



2013 Report of Activities



Synergos

# Working together to overcome poverty

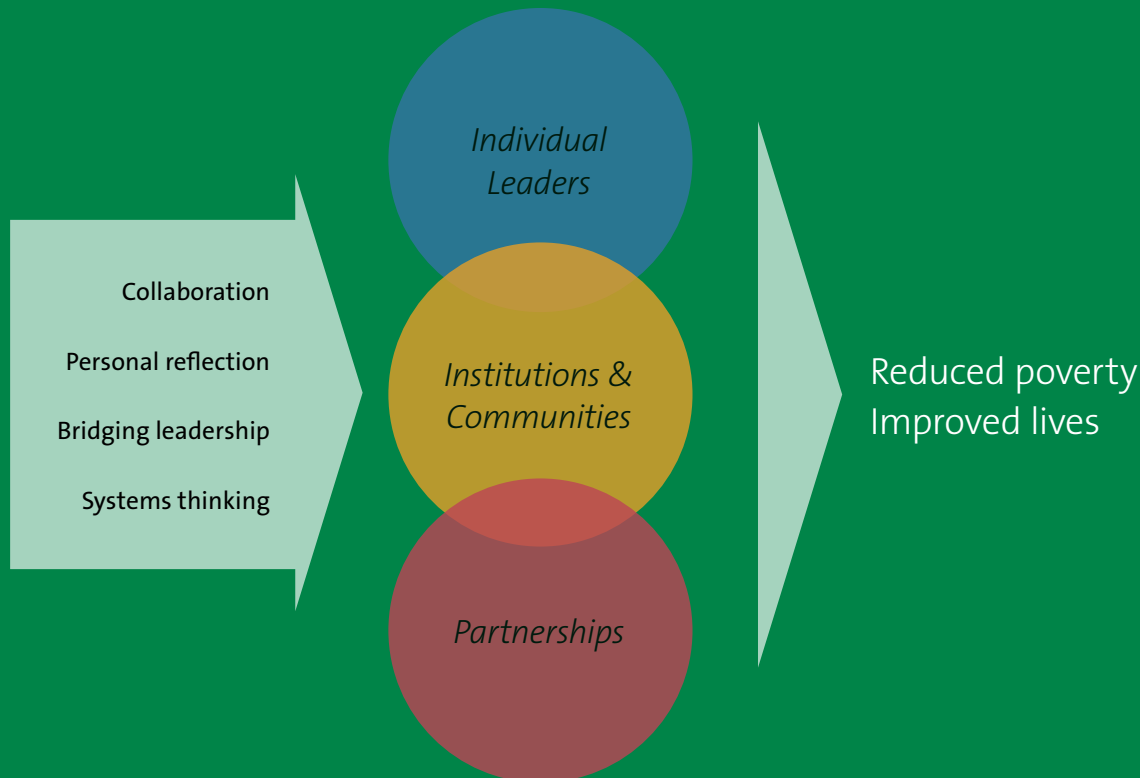
Synergos helps solve the complex problems of poverty and inequality by promoting and supporting collaborations among business, government, civil society, and marginalized communities.

We do not impose fixed ideas about how best to solve problems, but help the people and partners we work with create their own solutions. Our approach uses four key elements:

- Collaboration – involving and respecting the contributions of all key stakeholders
- Personal reflection – connecting people to their core values, enabling them to be open-minded, open-hearted, and inspire trust
- Bridging leadership – building capacity to help people come together across divides and work as partners
- Systems thinking – identifying root causes and inter-related factors that affect outcomes and the resources needed for continuous improvement.



