

2008

Annual Report (pdf)

Letter from Chairman

Welcome to our 2008 Annual Report. On behalf of Atlantic's Board, I hope you will be as inspired as we are by our grantees who are working for lasting change for those disadvantaged by poverty and injustice in many parts of the world. Their stories are in this Annual Report, our first to be made available exclusively online.

While I have served as part of the Board since 1992, I am writing this letter as I complete my first year as its Chair. It has been my honor to serve in this capacity through one of the most eventful years in Atlantic's history.

In 2008, Atlantic sharpened its focus by emphasising social justice as the guiding principle for its grantmaking. Foundations are mysterious institutions to most people, and what foundation boards do may be even more mysterious. To give you a better sense of how our Board worked over the last year, let me share a bit more. We engaged in a yearlong discussion on how our grantmaking could more effectively advance social justice. We held a series of meetings and gatherings to take a close look at what Atlantic had been doing, and we discussed how we could increase our impact in the next decade, as we spend down all of our assets. Throughout, we were guided by hundreds of hours of work by our terrific staff, informed by wide consultation with grantees and other experts, as well as by rigorous evaluations that have been an essential feature of Atlantic's approach to philanthropy.

Most exciting to many of us are the fresh opportunities presented by new leadership in the United States as well as in several other countries in which Atlantic is active. Our foundation, long known for its vigorous support for advocacy, made significant commitments to achieve long-sought policy goals like ensuring health care coverage for everyone in the United States. Our \$25 million grant to Health Care for America Now (HCAN), a powerful coalition campaigning to achieve this goal, is perhaps

the largest advocacy grant by any foundation in the history of philanthropy. As I write these words in late September, HCAN is working with U.S. Senators on the all-important Senate Finance Committee to pass as progressive a bill as possible that can be merged with the progressive bills passed by four other Congressional committees. HCAN is committed to having Congress provide President Obama with a final piece of legislation for his signature in December 2009.

At the same time that changes in governments took place, the year was eventful for another reason – the global economic crisis strained the capacity of most foundations and nonprofits, including Atlantic. Working with the foundation’s staff, we have curbed unnecessary costs and worked to make sure that Atlantic remains a foundation in which our priority is to use every available dollar, euro, pound sterling, dong and rand for our grantees. A small indication of this is the way you are reading this Annual Report online, saving considerable printing expense, not to mention helping the environment.

In all these decisions, the Atlantic Directors have been particularly engaged and enthusiastic. We feel a strong partnership with the staff and with all the organisations we are so privileged to support. We are proud of and enthusiastic about the work described in this report, and we hope you will find it informative and inspiring.

Frederick A.O. Schwarz, Jr., Chairman

Letter from the President and CEO

Hardly a day goes by when I do not pinch myself about the fact that I have a terrific job. I have the wonderful task of leading a group of philanthropic organisations that, together, constitute one of the world's great foundations in its final years, as it is spending down its entire endowment by 2016. And this year, I get to introduce readers to this, Atlantic's first Annual Report released completely online, highlighting the work that key grantees around the world carried out with our support in 2008.

From Ha Noi to Belfast, Johannesburg to Los Angeles, institutions, individuals and movements supported by Atlantic are creating change by improving life for the oldest and youngest among us, and expanding access to health care and strengthening human rights.

We have funded efforts to make change since the early, anonymous days of our giving in the 1980s, and will do so until we close our doors before the end of the next decade. Atlantic is the largest foundation in history to spend down all of its assets in pursuit of its mission.

As Fritz Schwarz, who chairs our Board, writes in his companion letter in this report, the past year has been particularly distinctive. It has been a year of evolution, challenge and opportunity. Here's why.

Evolution, because we have taken a hard look at our mission, programmes and strategies, and honed them around a core commitment to advancing social justice. As a consequence, we are moving away from several initiatives and deepening our commitment to others.

In this report, you can read about how our programmes are advancing social justice. We are now sharpening our focus on

those people and communities that are the most disadvantaged by their economic status, race, nationality, gender, age, disabilities, immigration status, sexual orientation, political affiliation or religion. Among other things, our support will be used by advocates to challenge policies and institutions that systematically exclude or disadvantage people. We will also focus on structural change rather than filling gaps in services, and finally we will support disadvantaged communities to speak for themselves and others.

While our programme areas remain the same, we have refined some of our objectives. For example, our Ageing Programme in the United States now explicitly focuses on older adults with low incomes, especially those living in communities of colour. Our Children & Youth Programme in the Republic of Ireland and Northern Ireland has made considerable advances with initiatives for children and youth that offer support early and avoid crises, and plans to build on that progress to support more explicit policy change through evidence-based advocacy. Our Reconciliation & Human Rights Programme in South Africa is now working with a select group of organisations to defend the Constitution which is being attacked on several fronts. Our Population Health Programme in Viet Nam is preparing to focus more sharply on health disparities among the nation's 54 ethnic groups.

But this was also a year of challenge, because the severe problems of the global economy have increased human misery and impaired the ability of those with resources – governments, foundations, corporations and individuals – to address it.

Government tax revenues have plummeted and social programmes – in some places, the basic elements of a social safety net – have been sharply cut at a time of growing unemployment and homelessness. The ability of foundations, other charitable institutions and

individuals to address the crisis is threatened by their own severe constraints, as decimated endowments presage years of tighter grant budgets. This affects not only our own capacity, of course, but that of others around us.

Over many years, we have carefully built relationships with governments that were in many cases on track to multiply our investments and sustain them for years to come, ranging from providing services to disadvantaged middle school youth in New Mexico to supporting rural health clinics in the mountains of Viet Nam. All of these relationships with government funders are coming under pressure due to the current fiscal environment.

We have worked closely with other foundations from hard-hit Ireland to South Africa, where declining endowments have caused some of our colleague funders to pull back or eliminate their operations. For example, the One Foundation in Ireland has co-invested with our Reconciliation & Human Rights and Children & Youth programmes on grants to protect the rights and welfare of both minorities and children. In South Africa, ELMA Philanthropies has collaborated with us on grants to broaden university-based nursing education programmes and to help establish the foremost children's policy development institute in the country. In the U.S., a few of our closest colleague foundations have even gone out of business as a result of the infamous Madoff scandal, in which billions of dollars disappeared. To help some of the grantees who relied on these now-defunct foundations, we joined with the Open Society Institute and the Ford Foundation to help the grantees survive the shock of the loss.

Finally, this was a year of opportunity, because of changes in the political environment in a number of the eight countries where Atlantic works. New leadership in South Africa's health ministry has

moved beyond the unacceptable AIDS denialism of the Mbeki government and embraced science-based and community-based approaches long advocated by our grantees, including the Treatment Action Campaign and the AIDS Law Project. The new U.S. Administration has already delivered on several of Atlantic's long-sought goals, including abolition of torture, inclusion of older adults in landmark national service legislation, and significant expansion of health care coverage for children. As I write, there is reason to be encouraged that the United States will finally ensure that all in the U.S. have affordable, quality health care coverage, spurred by Health Care for America Now (HCAN), a broadly inclusive Atlantic-funded advocacy campaign.

In short, Atlantic has sharpened its strategic focus and capacity, stepping up its commitments to bold policy change led by the communities most affected, at a time when our own resources and those of all our partners are sorely strained. It's a complex mix of forces and resources to balance, and we are doing our best to be tough-minded about it.

How are we doing in that effort? We need your help to know and to improve.

In my first essay for an Atlantic Annual Report two years ago, I wrote about the importance of humility in philanthropy, where the money and power exercised by foundations can often lead to grandiosity and aloofness, and make it very hard to get proper scrutiny and criticism of the decisions we make. This is an occupational hazard of the sector, and we will never eliminate all the dangers. But I do want to end with a few words about how we try to deal with them.

In coming to Atlantic, I inherited, and have since worked to strengthen,

an approach in which the grants we make are independently studied and evaluated, with a top-notch Strategic Learning unit devoted to this effort. We do it because our grantees and Atlantic, and the fields we support, will be most effective if we study and share information about what works and what doesn't.

