africa*

#### **AIDS FOUNDATION OF SOUTH AFRICA**

- Grant purpose: To reduce the rate of new HIV infections and mitigate the impact of HIV/AIDS on South African communities and households by providing financial and capacity-building support to selected community-based organisations in Limpopo Province and develop a model for sustainable local government funding and partnership.
- Grant amount: SAR2,100,000
- Grant term: Two years

#### **ALEXANDRA HEALTH CENTRE AND UNIVERSITY CLINIC**

- Grant purpose: To provide medical equipment to support development and implementation of primary health care services in Alexandra.
- Grant amount: SAR1,200,000
- Grant term: One year

#### **HEALTH SYSTEMS TRUST**

##### **FIRST GRANT**

- Grant purpose: To provide core support for Health Systems Trust programmes in South Africa, including the collection and dissemination of health information, the monitoring of access to HIV/AIDS care and treatment, and the creation of a nationally consistent district health barometer.
- Grant amount: SAR12,520,000
- Grant term: Three years

##### **SECOND GRANT**

- Grant purpose: To integrate Health-e News into Health Systems Trust and evaluate and support its dissemination of health information in South Africa.

- Grant amount: SAR3,337,500
- Grant term: One year and six months

#### **JSI RESEARCH & TRAINING INSTITUTE**

- Grant purpose: To provide general operating and project support to the Joint Learning Initiative to strengthen and continue its research, convening and advocacy role in the development of human resources in the South African health care field.

- Grant amount: \$375,000
- Grant term: Five and a half months

#### **THE NATAL UNIVERSITY DEVELOPMENT FOUNDATION**

- Grant purpose: To assist the KwaZulu-Natal provincial health department gather information by piloting an electronic health information system.
- Grant amount: SAR8,000,000
- Grant term: Three years

#### **THE UNIVERSITY OF THE WITWATERSRAND FOUNDATION**

- Grant purpose: To provide funds to monitor, assess and advocate for the provision of professional and ethical health services; a sustainable supply of affordable essential medicines; and the delivery of public health services in selected districts and provinces.
- Grant amount: SAR5,000,000
- Grant term: Two years

#### **TREATMENT ACTION CAMPAIGN**

- Grant purpose: To measurably reduce the rate of increase in new HIV/AIDS infections and prolong the productive lives of those living with HIV/AIDS by strengthening the capacity of the Treatment Action Campaign.
- Grant amount: SAR7,500,000
- Grant term: Two years

#### **UNIVERSITY OF THE WESTERN CAPE**

- Grant purpose: To strengthen the School of Public Health by increasing staffing levels at the school so as to increase district health worker capacity in the region.
- Grant amount: SAR7,400,000

- Grant term: Four years and eleven months

#### **WITS HEALTH CONSORTIUM**

- Grant purpose: To develop a replicable model in South Africa for HIV/AIDS prevention, care and support focusing on adults.
- Grant amount: SAR3,000,000
- Grant term: Two years

### *United States*

#### **UCSF FOUNDATION**

- Grant purpose: To support the construction of the multidisciplinary Cancer Research Building at the University of California, San Francisco (UCSF).
- Grant amount: \$20,000,000
- Grant term: Two years

### *Viet Nam*

#### **ASIA INJURY PREVENTION FOUNDATION**

- Grant purpose: To leverage and disseminate the Viet Nam experience on injury prevention through supporting the attendance of several members of the Viet Nam injury consortium at the Seventh World Conference on Injury Prevention and Safety Promotion held in Vienna, Austria, and at the WHO Essential Trauma Care Guidelines Meeting in Geneva in June 2004.
- Grant amount: \$13,000
- Grant term: Six and a half months

#### **DA NANG EYE HOSPITAL**

- Grant purpose: To protect and restore vision in underserved communities in Central Viet Nam.
- Grant amount: \$105,000
- Grant term: One year and ten months

#### **HARVARD UNIVERSITY**

- Grant purpose: To build HIV/AIDS policy-making capacity at the Ho Chi Minh National Academy.
- Grant amount: \$938,000
- Grant term: Three years

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## 2004 Population Health Grantees

— continued —

### **HUE CENTRAL HOSPITAL**

- Grant purpose: To acquire needed medical equipment at the Department of Pediatrics of the Hue Central Hospital.
- Grant amount: \$499,500
- Grant term: Four months