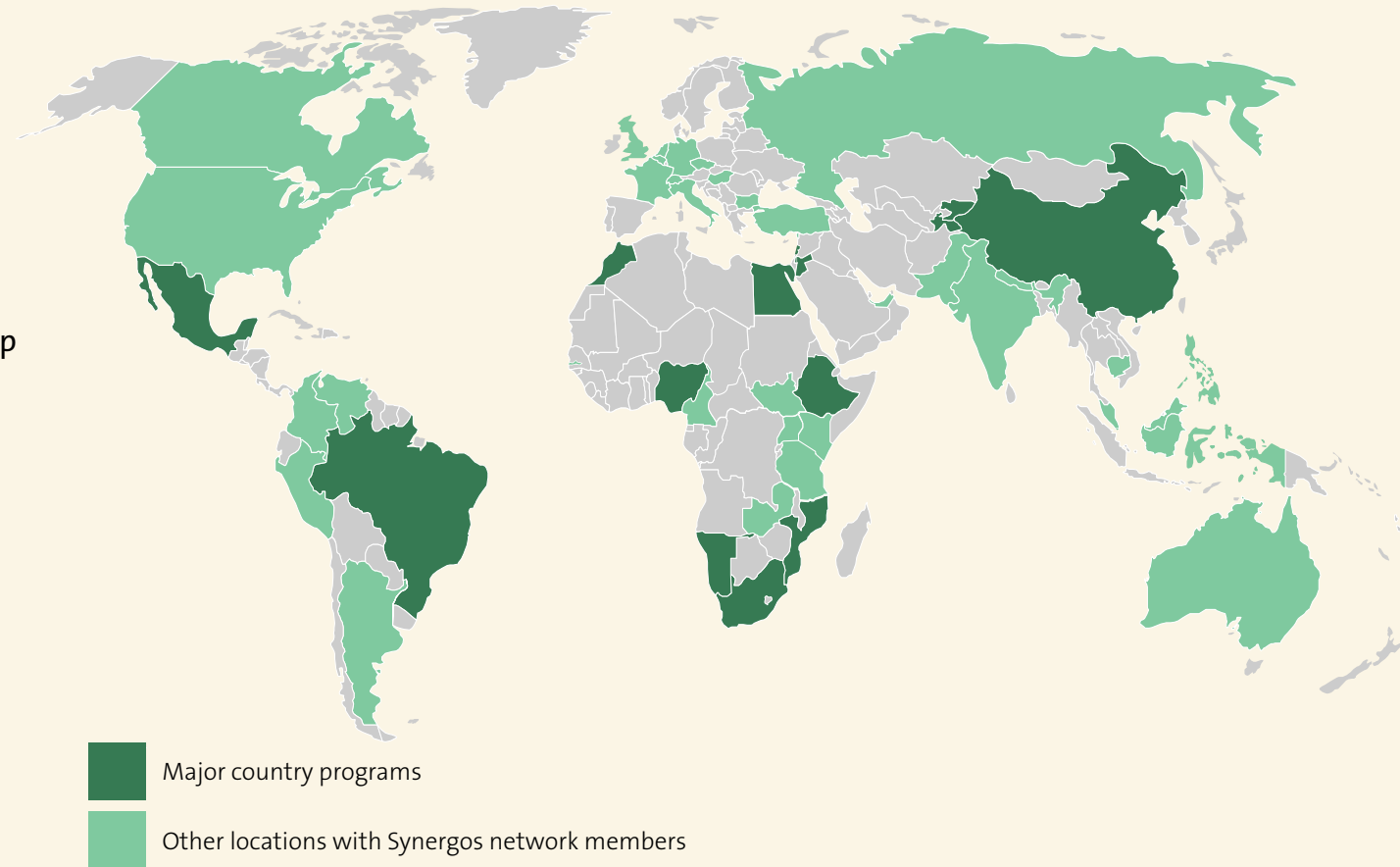
*Top:* Youth leaders in South Africa.  
*Above:* Retreat for Global Philanthropists Circle members.  
*Cover:* Hemmat Salah Eldin (left), a Pioneer of Egypt leading efforts to repurpose agricultural waste in ways that empower and benefit rural communities.



# Synergos' programs promote leadership and collaboration to bring about systemic change.

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# South Africa & Mozambique

## Children & youth

In South Africa, our LINC network comprises 100 leaders of the childcare sector whose organizations provide services to more than ten million children. LINC offers these Fellows opportunities to strengthen their leadership through individual and group coaching and through peer-learning exercises.