I'm happy to say this approach is being embraced by the U.S. Administration's new Office of Social Innovation. At its recent launch by President Obama, in which I was privileged to take part, they featured two of our grantees. One was Robert Chambers, a 2006 Purpose Prize recipient who started Bonnie CLAC (Car Loans and Counseling) to guarantee low-interest loans for new fuel-efficient cars to low-income people in New England. The other was Geoffrey Canada of the Harlem Children's Zone, a nonprofit that is working to break generational poverty for more than 7,000 children in a 100-block area of New York's Harlem.

We also try to inform our actions and investments by wide and regular consultation. The recent review of our programmes that resulted in a sharper focus on achieving social justice involved many outside experts, activists and advocates. We listened, learned and, in many cases, adjusted our premises and approaches accordingly. These allies helped us see more clearly our work, particularly the connections among programmes and geographies.

Commissioning independent assessments and open discussions of our strategies to many different advocates are but two measures that further strengthened critical inquiry and vigorous debate among our staff and Board members. I end each of my Atlantic web columns with an invitation to readers to write me with their comments and questions, and many do. I make the same invitation here, and as we upgrade our web presence with interactive tools and social media links, we hope to take these exchanges to a deeper level and benefit greatly from them.

A commitment to social justice, to making certain that every voice can be heard as we strive for a more just and fair world, requires nothing less.

Gara LaMarche, President and CEO

Our Approach to Social Justice

Social justice is woven into the fabric of many organisations trying to effect change, whether or not they embrace the term. Achieving social justice is an unspoken objective for many foundations, and implicit in many of the problems they seek to address through their programmes, from poverty and education to peace and environmental degradation.

Atlantic believes that what captures and unites our work best is the notion of social justice. It is the connective tissue that knits together the work of our four programmes in the seven countries in which we are active.

Obviously, the term “social justice” can mean different things in the various jurisdictions where we operate. We therefore believe it’s important to spell out what we mean by social justice.

We want to support organisations that are taking the lead in bringing about lasting change for people who are disadvantaged by their economic situation, race, nationality, gender, age, disabilities, immigration status, sexual orientation, political affiliation or religion. We believe the people most affected by problems and issues must be involved in solving those problems and leading the way to the full realisation of their political, social and economic rights. Respect for human rights is at the heart of social justice.

We believe we can support lasting change by focusing on root causes of inequity rather than symptoms; focusing on advocacy for change rather than filling gaps in services; funding efforts to challenge policies and institutions that systematically exclude or disadvantage people; building on the strengths of individuals, organisations, communities and movements to advocate on their own behalf and on behalf of others; supporting institutions and investing in leaders who can work for progressive change over decades; and working in partnership with government, whenever

it can advance our goals and those of the organisations we support.

Atlantic's commitment to social justice is in keeping with our founder Chuck Feeney's belief that major problems can be more effectively addressed if invested in today rather than in the future. And as a foundation that is spending down its entire endowment, a focus on social justice creates clear parameters, and limiting principles, that will help sharpen our focus in our last decade. Much of our past and present grantmaking has had social justice at its core, including:

- integrated schools for Catholic and Protestant students in Northern Ireland
- work in poorer provinces of Viet Nam to rebuild their health system infrastructure
- a campaign to protect the medical card benefits for pensioners in the Republic of Ireland
- a citizen's movement to protect the South African Constitution from potential attack, as it is a bulwark for freedom and equality not just in South Africa, but around the world
- the largest and most powerful health care campaign to ensure affordable health care coverage for everyone in the U.S.

Social justice philanthropy puts a premium on building engaged communities through grassroots mobilisation and civic engagement. The power of these engaged communities was evident in the millions of Americans galvanised during the 2008 presidential election and in the Republic of Ireland in October 2008, when thousands took to the streets of Dublin and quickly forced the government to drop its plan to cut the medical card benefit from people over age 70. We believe that the ability of those most

affected by an issue to speak out about it is central to democratic participation and creating lasting change.

We also recognise that we must build enduring institutions and leadership to tackle structural barriers to improve the lives of people. For that reason in 2008, we increased our support of advocacy by institutions and movements representing those affected by specific problems. These advocates are working to sustain change for their communities by pushing for increased and smarter government funding and support, and for stronger and fairer laws to protect civil and human rights and foster economic fairness. We believe strongly in the importance of assisting change that is being propelled by communities.

To solve specific problems, we seek to create partnerships with governments because so much of the enduring, sustainable change we hope to accomplish ought to have the government as the primary, if not principal, funding partner. As a social justice organisation, we seek to ensure that our willingness to provide resources for these partnerships does not diminish, but rather increases, public support for specific programmes and projects. Within the context of these partnerships with government, we always make the case that the most vulnerable area is the most deserving of public support.

Our grantmaking is rooted in the pursuit of social justice because, in a sense, our work must begin at the end. We start, as our grantees do, with the vision of the world we want to live in, and then figure out how to get there. We see a world in which peace prevails over histories of conflict. It is a world in which respect for human rights is the basis of policy, not expendable in a crisis. It is a world in which democratic participation and meaningful civic engagement is the norm, and in which the most vulnerable are viewed as most deserving of public support.

The
A T L A N T I C
Philanthropies

Admittedly, these are lofty goals and Atlantic and the organisations it supports will not see them realised in Atlantic's short lifetime. But we believe an intense focus on the kind of change we all seek and well-considered strategies are the surest and most direct route to achieving lasting social change.

Ageing Programme Overview

The Board made 55 Ageing Programme grants, totalling \$82 million, in Northern Ireland, the Republic of Ireland, the United States and Bermuda. During 2008, the staff also reviewed strategies to more deliberately align objectives with the foundation's guiding principle of social justice.

Ageing Grantees

REGION	NUMBER OF GRANTS	AMOUNT IN MILLIONS
Bermuda	5	\$ 1.4
Northern Ireland	9	\$ 6.6
Republic of Ireland	12	\$ 23.9
USA	29	\$ 50.2
Total	55	\$ 82.1

In the countries where the Ageing Programme operates, older adults are marginalised by social, structural and economic barriers. To dismantle these barriers, the strategic review focused on making clearer connections to the issues associated with poverty, racial and ethnic diversity, frailty, gender and geography, and less on ageism writ

large and the attendant issues of opportunities for volunteerism and lifelong learning. As a result of this strategic review, we have now refined the programme's mission and strategies.

The Ageing Programme now seeks to improve the lives of and achieve health and economic security for older adults. We do this by supporting efforts that engage many at the grassroots level, particularly those who are disadvantaged by chronic health problems, low income, or by their race or gender. We also support advocacy and policy efforts to address the structural and systemic factors that contribute to low incomes and poor health among many older adults. Lastly, we seek to build a more enduring capacity of the ageing sector, so that organisations focused on ageing issues will have the sustained capacity to respond to future challenges long after Atlantic has closed its doors.

These objectives mean different things in the countries where we operate, but in all jurisdictions our grantees are working to improve the lives of older adults and to achieve health and economic security for them. Here are some highlights from our 2008 grantmaking:

- In the United States, Washington, D.C.-based Wider Opportunities for Women (WOW) began providing state advocacy groups with a research tool and localised economic data called the Elder Economic Security Index. This Index can be used to drive policy planning, development and evaluation in order to ensure that elders and their families are economically secure. A coalition of advocacy groups in California has used the Index as a platform to introduce the Elder Economic Dignity Act of 2009.
- In Northern Ireland, Help the Aged led a broad, age sector campaign to engage older people and other stakeholders in shaping and influencing the powers and remit of an independent Commissioner for Older People in Northern Ireland. The campaign has already had success in influencing Members of the Northern Ireland Assembly and in shaping the legislation that the Assembly will have to put in place to appoint the Commissioner. The appointment of a suitably empowered and effective Commissioner would help highlight the cause of vulnerable older people and lead to better policy implementation on their behalf.
- In the Republic of Ireland, Age and Opportunity piloted a series of small grants to 24 organisations throughout the country aimed at strengthening the voice of older people by increasing their capacity for advocacy, communications and lobbying. The focus of the projects

The
A T L A N T I C
Philanthropies

ranged from the homeless, to the need for advocacy by people with mental health problems, to the establishment of a network for older Travellers, one of the most marginalised and disadvantaged groups in Ireland. Based on the success of the pilot, a five-year “Get Vocal” programme is now underway.