### **INSTITUTE FOR GLOBAL TOBACCO CONTROL**

- Grant purpose: To build capacity within the Viet Nam Committee on Smoking and Health to effectively conduct, monitor and advocate for tobacco control programmes through the development of surveillance, research and pilot projects.
- Grant amount: \$1,700,000
- Grant term: Five years and three months

### **MENZIES RESEARCH INSTITUTE**

- Grant purpose: To build capacity for developing an integrated surveillance system for noncommunicable diseases in Viet Nam.
- Grant amount: \$100,000
- Grant term: One year

### **PATH CANADA**

- Grant purpose: To reduce the social acceptability of smoking in Viet Nam and build the capacity of the Vietnam Public Health Association.
- Grant amount: \$300,000
- Grant term: Three years and one month

### **REACH VIETNAM**

#### **FIRST GRANT**

- Grant purpose: For the design, construction and complete fit-out of the Infectious Disease Building, Technical Support Building and the Guest Accommodation & Funeral Home of the National Hospital of Pediatrics in Ha Noi.
- Grant amount: \$6,300,000
- Grant term: Three years and six months

#### **SECOND GRANT**

- Grant purpose: To provide general operating support to the East Meets West Foundation (through its subsidiary Reach Vietnam), which partners with the people of Vietnam to improve their health, education and economic condition in an effort to eradicate poverty and to help them achieve self-sufficiency.
- Grant amount: \$2,000,000
- Grant term: One year and six and a half months

#### **THIRD GRANT**

- Grant purpose: To provide supplementary support for the construction of the Heart Center at the Hue Central Hospital.
- Grant amount: \$1,500,000
- Grant term: One year and six months

#### **FOURTH GRANT**

- Grant purpose: To protect and restore vision to underserved communities in Central Viet Nam.
- Grant amount: \$1,355,000
- Grant term: Two years and two months

#### **FIFTH GRANT**

- Grant purpose: To complete the design, construction, landscaping and basic fit-out of four dormitories at Thai Nguyen University College of Medicine.
- Grant amount: \$1,200,000
- Grant term: Two years and four months

#### **SIXTH GRANT**

- Grant purpose: To support the design, construction and fit-out of a multipurpose building at the Quang Tri Provincial Hospital.
- Grant amount: \$1,200,000
- Grant term: Two years and one month

#### **SEVENTH GRANT**

- Grant purpose: To complete the design, construction and interior finishing of the Multipurpose Building at Da Nang General Hospital.
- Grant amount: \$500,000
- Grant term: One year and nine months

### **THE ALLIANCE FOR SAFE CHILDREN**

- Grant purpose: To provide operating support for the alliance to conduct injury research in Viet Nam and increase its injury prevention advocacy with Vietnamese government and multilateral health organisations.
- Grant amount: \$1,000,000
- Grant term: Two years

### **THE MORNING STAR CENTER**

- Grant purpose: To assist the completion of the facilities of the Morning Star Center, a nonprofit, nongovernmental organisation in Ha Noi that addresses the clinical and educational needs of handicapped children.
- Grant amount: \$37,000
- Grant term: Eight and a half months

### **THE UNIVERSITY OF AUCKLAND**

- Grant purpose: To conduct a feasibility study and comprehensive needs assessment for the next phase of development of the Ha Noi School of Public Health.
- Grant amount: \$170,000
- Grant term: Seven months

### **UNIVERSITY OF QUEENSLAND**

- Grant purpose: To fund the final phase of the University of Queensland Coursework Masters Scholarship Program for Vietnamese students.
- Grant amount: AU\$1,448,436
- Grant term: Two years and four months

### **WALTER AND ELIZA HALL INSTITUTE OF MEDICAL RESEARCH**

- Grant purpose: To support the second and final phase of a joint project to strengthen the research capacity in parasitic disease surveillance and control in Viet Nam.
- Grant amount: AU\$2,364,959
- Grant term: Three years

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## 2004 Population Health Grantees

— continued —

### *Other Regions*

#### *Cuba*

##### **GLOBAL LINKS**

- Grant purpose: To provide general support.
- Grant amount: \$225,000
- Grant term: Two years and ten months

##### **INFOMED\***

- Grant purpose: To support the purchase of computer technology for Cuba's National Institute of Nephrology, Chronic Renal Diseases Epidemiological Survey, William Soler Paediatric Heart Centre, and the Latin American Medical School.
- Grant amount: \$800,000
- Grant term: Five years and six months

