

We believe that poverty is the result of a complex array of conditions and causes and will best be remedied with the commitment of all sectors of our society.

Mobilizing resources and bridging social and economic divides to reduce poverty



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### *Mission*

Synergos and its partners mobilize resources and bridge social and economic divides to reduce poverty and increase equity around the world.

### *Vision*

Synergos is working to create a more just and equitable global society in which all individuals, families and communities have a meaningful opportunity to improve the quality of their lives for themselves and future generations.

We believe that those who are poor should have access to basic health care, nutrition, education, housing and opportunities for economic betterment. They should also be able to exercise fully their rights as citizens, influence public policies and have equitable access to the use of public resources.

We believe that global poverty can only be addressed successfully when all members of a society are treated with dignity and respect, regardless of background, beliefs, personal characteristics or status.

We also believe that poor and marginalized communities must have a significant role in determining their own future development and that needed systemic change can only occur when they can work in meaningful partnership with other citizens, institutions and sectors.

To advance this vision, Synergos works to inspire, build and support inclusive partnerships that address the systemic causes of poverty and inequity.



Dear Friends,

Synergos has historically operated as a bridging organization, bringing people together across divides to address issues of poverty, equity and social justice.

Throughout 2006, Synergos has brought together networks of individual philanthropists, community-based organizations, foundations, government agencies and businesses—all of whom share a commitment to helping people who are denied the most basic of rights: the opportunity to build a better life. At the same time we've sought to clarify how we could best be of service to our partners in the years ahead and have launched initiatives aimed at strengthening our own operations, culture and organization.

We are happy to report that this was a year of progress on all of these fronts. It has also been a time of considerable learning for us.

Working with the Bhavishya Alliance, an NGO Synergos helped to establish in India, we have launched pilot programs to reduce child malnutrition in a group of rural villages and a large, underserved neighborhood in the state of Maharashtra. Along the U.S.-Mexico border, 20 community foundations in both countries are working together on vital regional issues such as youth leadership development, family asset building, and public health.

In Southern Africa, Synergos staff members have helped promote social justice philanthropy, convened and facilitated networks of local grantmakers, and supported organizations working to secure the constitutional rights of the lesbian, gay, bisexual and transgender community. In Brazil, we have strengthened newly formed community foundations in Rio de Janeiro and Florianópolis and supported groups promoting philanthropy and the rights of women, children and slum dwellers.

We took members of our Global Philanthropists Circle on learning journeys to Lebanon and India, helped them to become more strategic in their giving, and organized important workshops on evaluation and social justice philanthropy. Our Senior Fellows have launched an initiative to work in teams, addressing regional, global and topical issues of importance to civil society leaders.

We have also been doing a lot of listening. Our goal was to learn how we could more effectively support those who are denied basic human rights or services, or who lack the opportunity to participate in civic life. As a result of these conversations, we have crafted a new vision statement for Synergos, codified our organizational values and identified the organizational strengths we wish to build on and acquire in the future.

All of this work culminated in early 2007 when Synergos decided to emphasize the importance of our global networks, promote and support cross-sector approaches to changing the systems that impact poverty and equity, and create a knowledge resource center. We also plan to establish an internal unit focused on program evaluation to help us be more accountable.

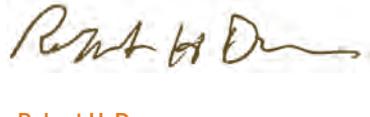
Internally, during 2006, Synergos developed better financial and management systems and disciplines that have significantly improved our balance sheet. We've enhanced our information technology, moved into space that has facilitated greater internal communication and collaboration and have begun to take greater advantage of the considerable talents of our diverse staff. We are taking steps to make Synergos a more transparent and accountability-focused organization. You'll see more progress on this front in the years ahead.

It's not possible to talk about Synergos without making explicit reference to the extraordinary group of people from every part of the world and all walks of life that constitutes the "Synergos family." These innovators, social investors, community-based leaders, business executives and social entrepreneurs, government officials, thought leaders and friends care about this organization, inspire and inform its work, teach us, criticize us and make it possible for us to be of service.

Sincerely,



**Peggy Dulany**  
*Founder and Chair*



**Robert H. Dunn**  
*President and CEO*



Building and  
supporting  
global networks  
of leaders  
committed to  
systemic  
approaches to  
overcoming  
poverty and  
advancing  
social justice



In 2006, members of the Global Philanthropists Circle traveled to Mexico City and rural Oaxaca to see first hand how philanthropists were addressing nutrition, community development, and water issues. Members visited a project that is helping rural farmers grow nutritious and profitable new crops run by Katherine Lorenz, a member of the Next Generation group, made up of younger members of philanthropic families.