Ageing Age Sector Platform

Older people are generally not aware of their rights and the legislation that exists to protect them. Advocacy on age-related issues has tended not to involve older people themselves, but age-sector nongovernment organisations (NGOs) have undertaken the issues on behalf of older people. Through a Seniors Platform funded by Atlantic, they can now lobby for themselves and represent their own interests directly to government, policymakers and influencers.

"What makes Age Sector Platform so powerful is the older people who are driving it forward – they are literally 'speaking from experience,'" said Bill Carson, Chair of Age Sector Platform (ASP). "The support received from Atlantic has allowed us to become a more effective channel through which older people can participate in the political and decision-making processes that affect them."

ASP helped to organise the "Can't Heat or Eat" rally in Stormont Buildings in Belfast in November 2008 to ensure that the government take immediate action to help older people by increasing their fuel allowances, in particular over the most difficult winter months. This successful campaign has paved the way for older people to represent themselves and campaign on other self-determined issues.

Age Sector Platform is composed of 27 organisations and networks from Northern Ireland. With the establishment of a small secretariat and good governance arrangements, ASP has effectively established itself as the recognised voice of older people throughout the country.

Ageing Northern Ireland

Grantee(s) Name: Age Sector Platform

Grant Amount: £525,000

Term of Grant: 3 years

Ageing Irish Senior Citizens Parliament

In October 2008, in response to the sharp economic downturn, the Irish Government introduced a supplementary budget with numerous austerity measures, including withdrawal of the automatic entitlement of people over age 70 to free primary health-care and prescription medicines.

The Irish Senior Citizens Parliament (ISCP) organised a campaign to have the proposed withdrawal of the medical card reversed through the active participation of all its 430 affiliated member associations, including Active Retirement Ireland and Senior Helpline. The voices of older people filled the airwaves and print media. The campaign culminated in the mobilisation of 15,000-20,000 older people from all corners of Ireland at a protest rally outside the Dáil (Irish Parliament). The unprecedented protest attracted widespread public support across the generations.

While the principle of universal access was lost, 95 per cent of people over age 70 retained their entitlements following amendments to the budget provision by the government.

Mairead Hayes, Chief Executive Officer of ISCP, says: "The Irish Senior Citizens Parliament empowers older people in Ireland at local, regional and national levels by enabling them to be better informed, supported and motivated to advocate for themselves, enabling them to challenge ageism in all its manifestations and to take an active part in the national agenda. Atlantic's support helps to make that happen."

Since its establishment ten years ago, the ISCP has been active and influential, representing and serving older adults with a record of effective lobbying at local, national and international levels. Atlantic's grant supports policy and membership development for the ISCP.

Ageing
Republic of Ireland

Grantee(s) Name: Irish Senior Citizens Parliament

Grant Amount: £811,000

Term of Grant: April 2007 to March 2011

Ageing PHI

Direct-care workers ensure quality elder care and disability services for millions of Americans, yet often do not have their own health coverage.

The Health Care for Health Care Workers (HCHCW) campaign is addressing this challenge. HCHCW raises awareness of the lack of coverage and its consequences, promotes policy solutions, and mobilises stakeholders – including direct-care workers – to advocate on their own behalf. HCHCW was launched in 2005 by PHI (formerly the Paraprofessional Healthcare Institute), a national nonprofit committed to improving services for elders and people with disabilities, by improving the jobs held by direct-care workers.

The campaign has focused on states with opportunities for reform, including Iowa, Maine, Montana, Michigan, New York, Pennsylvania and Vermont, and assisted numerous other states regarding coverage for direct-care workers.

During 2007 and 2008, PHI collaborated with the Iowa Caregivers Association, the largest organisation of its kind in the U.S., to advocate for the expansion of health coverage for workers in Iowa. They recruited caregivers to make their voices heard in legislative hearings, one-on-one meetings with legislators and other activities. Their efforts paid off.

In May 2008, Iowa Governor Chet Culver signed legislation to increase access to health care in the state. This new law established a pilot program that subsidises coverage for 250 direct-care workers to determine whether affordable coverage improves the stability of this workforce. Notably, this programme will also inform efforts to expand coverage to all Iowans, including thousands of direct-care workers, by mid-2010.

"Given the chance to advocate collectively, direct-care workers have been personally empowered to become very effective influencers of public policy," said Carol Regan, PHI's HCHCW and Government Affairs Director. "These workers, primarily women – many with chronic health conditions themselves – are too often invisible to policymakers. Making their important, yet undervalued, work visible has been critical to winning affordable coverage and better wages – and ensuring quality care."

**Ageing
United States**

Grantee(s) Name: PHI

Grant Amount: \$2,800,000

Term of Grant: January 2008 to December 2010

Children & Youth Programme Overview

The Children & Youth Programme (formerly Disadvantaged Children & Youth) made 54 grants, totalling \$72 million in Northern Ireland, the Republic of Ireland, the United States and Bermuda.

Children & Youth Grantees

REGION	NUMBER OF GRANTS	AMOUNT IN MILLIONS
Bermuda	4	\$ 1.5
Northern Ireland	8	\$ 7.6
Republic of Ireland	10	\$ 14.2
USA	32	\$ 48.8
Total	54	\$ 72.1

In late 2008, we began a review of the programme's strategy, which will be completed in early 2010. Through the review, we are exploring how to focus more on achieving social justice through advocacy, including efforts by young people, particularly youth in low-income and marginalised ethnic and racial communities, on their own behalf.

The Children & Youth Programme is increasing its focus on advocacy building on a strong foundation of activities by Atlantic and its grantees in 2008:

- In Northern Ireland, the South Tyrone Empowerment Programme expanded BELONG, a partnership of organisations working to improve the lives of minority children. Building on earlier support, we made a second grant to the Children's Law Centre to strengthen its capacity to use the law to uphold children's rights.
- In the Republic of Ireland, we made new advocacy grants to The Irish Association for Young People in Care (IAYPIC) and the Irish Penal Reform Trust (IPRT). The IAYPIC advocates for youth who are in the care of the state, and the IPRT campaigns to reduce imprisonment as a punishment for youth. Both seek to change policies, so that the most vulnerable youth have the opportunity to do better in life.

- In the United States, the Every Child Matters Education Fund and its Vote Kids effort campaigned to ensure that presidential and congressional candidates debated issues of importance to children. Separately, advocates won a hard-earned victory when Congress passed and President Obama signed the re-authorisation of the State Children's Health Insurance Program. Since 2006, Atlantic invested in a cluster of nine organisations that campaigned for re-authorisation, including the Center for Community Change, Center on Budget and Policy Priorities, the Center for Children and Families at Georgetown, Children's Defense Fund, Children Now, First Focus, National Council of La Raza, National Academy for State Health Policy and Voices for America's Children.

In 2008, we worked with our partners to transform the Elev8 initiative in the United States from a traditional demonstration model in New Mexico, Chicago, Illinois; Oakland, California; and Baltimore, Maryland, to a community engagement effort to advocate for the needs of local children and youth. For example, in New Mexico, students in the Elev8 initiative led a campaign against hunger in their school, insisting that all students receive free warm meals. They collected hundreds of signatures on petitions, attracted the attention of the national media and met with the state's Governor to voice their concerns.

As part of its focus on youth in marginalised ethnic communities, we supported the development and implementation of a strategic plan for the National Indian Youth Leadership Project, an organisation focused exclusively on Native youth in the United States.

Children & Youth Campaign for Community Change

“Real social change has to be built from the ground up through the participation of millions of people speaking in their own voices,” says Deepak Bhargava, Executive Director of the 40-year-old Center for Community Change (CCC).