LINC also creates opportunities for Fellows to collaborate with each other and with other members of Synergos' networks. One example in 2013 was coordination of action to make children a key issue in South Africa's 2014 elections.

In Mozambique and South Africa, we are working with partners in those two countries, as well as Canada and the United Kingdom, to understand and eliminate isolation as a contributor and consequence of poverty among orphans and vulnerable children in Southern Africa. This Social Connectedness program, which is supported by the Samuel Family Foundation, has documented effective traditions and models for enabling meaningful connections for vulnerable children and youth.

Now it is working to expand and strengthen these approaches while influencing policies and practices of organizations working with children and youth.



*Top:* Workshop on social connectedness.

*Right:* Safe playground for kids in Johannesburg, organized by caregivers from the NACCW, a Synergos partner.

# Namibia

## Public health & nutrition

Through a partnership with government and health workers, we have improved access to, and the quality of, maternal and child health services in all regions of the country.

A key part of this is enhancing regional capacity to design and implement innovative frontline projects for addressing maternal and child health and nutrition. We are working intensively in five regions across the country to support projects to enhance access to ante-natal care, address issues of teen pregnancy, and improve nutrition for infants and young children. These efforts include the construction and staffing of new primary health clinics to make basic healthcare more accessible to Namibians living in more remote areas and to reduce the burden on central hospitals.

Building upon this experience, the Prime Minister has created the Namibian Alliance for Improved Nutrition (NAFIN), an independent trust with membership of ministries, leading international agencies, businesses and nonprofit organizations. Synergos serves as NAFIN's secretariat, helping these stakeholders develop shared understanding and collaborative approaches to improving nutrition.



*Large photo:* Maternal care clinic in Swakopmund, built with Synergos involvement.

*Inset:* International workshop on improving government service delivery organized by Harvard School of Public Health and co-facilitated by Synergos.

# Ethiopia & Nigeria

## Agriculture & food security

We are improving food security and livelihoods for smallholder farmers looking at the entire food system to remove systemic blockages.

Synergos is working with the Ethiopian Agricultural Transformation Agency in its partnership efforts with the Ministry of Agriculture. Our approach is to raise capacity within these two governmental institutions to problem solve, engage diverse stakeholders, and co-create sustainable solutions. Early innovations include popularizing new ways to plant tef, a key grain crop – reducing costs and increasing productivity for more than one million small farmers. Our work is made possible thanks to support from the Bill & Melinda Gates Foundation.

In Nigeria, in 2013 we began efforts to create roadmaps to help government transform agriculture in two states, with a focus on rice and cassava. In collaboration with a Nigerian partner, we are employing a bottom-up approach, engaging closely with state and local government leaders, farmers' associations, cooperatives and farmers to develop plans that have strong local ownership.

*“Early results in Ethiopia include reform of public policy around the seed distribution system and breakthrough innovations that increase yields for tef, an important grain crop.”*

*— Abera Tola, Synergos Ethiopia Director*



# Middle East, North Africa & Central Asia

## Social entrepreneurship

Social entrepreneurs combine innovation and business skills with a determination to improve the well-being of the communities they serve.

In 2013, our Arab World Social Innovators program added a third class of social entrepreneurs, for a total of 44 leaders from Egypt, Jordan, Lebanon, Morocco, and Palestinian Territories served by the program.

One example is Aref Hussein, an Innovator working to incorporate critical-thinking exercises and science into public-school curriculum in the Palestinian Territories. Since joining the program in 2009, he has increased his organization's budget more than ten-fold and was able to begin working with education ministry officials to have his curriculum adopted.

Our Pioneers of Egypt program supports 53 social entrepreneurs in that country, as well as 200 start-up entrepreneurs and 1,000 youth looking for internships to improve their employment potential.