##### **INSTITUTE OF NEPHROLOGY\***

##### **FIRST GRANT**

- Grant purpose: To support an epidemiological study into the causes and prevention of renal disease in two locations in Cuba.
- Grant amount: \$872,000
- Grant term: Four years

##### **SECOND GRANT**

- Grant purpose: To provide a gamma camera for the Institute of Nephrology.
- Grant amount: \$495,000
- Grant term: Six months

##### **MEDICAL EDUCATION COOPERATION WITH CUBA**

##### **FIRST GRANT**

- Grant purpose: To provide general support.
- Grant amount: \$1,500,000
- Grant term: Three years and one month

##### **SECOND GRANT**

- Grant purpose: To provide current editions of medical textbooks as reference materials for Cuban authors updating Cuban medical texts and a collection of 40 essential medical journals in hardcopy format for use at the National Medical Library in Havana.
- Grant amount: \$300,000
- Grant term: One month

### *Thailand*

##### **RAMA FOUNDATION**

- Grant purpose: To support health care services in rural Thailand.
- Grant amount: \$330,000
- Grant term: Two years

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\*Grants awarded by The Atlantic Charitable Trust, a charity registered under the laws of England and Wales.

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*Focus on*  
**RECONCILIATION & HUMAN RIGHTS**

Through its focus on the issues of reconciliation and human rights, The Atlantic Philanthropies aims to increase access to justice, services and human rights for specific vulnerable groups who currently have difficulties accessing their rights.

Atlantic focuses on reconciliation and human-rights issues in four regions: Northern Ireland, the Republic of Ireland, South Africa and the United States. Although the foundation has distinct programme objectives for each targeted region, its general aims include:

- addressing the legacies of violent conflict that prevent movement toward reconciliation, stability and the protection of human rights; and
- ensuring access to justice and public services to enable disadvantaged and vulnerable people to access the rights, justice and services they are entitled to under the law.

*In 2004, Atlantic awarded 37 grants — totaling \$25.1 million — to address its philanthropic focus on reconciliation and human rights:*

- 1 grant in Northern Ireland, totaling \$53,600
- 8 grants in the Republic of Ireland, totaling \$3.3 million
- 15 grants in South Africa, totaling \$13.3 million
- 11 grants in the United States, totaling just over \$8 million
- 2 grants in other regions, totaling about \$420,000.

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## 2004 Reconciliation & Human Rights Grantees

### *Northern Ireland*

#### **DISABILITY ACTION**

- Grant purpose: To enable Disability Action to secure the rights of disabled people in Northern Ireland by supporting the costs of a planning process.
- Grant amount: £28,000
- Grant term: One year and six months

### *Republic of Ireland*

#### **AMNESTY INTERNATIONAL IRELAND FOUNDATION**

- Grant purpose: To increase the capacity of Irish civil society organisations to address issues of social disadvantage by providing research, training and education in the use of international human rights instruments, such as policies, surveys and other data.
- Grant amount: € 210,000
- Grant term: One year and eight months

#### **CHILDREN'S RIGHTS ALLIANCE**

- Grant purpose: To protect the constitutional rights of Irish children and ensure that the human rights of their migrant parents are respected.
- Grant amount: € 370,000
- Grant term: Two years

#### **FREE LEGAL ADVICE CENTRES**

- Grant purpose: To commission research into the application of public interest litigation as a strategy for achieving social change in the Republic of Ireland.
- Grant amount: € 150,000
- Grant term: Six months

#### **GAY HIV STRATEGIES**

- Grant purpose: To develop a five-year implementation plan to support a sustained advocacy voice for the lesbian, gay, bisexual and transgender (LGBT) community in the Republic of Ireland.
- Grant amount: € 266,000
- Grant term: Two years

#### **IRISH COUNCIL FOR CIVIL LIBERTIES**

- Grant purpose: To provide the Irish Council for Civil Liberties with interim core support while it develops a fundraising and communications strategy to address its long-term sustainability in the Republic of Ireland.
- Grant amount: € 353,000
- Grant term: Nine months

#### **OXFORD UNIVERSITY – CENTRE ON MIGRATION, POLICY AND SOCIETY**

- Grant purpose: To determine the capacity of NGOs in Ireland to influence immigration policy by commissioning the Centre on Migration, Policy and Society to conduct a review of the migrant sector in the Republic of Ireland.
- Grant amount: £62,500
- Grant term: Six months