To ensure that policymakers hear the voices of low-income families, CCC focused in 2008 on strengthening and building relationships among community organisations nationwide, laying the groundwork for large-scale grassroots mobilisation. It also engaged in targeted policy advocacy.

In December 2007, CCC launched a coalition of 300 progressive community organisations, the Campaign for Community Values, which has advanced issues including poverty reduction and immigration reform. The Campaign and allies successfully advocated for the State Children’s Health Insurance Program (SCHIP), and CCC worked with other local and national organisations to win a provision in the legislation that ensures coverage for legal immigrant children.

CCC also grew its profile in the media and saw a fivefold increase in applications for its Generation Change leadership development programme. One year after the Campaign’s launch, CCC co-hosted 2,500 grassroots leaders at the first public event attended by high-level Obama Administration appointees. The event was the fruition of years of work to unite community organisations and develop a shared policy agenda.

Our three-year grant provides core support to CCC and its 501(c)4 arm, the Campaign for Community Change. CCC is a member of the Atlantic-funded Coalition for Comprehensive Immigration Reform and Health Care for America Now (HCAN) coalition.

"It is critically important that the families most affected by the problems and policies being debated in Washington participate in solving them," says Mr. Bhargava. "The HCAN coalition has harnessed incredible grassroots energy to a common purpose at a national level. The networks of families who were activated in support of SCHIP in 2008 are now even more energised for the health reform battle in front of us."

**Children & Youth
United States**

Grantee(s) Name: Center and Campaign for Community Change
Grant Amount: \$2,500,000
Term of Grant: July 2007 to June 2010

Children & Youth Together 4 All

Together 4 All (T4A) is a community-based organisation which aims to improve support for children, young people and their families in the Lurgan area of Northern Ireland. Research has found this area to be a microcosm of Northern Ireland, in terms of need, demographic and socio-economic mix. Issues facing the community include high rates of deprivation and sectarian tension. T4A has developed an innovative programme for schools which, for the first time, brings together educational resources for pupils, parents and teachers, coupled with on-the-ground support from trained staff.

Atlantic's grant aims to improve outcomes for children and young people in the Lurgan area by implementing and evaluating an integrated services strategy. In 2008, Together 4 All adapted a proven model of social and emotional learning designed to address behavioural issues, bullying, and mutual respect and understanding.

They introduced the programme into participating primary schools, comprising all religions. Children from the ages of five to 11 engage in the exercises developed for improving self control with techniques that are simple and very effective.

"Seeing a child of six taking a turtle pose (right hand resting on left shoulder and left hand resting on right shoulder) for the first time is quite awe inspiring," says Nuala Magee, Chief Executive of T4A, "She stood arms crossed to 'Stop and Calm Down' to then 'Slow Down and Think' to then having processed and taken the heat out of the situation with the support of her peers to move to 'Go, Try My Plan.' It shows how this learning could be invaluable for any of us, in any aspect of life, whatever our age. The self-awareness and self-control techniques the children learn, even to assessing and evaluating their own behaviours, give them tools that will

last a lifetime, and benefit not just the individual child but their families, friends and community.”

**Children & Youth
Northern Ireland**

Grantee(s) Name: Together 4 All - Integrated Children’s Services

Grant Amount: \$3,200,000

Term of Grant: January 2008 to December 2011

Children & Youth Fatima Regeneration Board

The local inner city communities of Fatima Mansions and Dolphin House in Rialto in Dublin are among the most disadvantaged in Ireland. For more than three decades, the community has struggled to achieve local government support for the area – culminating in the achievement of a comprehensive physical, economic and social regeneration of Fatima, with similar plans in the pipeline for Dolphin House.

Out-of-school time services in Ireland are poorly resourced, undervalued and lack evidence of effectiveness. The Dublin inner city area of Rialto, with its history of innovative programmes for children and young people, represented fertile ground for the development of these services.

Atlantic supports the Fatima Regeneration Board to develop quality out-of-school time programmes that focus on achieving better outcomes for 11 to 14 year olds at risk in the community. The project is part of Atlantic's efforts in Ireland to promote evidence-based programmes for children and youth that intervene early in problem cycles.

John Whyte, Chief Executive of Fatima Regeneration Board, says: "The combination of a dedicated staff team, a community of young people who are really keen to learn, coupled with raw enthusiasm brought about through a creative curriculum, has been well-received and is currently being robustly evaluated. This is the sort of innovative programme that can really make a difference, not only in the lives of individual young people, but for the whole community."

This initiative is being closely linked with local schools, a consortium of local agencies and residents. The programme looks to the integration of existing formal schools and informal youth development

services in the area. This effort has led to piloting a range of structured activities, including visual arts, drama, dance, sports and literacy.

**Children & Youth
Northern Ireland**

Grantee(s) Name: Fatima Regeneration Board

Grant Amount: £400,000

Term of Grant: September 2007 to August 2009

Children & Youth **The Brotherhood/Sisterhood of Bermuda**

The Brotherhood/Sisterhood of Bermuda is more than an organisation – it is a way of life. The programme is an emerging, grassroots initiative that provides youth with the opportunity to explore their ideas, identity and future among peers, with the support and guidance from elders.

In 2008, a Brotherhood programme was piloted at the Whitney Middle School for youth aged 11-18, who are often at risk and live in poverty. Over six weeks, Executive Director Bill Trott and Jose Lora engaged as Chapter Leaders with more than 600 students during lunchtime. After building relationships and trust with a core group of students, they launched an afterschool programme providing mentoring, leadership development, academic tutoring, community service and youth-organising activities. Together, the “brothers” and chapter leaders worked on homework, played football, and discussed current events, relationships and the responsibilities that come with being a young man, friend, family member, community member and leader.

By building deep relationships with the “brothers” and their families and by developing a unique partnership with school administrators, who allowed the programme to operate within the building and have now committed an office space for the programme, the Brotherhood has integrated uniquely into all aspects of these young men’s lives.

This programme can have a transformative effect in Bermuda and elsewhere. Mr. Trott recalls one particular “brother” who regularly sought improper attention, got into trouble and was mistreated by peers. A year later, he grew tremendously in self-esteem and demeanor. His mother is “blown away” and attributes his development to being a part of the Brotherhood. “As this young ‘brother’ moves through adolescence into manhood,” Mr. Trott says, “We can see him move from the troublesome behaviour to which he’d been

accustomed toward a more positive attitude that leads him to seek knowledge and understanding.

“With this new knowledge and understanding, we expect members to take responsibility for their own behaviours and to begin to influence others. They become the voices of youth in need,” he says.

The Brotherhood is a testament to how a small Atlantic investment can make a huge difference. The programme will be replicated in other schools in 2009 and 2010, and a Sisterhood programme will be launched in the future.

**Children & Youth
Bermuda**

Grantee(s) Name: The Brotherhood/Sisterhood of Bermuda

Grant Amount: \$400,000

Term of Grant: 3 years

Population Health Programme Overview

The Population Health Programme made 36 grants, totalling approximately \$60 million in 2008, and continued to focus on developing the health-care workforce and physical infrastructure necessary to ensure that quality primary health care is available in Viet Nam and South Africa. Over the course of the year, staff also revised the strategy to bring it in greater alignment with Atlantic's newly articulated social justice approach to philanthropy.

Population Health Grantees

REGION	NUMBER OF GRANTS	AMOUNT IN MILLIONS
Cuba	10	\$ 4.9
South Africa	15	\$ 16.4
Viet Nam	11	\$ 38.5
Total	55	\$ 59.8

We believe that access to quality health care is a fundamental human right, which can be best realised by delivering quality primary health care in local communities. To accomplish this, the Population Health Programme supports efforts in both countries to:

- Educate, train and retain clinical, public health and other allied health professionals to improve the delivery of primary care
- Introduce, evaluate and replicate model programmes for training health professionals, improving clinical care to meet standards of best practice and delivering care effectively
- Invest in physical and digital infrastructure to facilitate the delivery of quality primary care
- Encourage grassroots advocacy for those who suffer from current inequities in health services and health outcomes.