One of Synergos' core strengths is the ability to connect people, resources and ideas. Our networks offer members opportunities to sharpen their understanding of issues, collaborate on specific projects and create systemic change.

#### **Global Philanthropists Circle**

Established in 2001, the Global Philanthropists Circle encompasses more than 200 individuals—members of 65 families from 22 countries—who are committed to using their time, influence and resources to address issues of poverty and social injustice. Circle members are actively involved in important issues such as at-risk youth in Brazil, restorative justice in Colombia, child nutrition in Mexico, education in the Philippines, malaria in Africa, housing in Pakistan and global climate change.

A dynamic and diverse peer network, the Circle increases the impact of members' philanthropy by offering them opportunities for learning and collaboration. Throughout the year, members engage in learning visits to developing countries where they meet with community groups and local philanthropists, and participate in interactive meetings and workshops with key activists, academics and civil society leaders. On a learning visit to Lebanon, Circle members witnessed a new initiative aimed at healing the religious, cultural and economic fissures that now divide Lebanese society. During a trip to Mexico, members saw

how community groups and local philanthropists have designed long-term employment opportunities for rural farmers. For members ready to enter the next stage of learning, Synergos helps member families draw their experiences together into a formal philanthropic strategy.

#### **Senior Fellows Program**

The Senior Fellows Program is a network of more than 80 leading professionals from 28 countries. Senior Fellows, most of whom work in community-linked philanthropic and social justice organizations, help civil society groups develop into robust institutions. Throughout their three-year terms, Senior Fellows work with local organizations to strengthen their governance structures, build partnerships, mobilize resources and plan for the future. In 2006, Fellows have assisted organizations in Brazil, the Dominican Republic, Southern Africa, Thailand and on both sides of the U.S.-Mexico border.

At their annual meeting in New Delhi, Senior Fellows formed Global Action Teams to address some of the most difficult questions at the nexus of development and philanthropy. How can civil society organizations become independent and sustainable? How should young people be integrated into an organization's leadership structure? How can philanthropy support transformative social change? How can development aid be more effective?

#### **National and Regional Networks**

At the local level, Synergos brings diverse constituents together to tackle specific development challenges. By creating a micro-cosm of the larger society, Synergos helps ensure that solutions to development challenges reflect the fullest panoply of voices. For example, the Southern African Community Grantmaker Leadership Cooperative, first convened by Synergos in 2005, has developed into a powerful network for collaboration and peer learning. Comprised of 30 senior grantmakers from across Southern Africa, the cooperative is already a conduit for independent development funding throughout the region and a respected resource of innovative development strategies.

Participants in a 2006 seminar of the LGBT Sustainability and Partnership-Building Initiative in South Africa, which aims to secure legal rights and meet other needs of lesbian, gay, bisexual and transgendered South Africans, especially those from historically disadvantaged communities. Synergos convened the network of leaders who make up this initiative. We support their work through training, capacity-building workshops and other learning and partnership-building activities.



The Global Philanthropists Circle held a week-long series of meetings and workshops with philanthropists and other leaders in London, Paris, Brussels and Amsterdam. Here, Prince Charles discusses his anti-poverty work in the United Kingdom and other countries with GPC members, including George Gund (United States—second from left) and Kim Samuel Johnson (Canada—second from right).



Synergos brings together leaders to learn from one another and to help them be more effective in achieving social change. We connect our network members to ideas, people and resources that enable them to have greater and more sustainable impacts in addressing the challenges of poverty.

Inspiring,  
building and  
supporting  
inclusive  
partnerships  
that address  
the underlying  
causes of  
poverty and  
social injustice



In India, 46% of children suffer from malnutrition, a rate higher than Sub-Saharan Africa. The Partnership for Child Nutrition formed by Unilever, UNICEF India and Synergos helped establish Bhavishya Alliance to address this problem. In the state of Maharashtra, plans call for expanded public education programs, empowerment of women's and youth community groups, development of nutrition rehabilitation and improved supply chains for food supplements, medicines and vaccines.