#### **RESEARCH AND ORGANISATIONS SERVICES LTD**

- Grant purpose: To conduct an audit of the state of democracy in the Republic of Ireland.
- Grant amount: € 400,000
- Grant term: Two years

#### **THE FORUM OF PEOPLE WITH DISABILITIES**

- Grant purpose: To develop the advocacy capacity within the disabled community in the Republic of Ireland by supporting the Forum of People with Disabilities' initiative called the Claiming Our Citizenship Programme.
- Grant amount: € 807,000
- Grant term: Three years

### *South Africa*

#### **BEHIND THE MASK**

- Grant purpose: To help instil a sense of self-worth and political purpose in the black LGBT community in South Africa, by supporting the communication and education activities of Behind the Mask.
- Grant amount: SAR3,300,000
- Grant term: Three years

#### **CENTRE FOR DEVELOPMENT AND ENTERPRISE**

- Grant purpose: To establish baseline data on undocumented migrants in South Africa and to design programmes that address the problems of the target group, by funding the first-ever statistical survey of the migrant population.
- Grant amount: SAR5,000,000
- Grant term: Two years and five months

#### **CENTRE FOR EDUCATION POLICY DEVELOPMENT**

#### **FIRST GRANT**

- Grant purpose: To support the public discourse on reconciliation and nation-building by contributing to the costs of an apartheid memorial at Constitution Hill in South Africa.
- Grant amount: SAR25,000,000
- Grant term: One year

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## 2004 Reconciliation & Human Rights Grantees

— continued —

### SECOND GRANT

- Grant purpose: To influence government policy on farmworkers in South Africa by effectively disseminating the findings of two studies on socio-economic conditions on farms.
- Grant amount: SAR984,000
- Grant term: One year

### CENTRE FOR THE STUDY OF VIOLENCE AND RECONCILIATION

- Grant purpose: To secure the short-term financial future of the Centre for the Study of Violence and Reconciliation in South Africa.
- Grant amount: SAR1,500,000
- Grant term: Six months

### GAY AND LESBIAN ARCHIVES OF SOUTH AFRICA

- Grant purpose: To help instil a sense of self-worth and political purpose in the black LGBT community in South Africa by supporting the communication and education strategies of the Gay and Lesbian Archives.
- Grant amount: SAR3,880,000
- Grant term: Three years

### LESBIAN AND GAY EQUALITY PROJECT

- Grant purpose: To provide core support to the Lesbian and Gay Equality Project for its litigation, advocacy and coalition-building activities.
- Grant amount: SAR6,800,000
- Grant term: Three years

### OUT (TSHWANE)

- Grant purpose: To provide general support.
- Grant amount: SAR4,300,000
- Grant term: Three years

### OUT IN AFRICA COMMITTEE

- Grant purpose: To help instil a sense of self-worth and political purpose in the black LGBT community in South Africa by supporting the outreach activities of the Out in Africa Annual Gay and Lesbian Film Festival.
- Grant amount: SAR4,500,000
- Grant term: Two years and one month

### RURAL LEGAL TRUST

- Grant purpose: To carry out a national survey in South Africa which establishes baseline data to quantify the extent and socio-economic impact of evictions of farm-dwellers from their farms.
- Grant amount: SAR1,800,000
- Grant term: Ten months

### SOUTH AFRICAN HISTORY ARCHIVE

- Grant purpose: To support the South African History Archives in its efforts to retrieve records on human rights abuses under apartheid not yet available to the public.
- Grant amount: SAR6,180,000
- Grant term: Three years

### SYNERGOS INSTITUTE, SOUTHERN AFRICA

- Grant purpose: To strengthen the LGBT sector in South Africa by building its organisational communications, fundraising and lobbying capacities.
- Grant amount: SAR1,300,000
- Grant term: Two years

### THE RHODES UNIVERSITY FOUNDATION

- Grant purpose: To provide an infrastructure of legal support for indigent people in the Eastern Cape by supporting the core activities of the Rhodes University Legal Aid Clinic.
- Grant amount: SAR6,800,000
- Grant term: Three years

### THE TRIANGLE PROJECT

- Grant purpose: To provide general support.
- Grant amount: SAR6,700,000
- Grant term: Three years