In Viet Nam, our support increased the number of commune health centres and improved the quality of care delivered by these

local public-health units that each provides care for approximately 10,000 people. We are investing in either rebuilding or renovating, and equipping the more than 150 commune health-care centres in Thua Thien Hue Province in partnership with the government of this poor province, which has a large population of ethnic minorities. Similarly, our assistance in the Vinh Long Provincial Health Department allowed for the upgrade of all its commune health centres in this agrarian province in the Mekong Delta.

To improve reproductive health care at the commune level in Thai Nguyen, Thua Thien Hue, and Vinh Long provinces, Marie Stopes International received a multi-year grant. Finally, the Viet Nam Veterans of America Foundation works with providers to deliver effective and sustainable community-based mental health care in Da Nang City and Khanh Hoa Province.

In South Africa, Population Health continued its sharp focus on increasing the number of nurses who can deliver quality primary care in rural communities. We helped the Durban University of Technology (DUT) establish a four-year Bachelor of Nursing Programme in KwaZulu-Natal province, where there is a severe shortage of nurses and a dearth of programmes to educate and train new nurses. We also support the KwaZulu-Natal College of Nursing, which educates and trains more nurses at the college level than any other school in South Africa. The grant is designed to support the college as it becomes a centre of nurse training excellence.

In late 2008, Atlantic launched the UNEDSA (University-based Nursing Education South Africa) initiative to elevate and transform nursing education, research, clinical care and specialties.

Population Health Friends of Mosvold Trust

Dr. Thembelihle Phakathi is a rarity, a 24-year-old doctor from rural South Africa, who cares for children in rural communities. Harkening back to her childhood in Ingwavuma, she explains: "We did not even have a health clinic, just a mobile van that visited once a month at the most. Sick people did not get care, unless they had money to travel to a hospital."

Ingwavuma is typical of rural South Africa, where millions are struggling with HIV/AIDS and tuberculosis. To ensure that residents get the care they need, the Friends of Mosvold Trust (FOM) is making it possible for young South Africans from rural communities to become physicians, nurses, aides and other health professionals. So far, FOM has produced 56 graduates and is currently training 84 students. Remarkably, very few of them drop out.

"Common sense and research show that youth who are trained in or near their home communities are much more likely to return to those communities to provide care," explains Zola Madikizela, a Population Health Programme Executive in South Africa. "Without more indigenous health professionals, we'll never improve the health of the population."

Launched in KwaZulu-Natal province, Friends of Mosvold has expanded to other parts of the country with Atlantic's support. Students receive full scholarships and mentors, who help them fill gaps in their education, learn to use their time wisely and balance family obligations with school work. In turn, for every year of support, each student agrees to one year of service in a rural community where many settle and provide care.

"This is a sustainable model. We are providing local people with skills, so they can return to their communities and provide care," said Gavin MacGregor who directs FOM. "We say to them 'You can do it! Yes, it is hard, but if you apply yourself, you can be whatever you want to be.'"

Population Health
South Africa

Grantee(s) Name: Friends of Mosvold Trust

Grant Amount: ZAR7,800,000

Term of Grant: 3 years

Population Health Partners in Development of National Hospital of Pediatrics

The National Hospital of Pediatrics (NHP) is the anchor of paediatric medicine in Viet Nam. It is the preeminent specialty hospital that helps children with serious health problems in the northern and central regions. The hospital in Ha Noi is also the main teaching and training facility for health professionals who care for children throughout the country.

Given NHP's central role, Atlantic is supporting a multi-year effort to expand and modernise the hospital, as well as improve the teaching, training and clinical skills of paediatric health professionals. Our grantees in this effort are the Royal Children's Hospital of Melbourne, Australia (RCHI) for training and the East Meets West Foundation (EMWF) for construction support.

"We are developing new ways of working in a new hospital," explains Professor Garry Warne of the Royal Children's Hospital in Australia, who heads the international team charged with transforming the NHP. Professor Warne points out that his team has already improved clinical care. With minimal training from Warne's team, the NHP now regularly prevents blindness among premature newborns.

Since 2005 Atlantic has invested approximately \$15 million in the NHP, and, according to Dr. Nguyen Thanh Liem, the hospital's Director, the Government of Viet Nam agreed to invest up to \$30 million over the next four years to renovate and equip the NHP.

"This represents a big down payment on what will be a \$90 million project over eight years," he added.

"Our partnership with the Ministry of Health will deliver the best care to the children of Viet Nam," explains Duong Hoang Quyen, M.D., Programme Executive who oversees the project for Atlantic. "And our children are our future, so this is exactly what Viet Nam needs."

**Population Health
Vietnam**

Grantee(s) Name:

Partners in Development of National Hospital of Pediatrics

Grant Amount: \$15,000,000 (4 grants)

Term of Grant: 2005 to 2010

Reconciliation & Human Rights Programme Overview

From the High Court in Dublin to South Africa's Constitutional Court to the streets of Belfast and Los Angeles, grantees of the Reconciliation & Human Rights Programme worked tirelessly to ensure access to rights, justice and services for all. The Board approved 56 grants, totalling \$49 million, in Northern Ireland, the Republic of Ireland, South Africa and the United States.

Reconciliation & Human Rights Grantees

REGION	NUMBER OF GRANTS	AMOUNT IN MILLIONS
Northern Ireland	10	\$ 10.6
Republic of Ireland	11	\$ 12.6
South Africa	10	\$ 7.9
USA	25	\$ 18.1
Total	56	\$ 49.2

Following a strategic review in 2008, the programme's new overarching objective is to secure an enduring capacity to protect rights and promote reconciliation. We believe that the most important legacy we can leave in our short lifetime is a sustainable set of organisations and strong leaders in the field with a proven ability to protect and advance rights, while also delivering

changes in policy and practice that improve the lives of disadvantaged and vulnerable people. Our efforts include strengthening connections among diverse groups and mobilising constituencies committed to protecting and expanding human rights at the grassroots, organisational and government levels. We have also prioritised a small number of specific issues within the geographies where we work:

- In Northern Ireland, protecting the rights of immigrants and people with disabilities and integrating education and local peace-building initiatives
- In the Republic of Ireland, protecting the rights of immigrants and people with disabilities
- In South Africa, protecting the Constitution, the rights of immigrants and the rural poor, and promoting

reconciliation through support of initiatives to deal with the past

- In the U.S., protecting the rights of immigrants, working to restore civil liberties and the rule of law, and abolishing the death penalty.

Highlights of our grantees' work in 2008 include the following:

- In South Africa, a victory in the Constitutional Court will make a significant difference to the economic security of a large number of South African women. The Legal Resources Centre won a case on behalf of a 68-year-old woman married for 40 years who had no rights to any family property after her divorce. The Court ruled that women married under customary law can claim the same property ownership rights and patrimonial benefits as all other married parties have under law.
- In Northern Ireland, there was significant progress on the Bill of Rights. Although the government has yet to enact a strong Bill of Rights reflecting the wishes of the people, the Human Rights Consortium successfully influenced the Human Rights Commission's advice on what the document should contain.
- In the Republic of Ireland, the Free Legal Advice Centres obtained the first-ever declaration of incompatibility of Irish law with the European Convention on Human Rights Act, 2003, in the case of Dr. Lydia Foy, a transgendered person. This decision will significantly advance the rights of transgendered people in Ireland and help create a more tolerant society.

In the United States, our support of the We Are America Alliance Action Fund (WAAA-AF) was key to the historic and highly successful mobilisation of immigrant communities in the 2008 election. For the first time, “new” Americans, and Latinos in particular, were acknowledged as a significant political and electoral voice. The WAAA-AF continues to have impact on other policy fronts – from children’s health care to health care to the 2010 Census – and has changed how both major parties are approaching the 2010 elections.

Reconciliation & Human Rights Disability Action

"I have been a paraplegic since an accident in 1980," says Paul Moules of Belfast. "The (Disability Action) training programme has stopped me from drowning in frustration at not being heard. I will be able to lobby for my rights and those of other disabled people."