And through the Alliance for Social Entrepreneurship, we are strengthening the enabling environment for social entrepreneurship in Egypt, Lebanon, Kyrgyzstan and Tajikistan. Our international partners in the Alliance are the US Agency for International Development, Ashoka, the Schwab Foundation for Social Entrepreneurship and Aga Khan Development Network. Key 2013 achievements include studies on the landscape for social entrepreneurship in Kyrgyzstan and Tajikistan and testing a one-stop approach to helping social entrepreneurs navigate Lebanon's complex legal and financial framework.



*Clockwise from top:* Pioneer of Egypt Rana El Nemr has built a community space enabling artists to thrive. Alliance for Social Entrepreneurship workshop in Egypt. Synergos Arab World Social Innovator Kamal Mouzawak offers training on food service with Caritas Lebanon.

# Brazil

## Educational reform



**We are strengthening education in the Amazonian state of Pará through creation of a multi-stakeholder program for education reform.**

Synergos has been tapped to design a strategy and process for stakeholder inclusion in educational reform in the Amazonian state of Pará, where student test scores are the lowest in the country. The Inter-American Development Bank has committed \$350 million to a loan facility for this project, which expects to improve test scores within 24 months. Work on infrastructure and more extensive educational improvements are planned in coming years.

Building upon broadly participatory consultations in 2012, the Pact for Education of Pará was formally launched by the state government in March 2013. Synergos is now helping institutional strengthening of the state secretariat of education and the use of regional committees to carry this work forward. In all our work, we are strengthening local capacity to think and work systemically, innovate, and collaborate to improve educational outcomes.



# Mexico

## Social development

In Mexico, Synergos is improving the capacity of our networks – including members of the Global Philanthropists Circle and Senior Fellows – to identify and implement innovations that result in sustainable systems change.

One example is an effort in a state in central Mexico that brings together businesses, state government, and community groups to improve local development and reduce out-migration.

We are also developing a program to strengthen “bridging leadership” (the capacity to bring together people and organizations that might normally not work together) to support such collaborative efforts.



*Above:* Synergos’ President Bob Dunn shares the Synergos approach to collaboration with the SumaRSE Network, a group drawn from 25 large businesses and corporate foundations.

*Right:* Education program supported by Fundación Comunitaria del Bajío, a Synergos partner in Mexico.



# China

## Emerging philanthropy

We strive to enable philanthropy in China to play a catalytic role in helping the country meet major social, economic, and environmental challenges.

As China's economy grows, so too does its philanthropy. Synergos meets with philanthropists, government leaders and other actors to explore ways that the Synergos network can support emerging Chinese philanthropic initiatives.

## Consulting Services

### Advancing business & social interests

Synergos Consulting Services enables companies to align core businesses efforts with social value creation and to maximize the impact of corporate social responsibility and philanthropic efforts. It is a strategic advisor to companies seeking to create sustainable businesses and to generate social value in the emerging markets of Africa, Asia, Latin America and the Middle East.

One example of this work in 2013 was helping a global technology company identify strategic options for a pan-African initiative, ranging from philanthropic actions to for-profit business activities. Synergos Consulting Services also produced a set of tools to help pharmaceutical companies and companies working on nutrition and sustainable sourcing projects take a base-of-the-pyramid-approach in emerging markets.

Synergos founder Peggy Dulany speaks at the 2013 APEC Women Leadership Forum in Beijing.



# Synergos Senior Fellows

Our Senior Fellows network is comprised of accomplished international civil society leaders committed to collaborative efforts that address the underlying causes of poverty and inequity. The network aims to strengthen the capacity and opportunities for these leaders to be catalysts and play a major role in partnerships that address the systemic causes of poverty and promote sustainable social change.

Eleven outstanding nonprofit leaders have been named Synergos Senior Fellows in 2013, becoming part of network of 144 current and alumni Fellows from 50 countries.

Thirty Fellows participated in the network's annual global meeting Rio de Janeiro in April. The event featured peer learning and consulting sessions as well as site visits to three Brazilian Fellows' organizations: Instituto Maniva, Sitawi and Fundo Elas. Smaller regional meetings were held in Ethiopia (for African Fellows) and India (for South Asian Fellows).