### THE UNIVERSITY OF THE WITWATERSRAND FOUNDATION

- Grant purpose: To develop evidence-based advocacy and litigation strategies to improve conditions in South African farm schools.
- Grant amount: SAR1,934,000
- Grant term: Two years

### *United States*

#### AMNESTY INTERNATIONAL USA, INC.

- Grant purpose: To support a campaign to abolish the juvenile death penalty in the United States.
- Grant amount: \$255,000
- Grant term: One year and seven months

#### BRENNAN CENTER FOR JUSTICE

##### FIRST GRANT

- Grant purpose: To support the centre's Project on Liberty and National Security in the US, which seeks to promote debate on how the government should be acting to make the US safer.
- Grant amount: \$300,000
- Grant term: Two years

##### SECOND GRANT

- Grant purpose: To support the centre's Democracy Program's Vote Protection initiative in the US.
- Grant amount: \$150,000
- Grant term: Six months

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## 2004 Reconciliation & Human Rights Grantees

— continued —

### COALITION FOR COMPREHENSIVE IMMIGRATION REFORM

- Grant purpose: To support a nonpartisan campaign for comprehensive immigration reform in the US.
- Grant amount: \$3,000,000
- Grant term: One year and seven months

### HEARTLAND ALLIANCE FOR HUMAN NEEDS AND HUMAN RIGHTS

- Grant purpose: To document human-rights violations in the immigration administrative and detention system in the Midwestern US, and to provide a basis for litigation, advocacy and coalition building.
- Grant amount: \$850,000
- Grant term: Three years and one month

### NATIONAL ASIAN PACIFIC AMERICAN LEGAL CONSORTIUM

- Grant purpose: To support capacity building and strategic planning for the Rights Working Group.
- Grant amount: \$445,000
- Grant term: One year

### NATIONAL COALITION TO ABOLISH THE DEATH PENALTY

- Grant purpose: To support a campaign to abolish the juvenile death penalty in the US.
- Grant amount: \$400,000
- Grant term: One year and seven months

### NATIONAL RIGHT TO VOTE CAMPAIGN

- Grant purpose: To support strategies in five states to reinstate the right to vote to ex-felons.
- Grant amount: \$2,100,000
- Grant term: Two years

### THE JUSTICE PROJECT

#### FIRST GRANT

- Grant purpose: To support a campaign to abolish the juvenile death penalty in the US.
- Grant amount: \$375,000
- Grant term: One year and seven months

#### SECOND GRANT

- Grant purpose: To support an assessment of The Justice Project's strengths and weaknesses, and its current capacity and potential for long-term sustainability in the US.
- Grant amount: \$30,000
- Grant term: Three months

### WOLF, KEENS & COMPANY

- Grant purpose: To support ongoing external documentation, monitoring and assessment of the National Right to Vote Campaign in the US.
- Grant amount: \$115,140
- Grant term: One year and six months

### *Other Regions*

#### *Great Britain*

##### BRITISH INSTITUTE OF HUMAN RIGHTS

- Grant purpose: To strengthen the capacity of the British Institute of Human Rights to contribute to the debate around the establishment of the Commission on Equality and Human Rights.
- Grant amount: £190,000
- Grant term: Two years

##### EUROPEAN COUNCIL ON REFUGEES AND EXILES

- Grant purpose: To provide the council with financial support while it seeks further support to carry out its programme of work.
- Grant amount: £50,000
- Grant term: Eleven months

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## *Viet Nam Exit Grants*

From 1999 to 2003, The Atlantic Philanthropies focused on strengthening higher-education opportunities in Viet Nam by supporting the development of learning resource centres at key regional universities and building the capacity of these learning resource centres and their programmes. In 2004, Atlantic made 8 grants, totaling nearly \$5.7 million, towards the completion of (and eventual exit from) our higher-education work in Viet Nam. A list of the grantees and brief descriptions of the grants appears below.