Abuses and discriminatory practices experienced by people with disabilities in the delivery of basic public services are significant problems in Northern Ireland, particularly in areas of health, employment and education. Disability Action, which represents over 180 disability groups, has established a landmark Human Rights Centre for People with Disabilities that works to secure their rights throughout the country.

Atlantic supported building the capacity of Disability Action to influence policy that promotes the rights of disabled people, who account for one in five people in part due to Northern Ireland's history of violent conflict.

Disability Action played a critical role in the UK Government's ratification of the UN Convention on the Rights of Persons with Disabilities (UNCRPD). A significant success for disability groups was ultimately getting the list of reservations reduced to five from the original 36 proposed by the government.

"The REAL Network is another key component of our Centre on Human Rights and an effective way to promote social justice for disabled people," says Monica Wilson, Chief Executive of the organisation. "We work to foster a culture of human rights for disabled people through education, capacity building, campaigning, lobbying, influencing and legal challenge."

The REAL Network – Rights, Empowerment, Action and Lobbying – is a group of disabled activists working locally, nationally and internationally to promote and protect the human rights of disabled people in five core areas: health, education, employment, independent living and the UNCRPD.

With new ideas, leadership and networking, Disability Action and its REAL Network have created a momentum, leading Members of the Legislative Assembly and other politicians to endorse the need to review policy related to rights abuses experienced by people with disabilities.

Reconciliation & Human Rights Northern Ireland

Grantee(s) Name: Disability Action

Grant Amount: £1,540,000

Term of Grant: December 2005 to December 2008

Reconciliation & Human Rights Free Legal Advice Centres

The Free Legal Advice Centres (FLAC), acting on behalf of Dr. Lydia Foy, successfully challenged the Irish Government's refusal to allow transgendered people to alter their birth certificates to accurately reflect their new identities. In a landmark case, the High Court formally declared in February 2008 that the Irish Government's position was incompatible with the European Convention of Human Rights. As of September 2009, the government had not acted on this declaration so further legal action may be required.

"Dr. Lydia Foy, together with FLAC, has challenged the rigid gender stereotypes that stand in the way of recognition," says Noeline Blackwell, Director General of the Free Legal Advice Centres. "It is a stepping stone on the way to building a more tolerant and inclusive society that values and respects difference and diversity."

FLAC, an independent human rights organisation dedicated to equal access to justice for all, was established by a group of law students in 1969 to highlight the extent of unmet legal need in Ireland. And 40 years later, this nongovernment organisation continues to provide basic legal advice to the public through its network of 400 volunteer lawyers, as well as groundbreaking cases for people like Dr. Foy.

In addition, FLAC campaigns for reform in four main areas: legal aid, social welfare, credit, and debt and public interest law. For its work on behalf of disadvantaged people, FLAC utilises a combination of tactics, including research and analysis, strategic litigation, and consensus building and strategic alliances across a breadth of groups ranging from government and statutory bodies, to colleagues in the nongovernmental and legal sectors and the media. Atlantic's grant provides core support to this organisation.

**Reconciliation & Human Rights
Republic of Ireland**

Grantee(s) Name: Free Legal Advice Centres (FLAC)

Grant Amount: £2,250,000

Term of Grant: January 2007 to December 2011

Reconciliation & Human Rights Musina Legal Advice Office

The United Reform Church in Musina, South Africa, has provided a safe haven for refugees coming into the country from Zimbabwe. Most of the women refugees there were either tortured by Zimbabwean security forces or raped while crossing the border, and the church provided them refuge and a 'safe space.'

The church is one of many local and international organisations that the Musina Legal Advice Office brought together to meet the immediate needs of Zimbabwean refugees, as well as to defend their legal and human rights. These refugees are some of the three million people who have fled to South Africa as a result of economic collapse and human-rights abuses in Zimbabwe.

Atlantic's grant set a new course of stability for the Legal Advice Office, which is led by Jacob Matakanyane, a lawyer and lifelong resident of Musina whose father once served as the local police chief. Before this grant, the Legal Advice Office was a volunteer operation. Now, it has a staff of 14, working on the refugee situation.

Since 2007, the situation has worsened in South Africa, where violent, even lethal, xenophobic attacks on refugees have taken place. "When we began working to defend refugees, many in the community had negative attitudes toward them," says Mr. Matakanyane. "But we have changed attitudes. Last year, when there were attacks in other parts of South Africa, we had none in Musina. We treat foreigners like local people."

"I am quite amazed at how quickly the Legal Advice Office has grown and how much it has accomplished," says Gerald Kraak, a South African Programme Executive with our Reconciliation & Human

Rights Programme. "The Office has been instrumental in educating refugees about their rights, cutting through the bureaucracy and taking on the government when necessary."

**Reconciliation & Human Rights
South Africa**

Grantee(s) Name:

The Center for Education Policy development as fiscal
agent for Musina Legal Advice Office

Grant Amount: ZAR2,338,445

Term of Grant: 3 years

Reconciliation & Human Rights U.S. Human Rights Fund

In October 2008, days before the U.S. presidential election, the American Constitution Society released “Human Rights at Home: A Domestic Policy Blueprint for the New Administration.” The Blueprint addresses “the gap between the promise and practice” of human rights in the United States and proposes mechanisms to integrate human rights principles into domestic policy, such as the establishment of a national Civil and Human Rights Commission.

The Blueprint grew out of a collaborative process involving multiple constituencies, from the Beltway to academics to grassroots activists. The U.S. Human Rights Fund (USHRF), a donor collaborative in which Atlantic participates, supported the initiative. USHRF promotes greater adherence to human rights within the U.S., and enables a wide range of advocates, groups and communities to pursue these rights and freedoms.

The USHRF has helped build the capacity of social justice groups, like the Border Network for Human Rights, to use a human rights framework in their advocacy and organising efforts across the country. “A human rights frame often invokes a higher standard of rights, and encourages vulnerable people to lead and define their own struggles,” says Sue Simon, Program Manager of USHRF.

USHRF makes grants in four priority areas: human rights training and education, networking and collaboration, communications and messaging, and strategic thinking and advocacy.

“The Fund’s grantees are an amazing group of social justice advocates pursuing many issues, including worker rights, racial profiling, immigration reform, economic recovery and juvenile life without parole. They share a belief that by holding the U.S. accountable to basic international human rights norms, dignity, equality and

opportunity for all people can be promoted,” Ms. Simon says. “By emphasising the participation of those most affected by human rights violations, crafting diverse advocacy strategies and linking their efforts globally, our partners are advancing real social and political change.”

**Reconciliation & Human Rights
United States**

Grantee(s) Name:

Public Interests Projects, as fiscal agent for U.S. Human Rights Fund

Grant Amount: \$2,535,000

Term of Grant: March 2007 to December 2010

Founding Chairman Overview

In 2008, there were 12 Founding Chairman grants, totalling approximately \$180 million.

Founding Chairman Grantees

REGION	NUMBER OF GRANTS	AMOUNT IN MILLIONS
Asia	2	\$ 3.4
Australia	1	\$ 0.1
Republic of Ireland	1	\$ 1.7
South Africa	1	\$ 8.9
USA	5	\$159.5
Viet Nam	2	\$ 6.3
Total	54	\$179.9

Chuck Feeney, Atlantic's Donor and Founder, proposes grants to the Board that better the lives of people in a variety of countries. These grants generally pertain to the expansion, usually through co-funding, of higher education and medical research projects.

His additional focus is to facilitate and accelerate the transfer of knowledge by encouraging international collaboration among medical researchers and university leaders at the Atlantic-supported institutions in Australia, the United States and Viet Nam in hopes that together they would develop medical breakthroughs greater than any single institution would achieve alone. The ultimate goal is to help humanity, particularly vulnerable people.

This work echoes Mr. Feeney's farsighted plan behind higher education grants in Ireland in the first two decades of Atlantic. The foundation's investments in many underfinanced institutions and sections of the country increased research and access to education that helped create a strong Irish economy until the global recession of 2008.