In addition, online peer learning and consulting sessions were held over the course of the year. Topics including board development, strategic planning, building trust in communities where one is seen as an outsider, work with the business sector, and supporting communities in resisting illegal land seizures.

Synergos also arranged visits between Fellows and their organizations for more in-depth consulting and peer learning. One such session brought Tomaida Banda, a Fellow from Zimbabwe, to Cameroon to work with Interfaith Vision Foundation (IVFCam), an organization led by Fellow Anne Stella Fomunbod. IVFCam promotes human rights, good governance, health and HIV/AIDS prevention, and socioeconomic empowerment of women, widows and orphans.

Ms. Banda employed Synergos' elements of Synergos' approach – bridging leadership, collaboration, personal reflection and systems thinking – in helping IVFCam engage stakeholders in building a strategic plan for 2013-2017.



Above: Teresa Corção, a Senior Fellow and chef working with farmers and chefs to preserve heritage, agriculture, and food quality in Brazil. Left: Senior Fellow Tomaida Banda of Zimbabwe worked with IVFCam in Cameroon to help that organization develop a new strategic plan.

# Global Philanthropists Circle

Founded in 2001 by Synergos' Chair, Peggy Dulany, and her father, David Rockefeller, the Global Philanthropists Circle is a network of philanthropic families – numbering more than 75 from 25 countries in 2013 – who are committed to increasing their impact on poverty. The Circle helps members increase their philanthropic impact and become more effective social investors by offering them opportunities for learning and collaborating with each other and with other members of Synergos' networks.

Circle activities in 2013 included visits to Cuba, India, and Kyrgyz Republic and Tajikistan, as well as smaller network gatherings in Brazil, Mexico, Switzerland, the United Kingdom, and the United States.

The GPC's annual Members Meeting in New York in May looked at philanthropic responses to global issues such as climate change and post-conflict trauma. The over 100 participants also shared experience with approaches to social change such as impact investing and strengthening leadership in developing countries. The event was complemented by an Education Forum bringing together philanthropists with other members of Synergos' networks. The focus of the forum – which featured learning on

work in the Middle East, Africa and Latin America – was leadership, quality, and performance management.

In the fall, a Members Retreat near Annecy, France, took a more reflective approach to sharing experience about philanthropy, under the theme of “Becoming our Whole Selves to Maximize our Philanthropic Impact.” Members examined the role of family in philanthropy as well as the best ways to use their non-financial assets to support social change.

With support from the Charles Stewart Mott Foundation, the Global Philanthropists Circle is also exploring how international philanthropists and leaders of community foundations might work together more effectively. We are documenting advantages and disadvantages of them working together, identifying perceived barriers to cooperation, and finding potential ways to address the barriers through a series of consultations around the world.

Global Philanthropists  
Circle Fall Members Retreat in  
Europe.



# Financial Report Summary

## Consolidated Statements of Financial Position

	December 31,	2013	2012
<b>ASSETS</b>			
Cash		\$6,146,432	\$4,897,337
Short-Term Investments (Cash and Money Market Funds)		6,050	6,044
Pledges and Other Receivables, net		2,238,355	3,465,087
Investments, at fair value		10,779,435	10,048,254
Prepaid Expenses and Other Assets		132,851	127,257
Property and Equipment, net		1,906,198	2,269,637
<b>Total assets</b>		<b>\$21,209,321</b>	<b>\$20,813,616</b>
<b>LIABILITIES AND NET ASSETS</b>			
Liabilities:			
Accounts payable and accrued expenses		\$1,072,949	\$627,009
Capital lease obligation		12,483	23,753
Deferred lease obligations		1,516,309	1,667,657
<b>Total liabilities</b>		<b>2,601,741</b>	<b>2,318,419</b>
Commitments and Contingency			
Net Assets:			
Unrestricted:			
Invested in property and equipment		1,893,715	2,245,884
Designated for long-term investment		9,929,075	10,012,880
Undesignated		(128,367)	(1,165,512)
<b>Total unrestricted net assets</b>		<b>11,694,423</b>	<b>11,093,252</b>
Temporarily restricted net assets		6,913,157	7,401,945
<b>Total net assets</b>		<b>18,607,580</b>	<b>18,495,197</b>
<b>Total liabilities and net assets</b>		<b>\$21,209,321</b>	<b>\$20,813,616</b>

A complete set of audited financial statements is available online at [www.synergos.org/publications](http://www.synergos.org/publications) and upon request.