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### **CAN THO UNIVERSITY**

- Grant purpose: To support the development of a comprehensive Vietnamese tertiary-level curriculum for library studies and knowledge management.
- Grant amount: \$500,000
- Grant term: Two years and six months

### **HANOI UNIVERSITY OF FOREIGN STUDIES (HUFS)**

- Grant purpose: To provide English-language training to librarians to improve their access to updated information, increase their exposure to international library tools and standards, build knowledge management skills and increase the use of digital resources in higher education in Viet Nam.
- Grant amount: \$150,000
- Grant term: Two years and six months

### **HUE UNIVERSITY**

- Grant purpose: To provide computers and equipment to Hue Learning Resource Center.
- Grant amount: \$160,000
- Grant term: Two and a half months

### **REACH VIETNAM**

#### **FIRST GRANT**

- Grant purpose: To provide supplementary support for the construction of the English Language Department and English Language Institute at the University of Da Nang.
- Grant amount: \$1,000,000
- Grant term: One year and six months

#### **SECOND GRANT**

- Grant purpose: To provide supplementary support for the construction of the Learning Resource Center at Thai Nguyen University.
- Grant amount: \$500,000
- Grant term: One year and six months

### **RMIT INTERNATIONAL UNIVERSITY**

#### **VIET NAM**

- Grant purpose: To provide supplementary support for the construction of the Learning Resource Center at Can Tho University.
- Grant amount: \$1,100,000
- Grant term: One year and two months

### **THE UNIVERSITY OF HAWAII**

- Grant purpose: To support the second phase of the development of English-language pedagogy and capacity at the Ha Noi University of Foreign Studies in Viet Nam.
- Grant amount: \$1,100,000
- Grant term: Two years and three months

### **UNIVERSITY OF QUEENSLAND**

- Grant purpose: To support the second phase of English-language training and professional capacity development at the University of Da Nang and other universities in the central region of Viet Nam.
- Grant amount: AU\$1,483,347
- Grant term: Three years

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## *Out-of-Programme Grants*

Every year, The Atlantic Philanthropies award a handful of out-of-programme grants to organisations whose activities represent important opportunities to further the general spirit of Atlantic's philanthropic mission, but do not fall within a specific programme. In 2004, Atlantic approved 4 such grants totaling \$6 million. A list of the grantees and brief descriptions of the grants appears below.

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### *Republic of Ireland*

#### **CENTRE FOR PUBLIC INQUIRY**

- Grant purpose: To promote a high standard of integrity, ethics and accountability across the public and private sectors in Ireland.
- Grant amount: € 4,000,000
- Grant term: Five years

### *United States*

#### **INDEPENDENT SECTOR**

- Grant purpose: To support the Independent Sector's effort to build a National Panel to propose reforms in response to Congressional hearings on the US nonprofit sector.
- Grant amount: \$100,000
- Grant term: One year

#### **THE BRIDGESPAN GROUP**

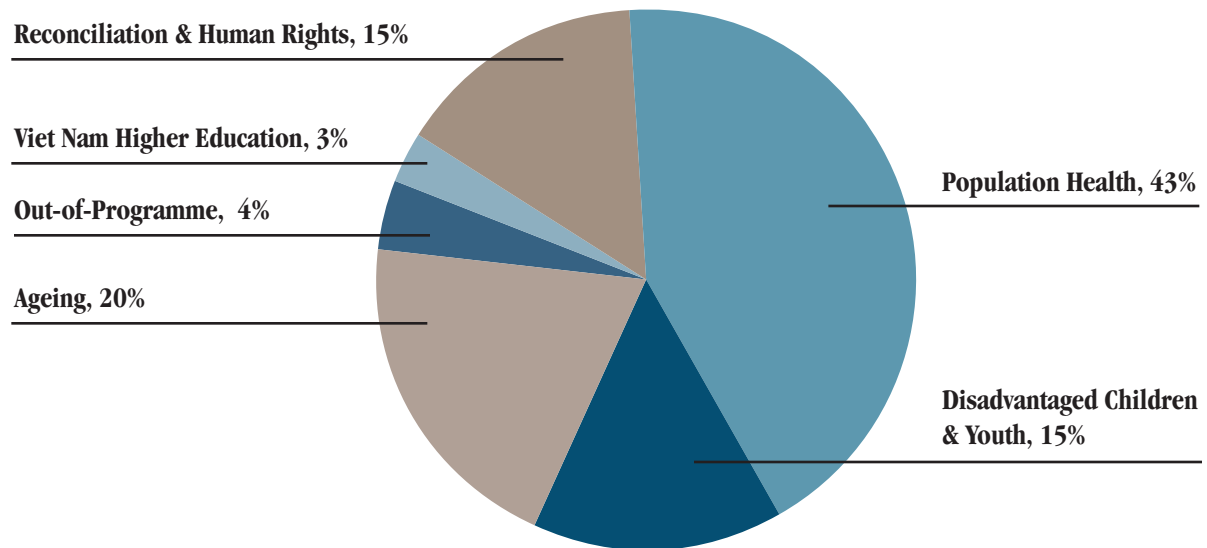
- Grant purpose: To develop strategic options for Atlantic to encourage increased giving by wealthy individuals during their lifetimes.
- Grant amount: \$256,382
- Grant term: Six months