The Founding Chairman's largest grant in 2008 was a \$125 million matching grant to support the construction of a children's, women's and cancer hospital complex at the UCSF Medical Center at Mission Bay, which is planned for completion in 2014. Other Founding Chairman

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grants included strategic development of nursing through nursing education in Viet Nam to Queensland University of Technology; support for educational, family health, shelter and welfare programmes for people with AIDS in a slum community of Bangkok, Thailand; and funding for building projects at Chaminade University of Honolulu and Ithaca College in New York.

Founding Chairman University of California San Francisco Medical Center

The University of California San Francisco (UCSF) Medical Center has long ranked among the U.S.'s top ten hospitals.¹ Adding to its worldwide reputation in cardiovascular and cancer work is UCSF's new \$1.1 billion Mission Bay campus, one of the largest biomedical education and research campuses in the U.S., that also is providing vibrancy and jobs to a revitalised section of San Francisco.

To optimise the length and quality of life, UCSF staff envisions new ways of integrating research with clinical care that span the full spectrum from prevention to long-term care and hospice. In addition, UCSF is capitalising on its proximity to Silicon Valley by incorporating many breakthroughs in information technology (IT) to improve the quality and reduce the cost of health care.

Founding Chairman Chuck Feeney has championed UCSF's efforts to find cures for the U.S.'s No. 1 and 2 killers by encouraging our Board to give a total of \$270 million for three buildings: the Helen Diller Family Cancer Research Building; the Cardiovascular Research Institute, scheduled to open in 2011; and the UCSF Medical Center at Mission Bay, planned for 2014.

"These facilities will allow us to advance to the next levels of research, training and patient care," says Mark R. Laret, Chief Executive Officer of UCSF Medical Center. "Our hospital will have the latest IT interface, which will enable every patient, in effect, to be part of our research and will increase our doctors' ability to improve care faster."

"The Mission Bay campus in its present form might not have existed without Chuck's foresight," says Regis Kelly, former Vice Chancellor of UCSF and now Director of the California Institute of Quantitative

Biosciences at Mission Bay. "Each of his three gifts was instrumental in both obtaining the University Regent's approval for that particular project and in encouraging other philanthropists to step forward."

1. *US News & World Report*, 2009 for eight consecutive years in the top ten.

Founding Chairman
United States

Grantee(s) Name: UCSF Medical Center
Grant Amount: \$270,000,000 (4 grants)
Term of Grant: 2004 to 2013

Venture Fund Overview

In 2008, the Venture Fund was established to support projects globally that allow for opportunistic initiatives outside our individual programmes. To date, this fund has been used for cross-programme grants, strategic learning work, and other initiatives, including maximising our unique capacity to fund advocacy.

Venture Fund Grantees

REGION	NUMBER OF GRANTS	AMOUNT IN MILLIONS
Cuba	11	\$ 1.4
Bermuda	2	\$ 1.0
Europe	3	\$ 0.4
Northern Ireland	4	\$ 1.1
Republic of Ireland	6	\$ 1.2
South Africa	4	\$ 0.9
USA	41	\$ 24.5
Total	71	\$ 30.5

The Board awarded 71 Venture Fund grants, totalling \$30.5 million in Bermuda, Cuba, Northern Ireland, the Republic of Ireland, South Africa, Viet Nam and the United States.

The five largest grants in the Venture Fund during 2008 supported the Health Care for America Now (HCAN) campaign to make quality, affordable health care part of the agendas of both

presidential parties; the We Are America Alliance Action Fund through the Tides Foundation to mobilise new citizens to vote in the 2008 U.S. presidential campaign; and the Aspen Institute for transition funding of its Ethical Globalisation Initiative. There were grants to Harvard University for a Strategic Learning cluster evaluation of the U.S. Children & Youth Programme's strategy of keeping children engaged in learning and to the Centre on Philanthropy in Bermuda to establish a scholarship endowment honouring long-time Board Director Cummings V. Zuill.

Venture Fund Health Care for America Now

Today, nearly 50 million Americans have no health care coverage, those with insurance frequently do not get the care they need, and the ill are often shut out of the system. Health Care for America Now (HCAN) is campaigning to pass legislation in 2009 that would create a more inclusive and equitable system. HCAN is a coalition of more than 1,000 groups and has organised hundreds of rallies, run television ads and generated thousands of calls to members of Congress.

Creating a health care system that provides everyone with quality, affordable health care coverage has been a goal of progressive Americans for nearly a century. "Several presidents and U.S. Congresses have failed in their attempts to accomplish this goal," says Gara LaMarche, President and CEO of Atlantic. "We looked at why health reform did not succeed in the past, and we decided that reform would not succeed this time without the support of a powerful army of citizens. That is why we have made perhaps the single largest advocacy grant in the history of philanthropy to HCAN. In the past, U.S. presidents have found that opponents of reform such as health insurers were far more organised and powerful than the forces that would benefit most from reform, particularly low-income workers, African Americans and Hispanics."

To help level the playing field, Atlantic has awarded HCAN \$25 million since June 2008 to build a large national coalition active in all 50 states. "We campaigned in 2008 to ensure that affordable, quality health care coverage for all was a central issue in the presidential and Congressional elections," says Richard Kirsch, National Campaign Manager for HCAN. "By January 2009, we were ready to work with the new president and Congress to keep

their promise to guarantee good affordable coverage to all, and we will keep up the campaign until President Obama signs a bill by year's end."

**Venture Fund
United States**

Grantee(s) Name: Health Care for America Now

Grant Amount: \$25,000,000 (4 grants)

Term of Grant: June 2008 to December 2009

Venture Fund Strategic Learning Overview

Strategic Learning (formerly Strategic Learning & Evaluation) serves to increase learning among grantees, staff and others by providing advice and commissioning evaluations, advising on planning and strategy, providing organisational development support and facilitating internal learning. In 2008, Atlantic made 11 grants, totalling \$3.1 million, for evaluations of our programmes and grantees during the year.

The Strategic Learning played an important role during the year in supporting the strategic reviews of each programme and Atlantic's introduction of the social justice framework.

Some highlights of Strategic Learning's work in 2008 include:

- Expanded and enriched evaluations of advocacy and community-organising strategies across Atlantic's programmes. Atlantic is working closely with organisations campaigning for immigration reform in the U.S. to help the coalition America's Voice evaluate progress and help inform choices about effective campaigning strategies.
- Engaged grantees that work on similar causes or have similar strategies in group debates and discussions to foster learning and help stimulate and inform strategic decisions. These discussions are often based on findings from evaluations of a particular field or a group of related grants, called a "cluster evaluation." For example, sharing Atlantic's evaluation work with gay rights organisations in South Africa provided insights about how these groups could work more effectively together as a movement and helped the grantees reflect on the challenges of sustainability and the need for greater coherence among the coalition. These cluster evaluations are ongoing across our

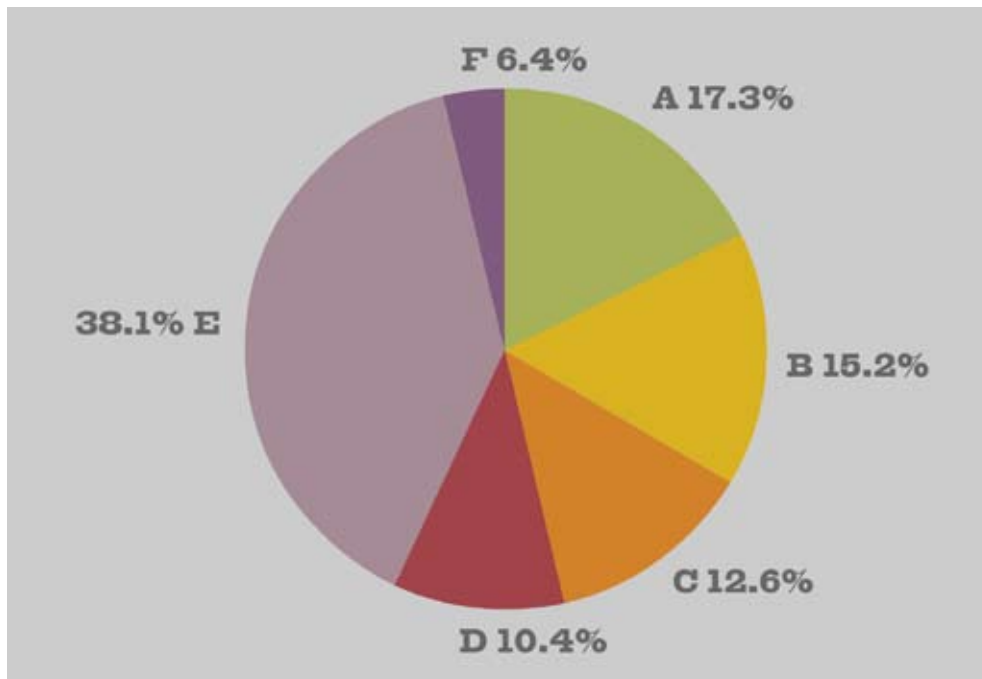
programmes and geographies.