# Consolidated Statement of Activities

Year Ended December 31, 2013 (with summarized comparative financial information for the year ended December 31, 2012)

	Unrestricted	2013 Temporarily Restricted	Total	2012 Summarized Information
<b>SUPPORT AND REVENUE:</b>				
Contributions:				
Foundations	\$83,962	\$3,772,486	<b>\$3,856,448</b>	\$905,185
Individuals	874,036	1,200,000	<b>2,074,036</b>	1,296,094
Corporations	-	134,000	<b>134,000</b>	96,594
Contributed services	63,365	-	<b>63,365</b>	-
GPC membership dues	1,717,914	-	<b>1,717,914</b>	1,514,780
Government grant	1,569,344	-	<b>1,569,344</b>	575,875
Program fees	1,254,716	-	<b>1,254,716</b>	556,632
Special event, net	380,842	25,000	<b>405,842</b>	675,305
Appropriation of endowment	1,338,630	-	<b>1,338,630</b>	250,000
Other income	207,816	-	<b>207,816</b>	154,742
Net assets released from restrictions - satisfaction of program and time restrictions	5,550,276	(5,550,276)	-	-
<b>Total support and revenue</b>	<b>13,040,901</b>	<b>(418,790)</b>	<b>12,622,111</b>	<b>6,025,207</b>
<b>EXPENSES:</b>				
Program services:				
Networks	3,193,890	-	<b>3,193,890</b>	2,025,652
Partnerships	2,060,407	-	<b>2,060,407</b>	1,216,697
Namibia	524,651	-	<b>524,651</b>	539,068
Ethiopia	3,290,100	-	<b>3,290,100</b>	2,075,198
Southern Africa	822,011	-	<b>822,011</b>	989,199
Communications and outreach	110,987	-	<b>110,987</b>	91,418
<b>Total program services</b>	<b>10,002,046</b>	<b>-</b>	<b>10,002,046</b>	<b>6,937,232</b>
Supporting services:				
Management and general	1,613,565	-	<b>1,613,565</b>	1,274,139
Fundraising	660,738	-	<b>660,738</b>	594,400
<b>Total supporting services</b>	<b>2,274,303</b>	<b>-</b>	<b>2,274,303</b>	<b>1,868,539</b>
<b>Total expenses</b>	<b>12,276,349</b>	<b>-</b>	<b>12,276,349</b>	<b>8,805,771</b>
<b>Change in net assets before other changes</b>	<b>764,552</b>	<b>(418,790)</b>	<b>345,762</b>	<b>(2,780,564)</b>
Other Changes:				
Loss on uncollectible pledges	-	(69,998)	<b>(69,998)</b>	-
Return on investments of board-designated funds for long-term investments, net of amounts appropriated for operating activities	(47,901)	-	<b>(47,901)</b>	559,108
Foreign currency transactions loss	(115,480)	-	<b>(115,480)</b>	(15,424)
<b>Change in net assets</b>	<b>601,171</b>	<b>(488,788)</b>	<b>112,383</b>	<b>(2,236,880)</b>
<b>NET ASSETS:</b>				
Beginning	11,093,252	7,401,945	<b>18,495,197</b>	20,732,077
Ending	\$11,694,423	\$6,913,157	<b>\$18,607,580</b>	\$18,495,197

# Donors

Synergos' 2013 programs and operations were supported by the following group of foundations, corporations, governments and international agencies, and individuals. You can join them in supporting our work by visiting [www.synergos.org/donate](http://www.synergos.org/donate).

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## *Thanks also to former staff and representatives who served with*

*Synergos in 2013:*  
Rana Al-Salem  
Karin Sonja Batista  
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