#### **GLOBAL EXCHANGE**

- Grant purpose: To support Global Exchange's Democracy International project, which consists of international monitoring of election day activities in the US.
- Grant amount: \$265,000
- Grant term: Six months

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## *2004 Grants Awarded by Programme*



## *Funding Policy*

The Atlantic Philanthropies do not consider unsolicited proposals for funding. The foundation's approach to grantmaking is to seek out organisations in its seven target regions — Australia, Bermuda, Northern Ireland, the Republic of Ireland, South Africa, the United States and Viet Nam — that share Atlantic's philanthropic focus.

In selecting potential organisations for funding, Atlantic searches for institutions that demonstrate strong organisational leadership, evidence of past and current successes, financial strength, and the capacity to implement projects and evaluate their success.

Prior to inviting an organisation to submit an application for funding, Atlantic's programme staff will conduct extensive due diligence on a potential grantee. Occasionally, the foundation will seek external verification of its due diligence.

At the time a grant is awarded, arrangements to monitor progress and report on outcomes are agreed upon with each grantee. Atlantic's aim is to be respectful of the independence of its grantees, to be supportive at all times, but also to be demanding in the achievement of agreed outcomes.

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## *2004 Investment Performance & Strategies*

As of 31 December 2004, The Atlantic Philanthropies' endowment totalled approximately \$4 billion. The endowment consists of a diversified portfolio of absolute return strategies, private equity investments, global equities and bonds; as well as interests, via a subsidiary, in hotels, resorts, health clubs, and retailers. Atlantic's total portfolio produced an 11.5 per cent return in 2004 compared to its benchmark performance of 9.4 per cent. The absolute return portfolio generated a 10 per cent return compared to its benchmark performance of 5.8 per cent.

Just as Atlantic's decision to become a limited-life foundation required significant alterations to grantmaking strategies, it also required major changes to its investment strategy. In particular a portfolio needed to be structured which could both protect capital and generate a high return, a combination which is difficult to achieve using only conventional assets such as equities. The current portfolio is therefore structured as follows:

- A core allocation to a diversified portfolio of absolute return strategies. These strategies derive their returns primarily from the skill of the fund manager. Such strategies have little history on which to base assumptions about future return and risk characteristics and have recently experienced a flood of new money which will inevitably drive down returns. Nevertheless, Atlantic believes that a diversified portfolio of such strategies, held as a major component of its endowment, should produce the combination of return and risk needed to meet its requirements. In pursuing such an allocation, the ability to research and access the highest quality managers is essential.
- A well-diversified portfolio of conventional assets is also held as a good complement and partial hedge against the systemic risks inherent in absolute return strategies. Conventional asset classes (global equities, global bonds, commodities...) derive their returns from broad economic trends and risk premia and are not dependent on manager skill. They are also less exposed to some of the systemic risks that might affect the hedge fund industry.
- A portfolio of private equity investments is held to boost long term returns. An allocation to a high returning, but illiquid asset class, such as private equity makes sense to boost returns as long as a sufficiently long life remains and that the highest quality managers can be accessed.

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## 2004 Investment Performance & Strategies

— continued —

### 2004 Asset Allocation

The Atlantic Philanthropies' actual allocations at the end of December 2004 appear below:

Segment	\$m	%
Absolute Return	1836	46.3
Private Equity	908	22.9
Conventional Asset Classes	766	19.3
Legacy Operating Businesses	439	11.1
Cash	17	0.4
Total	3966	100.0

#### NOTES

- The Absolute Return segment is a portfolio of hedge funds diversified by strategy and by region. The benchmark for the Absolute Return segment is cash + 4.5 per cent per annum.
- The Conventional Asset Classes segment is a portfolio of passive investments in global equities and US Treasuries.
- The Legacy Operating Businesses are managed through General Atlantic Group Limited and include resort hotels, retailers, sports and health clubs, and real estate developments.