- Worked with nonprofits that needed organisational development support during periods of significant change. For example, Atlantic provided advice during the merger of two grantees – Refugee Information Services and Integration Ireland. This support took the form of stress testing the thinking behind the challenges of a merger and acting as a broker to identify subject matter expertise in the areas of organisational change management, behavioural psychology, board development and project management.
- Worked with staff and grantees to ensure that the results of significant evaluations of the impact of programmes are communicated effectively to policymakers. Atlantic is now funding 29 ongoing evaluations in its Irish Children & Youth Programme. This represents a significant increase in the level of rigour in documenting what works in improving services for children, which is helpful to advocates and government in both the Republic of Ireland and Northern Ireland.
- Facilitated learning and transparency by establishing the requirement that each evaluator of a cluster of related grants must provide a short synopsis of lessons every year, which will be published on the Atlantic Website starting in 2010.
- Undertook a study to document Atlantic's spend down, including some of the early decisions and internal processes that guided it, to help other organisations learn from Atlantic's experience.
- Facilitated a number of internal strategy discussions which helped the programmes focus more explicitly on social justice objectives and designed and hosted internal discussions on specific social justice topics.

Long term, Strategic Learning will continue to work closely with programme staff and grantees to ensure that the foundation and the organisations it supports get specific benefits from our strategic learning work. Moreover, Strategic Learning will continue to work with grantees to build their own enduring evaluation and organisational learning capacities to sustain them after Atlantic has closed its doors.

Atlantic achieves its mission when our grantees achieve their missions, and when they are better positioned to make longer term contributions. Strategic Learning helps grantees achieve their missions directly, by facilitating and enhancing their own evaluation efforts, and indirectly, by supporting and strengthening Atlantic programme teams as they develop and implement strategies.

Financials Grants by Programme



Grants by Programme

A)	\$ 82.1 million	Ageing
B)	\$ 72.1 million	Children & Youth
C)	\$ 59.8 million	Population Health
D)	\$ 49.2 million	Reconciliation & Human Rights
E)	\$179.9 million	Founding Chairman
F)	\$ 30.5 million	Venture Fund

Financials Grants by Region



Grants by Region

A)	\$ 53.6 million	Republic of Ireland
B)	\$ 44.8 million	Viet Nam
C)	\$ 34.1 million	South Africa
D)	\$ 25.8 million	Northern Ireland
E)	\$ 0.1 million	Australia
F)	\$ 4.0 million	Bermuda
G)	\$301.1 million	United States
	\$ 10.1 million	Other

Financial Highlights

As of 31 December 2008, our net assets were approximately \$2.2 billion, which includes approximately \$853 million already committed to grantees. Atlantic's endowment consists of a diversified portfolio of absolute return strategies, private equity investments and cash. The total fund portfolio had a 15.8 per cent loss against a benchmark return of negative 6.3 per cent.

We also own interests in hotels, resorts, health clubs and retailers through General Atlantic Group Limited (GAGL), a subsidiary. These businesses account for approximately 6.1 per cent of our net assets.^A

The financial highlights below present the combined financial results of the eight charities and eight service companies that comprise The Atlantic Philanthropies. All are united by shared charitable objectives and overlapping management. The combined results also include the subsidiaries that hold the charities' investments and, through General Atlantic Group Limited, a number of operating businesses. These highlights have been extracted from our Combined Financial Statements to provide a convenient and concise overview of our financial position and operating results.

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Highlights From The Combined Financial Statements

(In thousands of U.S. dollars, except percentages)

Year Ending December 31 **2008 ^B** **2007 ^B**

COMBINED STATEMENTS OF FINANCIAL POSITION

Assets

Investment related assets ^C	3,084,677	4,163,019
Other assets ^D	129,942	121,830
	<u>3,214,619</u>	<u>4,284,849</u>

Liabilities

Donations payable ^E	(722,152)	(657,614)
Investment related liabilities ^C	(3)	(51,476)
Other liabilities ^F	(160,450)	(64,275)
	<u>(882,605)</u>	<u>(773,365)</u>

Net assets (unrestricted) 2,332,014 3,511,484

Conditional donations ^E (130,726) (166,717)

Net assets (after conditional donations) 2,201,288 3,344,767

Total investment related assets and liabilities	3,084,674	4,111,543
Total donations and conditional donations payable ^E	852,878	824,331
Donations payable as a percentage of assets	22.5%	15.3%
Donations payable and conditional donations payable as a percentage of assets	26.5%	19.2%

COMBINED STATEMENTS OF REVENUES AND EXPENSES		
Operating and investing transactions		
Operating business activity (net of taxes and discontinued operations) ^C	87,156	4,632
Realized income from investing activities	112,040	340,841
Foreign exchange translation loss	(34,938)	(280)
Realized income from operating and investing activities	164,258	345,193
Change in unrealized gains (losses) from investing activities	(785,307)	280,123
	(621,049)	625,316
Donations and administrative expenses		
Donations expense ^G	(508,446)	(508,481)
Administrative expenses ^H	(49,975)	(45,999)
	(558,421)	(554,480)
(Decrease) increase in net assets	(1,179,470)	70,836
Administrative expenses as a percentage of donation expense	10%	9%

Notes:

A. For accounting purposes, certain operating entities under United States generally accepted accounting principles (GAAP) must be recorded at cost. Atlantic, for investment purposes, re-values these entities at market value through an ongoing monitoring process of its endowment assets. GAGL represented 6.1% of the endowment assets at year end.

B. The data for years 2008 and 2007 should be read in conjunction with the full audited combined financial statements and related footnotes.

C. In 2008, Atlantic sold all of its holdings in an operating entity for a net profit of \$108 million. The related assets and liabilities in the net amount of \$93 million have been reflected in the investment related assets and liabilities for the year ended 31 December 2007.

D. Other assets include such items as property and equipment, investment in associated companies within an operating business, and other operating assets.

E. U.S. generally accepted accounting principles stipulate that grant commitments requiring performance of certain conditions by the grantee be recorded separately from all other donation commitments as Conditional Donations, which must be carried off balance sheet until the conditions are substantially met.

F. Other liabilities include such items as short term financing transactions, general accounts payable and other liabilities including a term loan within an operating business.

G. Donations expense represents the net change, year on year, arising from new donations committed, including conditional donations where the conditional terms have been substantially met during the period, and amounts paid out under existing or new commitments during the period net of adjustments for foreign exchange gains or losses and present value discounting.

H. Administrative expenses represent general and administrative costs arising from charitable activities, internal expenses related to investment activities, including staff and staff related overheads, plus various consultancy fees.

Foundation Information Board and Executive Management

Directors*

Harvey P. Dale
Founding President
University Professor of Philanthropy
and the Law, New York University
School of Law
Director, National Center on
Philanthropy and the Law

Christine V. Downton
Former Partner, Pareto Partners

Charles F. Feeney
Founding Chairman

William Hall
Chair of Medical Microbiology,
School of Medicine,
University College Dublin

Gara LaMarche
*President and Chief Executive Officer***
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