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## *Atlantic's Board & Executive Management*

### *Board of Directors\**

**Harvey P. Dale**

*Founding President and Director*  
University Professor of Philanthropy and the Law, New York University School of Law  
Director, National Center on Philanthropy and the Law

**Christine V. Downton**

*Director*  
Former Partner, Pareto Partners

**Charles F. Feeney**

*Founding Chairman and Director*

**John R. Healy**

*Chief Executive Officer and Director*

**Sara Lawrence-Lightfoot**

*Director (appointed 1 October 2005)*  
Professor of Education, Harvard University

**Elizabeth J. McCormack**

*Director*  
Advisor, Rockefeller Family & Associates

**Thomas N. Mitchell**

*Director*  
Former Provost, Trinity College Dublin

**Frank Mutch**

*Director*  
Former Partner, Conyers Dill & Pearman,  
Bermuda

**Frank H.T. Rhodes**

*Chairman and Director*  
Professor of Geological Sciences and President Emeritus, Cornell University

**Frederick A. O. Schwarz, Jr.**

*Director*  
Senior Counsel, Cravath, Swaine & Moore,  
New York  
Senior Counsel, The Brennan Center for Justice  
Chair, New York City Campaign Finance Board

**Peter Smitham**

*Director*  
Chairman of Actis and Partner in Permira

**Michael I. Sovern**

*Director*  
President Emeritus and Chancellor Kent  
Professor of Law, Columbia University,  
New York

**Cummings V. Zuill**

*Director*  
Senior Vice President, Bank of Bermuda, Retired  
Bermuda Charity Commissioner

### *Senior Management Team*

**John R. Healy**

Chief Executive Officer

**Colin McCrea**

Senior Vice President

**Deborah R. Phillips**

Senior Vice President

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\*Directors of The Atlantic Foundation, which is the largest charitable entity within The Atlantic Philanthropies.

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## Office Locations

### The Atlantic Philanthropies (Bermuda)

#### Limited

Sterling House  
16 Wesley Street  
P.O. Box HM 1742  
3rd Floor  
Hamilton HM GX  
Bermuda  
Tel: +1 441-295-4896  
Fax: +1 441-295-4897  
Bermuda@atlanticphilanthropies.org

### The Atlantic Philanthropies (SA)

#### (Proprietary) Limited

Cradock Heights, Second Floor  
21 Cradock Avenue  
2196  
Rosebank, Johannesburg  
South Africa  
Tel: +27-(0)11- 880-0995  
Fax: +27-(0)11-880-0809  
SA@atlanticphilanthropies.org

### The Atlantic Philanthropies (GB) Limited

49 Albemarle Street  
London W1S 4JR, England  
Tel: +44-207-290-1280  
Fax: +44-207-290-1281  
GB@atlanticphilanthropies.org

### The Atlantic Philanthropies (Seattle) Inc.

203 Parfitt Way SW, Suite 130  
Bainbridge Island, WA 98110  
Tel: +1 206-780-3410  
Fax: +1 206-780-3409  
USA@atlanticphilanthropies.org

### The Atlantic Philanthropies (Ireland)

#### Limited

Tara House  
32 Lower Baggot Street  
Dublin 2, Ireland  
Tel: +353-1-676-2121  
Fax: +353-1-676-3684  
Ireland@atlanticphilanthropies.org

### The Atlantic Philanthropies (USA) Inc.

125 Park Avenue, 21st floor  
New York, NY 10017-5581  
Tel: +1 212-916-7300  
Fax: +1 212-922-0360  
USA@atlanticphilanthropies.org

### The Atlantic Philanthropies (NI) Limited

Second Floor  
Imperial House  
4-10 Donegall Square East  
Belfast  
BT1 5HD, Northern Ireland  
Tel: +44-28-9023-2500  
Fax: +44-28-9023-2225  
NI@atlanticphilanthropies.org

### The Atlantic Philanthropies (Viet Nam)

#### Limited

No. 20 - Lang Khoa Hoc Ngoc Khanh  
535/2 Kim Ma Street, Ba Dinh District, Ha Noi  
Socialist Republic of Viet Nam  
Tel: +84-4-771-9885  
Fax: +84-4-771-9741  
Vietnam@atlanticphilanthropies.org