**S** Synergos believes that poverty is a tangle of causes and conditions. We also believe that the most promising solutions to the problem of poverty draw on the wisdom found among all sectors—government, business, nonprofit organizations, and philanthropists. This approach, when combined with a commitment to build local capacity, can produce interventions that are innovative and sustainable. Forging multi-sector partnerships requires trust, openness and a willingness to set aside narrow self-interest and elevate the importance of the common good. Only then will we build solutions from the ground up. In 2006, Synergos helped incubate the following partnerships:

**Partnership for Child Nutrition**

In India, malnutrition is the principal barrier to human well-being and economic development. Through the Partnership for Child Nutrition, Synergos, UNICEF and Unilever have supported the Bhavishya Alliance, an unprecedented coalition of Indian businesses, government agencies and civil society groups that are committed to dramatically improving child nutrition in India over the next ten years. The Bhavishya Alliance's lead partners include Hindustan Unilever Ltd, Tata Group, ICICI Bank, HDFC Bank, UNICEF Maharashtra, Integrated Child Development Services, the Rajmata Jijau Mission for Mother and Child Nutrition and NGOs, including the Society for Nutrition Education and Health Action, VACHAN, and MAHAN.

#### **The U.S.-Mexico Border Philanthropy Partnership**

Spanning 2,000 miles, from the Gulf of Mexico to the Pacific Ocean, the United States-Mexico border is one of the most dynamic regions in the world. By 2020, the region's population is expected to double, from 10 million to 20 million. A large proportion of residents are bi-lingual, bi-cultural youngsters who represent the future of both countries. With this cultural, economic and human dynamism, the Border region faces unprecedented opportunities and challenges. Created in 2002 and staffed by Synergos, the U.S.-Mexico Border Philanthropy Partnership helps community foundations on both sides of the Border increase assets for low-income families; support programs for youth, housing and the environment; and convene community dialogues on critical local issues. Today, it is an active collaboration of 20 border community foundations and 11 private funders, including the Ford, W.K. Kellogg, C.S. Mott, Meadows, and Hewlett Foundations, as well as JPMorgan Chase and Pfizer.

#### **Orphans and Vulnerable Children Initiative**

Synergos is working with the African Leadership Institute, Reos Partners, and Convene (a South African NGO), to design The Orphans and Vulnerable Children Initiative. In South Africa, the HIV/AIDS crisis has left millions of children in urgent need of support and care. Drawing together business leaders, government officials, civil society leaders and community members, the project is devising strategies to increase the scale and quality of services to support orphans and vulnerable children.

Through the Sustainable Food Laboratory, leaders from businesses, governments, farm groups and non-governmental organizations are building food systems that are profitable, affordable, ecologically sound, and contribute to the well-being of communities. Major support for the project was provided by the W.K. Kellogg Foundation. Left, farm workers in rural Mexico engage in a planning exercise.



Tres Manos, a micro-enterprise development program for low-income families, teaches local women the craft of traditional weaving and trains them to run a business. The Tres Manos project is one of many supported by the New Mexico Foundation, a member of the U.S.–Mexico Border Philanthropy Partnership.

Forging successful partnerships requires the meaningful participation of all key stakeholders, including those most affected by the problem being addressed. Synergos works to help participants bridge their differences, build trust, elevate the importance of the common good and support capacity building. This results in collaborations that can better address systemic problems and lead to innovative interventions that are more sustainable.

Strengthening  
local capacity by  
helping to create  
and support  
institutions that  
sustain local  
development  
efforts and build  
partnerships  
in their own  
countries

Services to women and children living in poverty are often provided by community development foundations and community economic development organizations such as the Foundation for Community Development in Mozambique, which Synergos has supported since its inception in the early 1990s.



Creating inclusive partnerships requires not only the commitment of multiple stakeholders, but also sufficient capacity at the local level to ensure that communities themselves can participate fully with other institutions and sectors. Through our staff, Senior Fellows and other partners, Synergos has helped build new organizations and enhanced the existing capacity of community-based institutions that work to address the most critical issues of those they serve.

In many cases, our work focuses on community development foundations—institutions that mobilize funding and promote collaboration in their own societies. In Thailand, for instance, we helped the Phuket Community Foundation support local action on health, the environment, poverty and other issues arising in the wake of the 2005 tsunami. In Rio de Janeiro and Florianópolis in Brazil, we are helping local leaders create and grow community foundations. In the Dominican Republic, Synergos and its local partners helped Participación Ciudadana, one of the country’s most important human rights organizations, develop and launch a financial sustainability plan. Through local institutions like these, Synergos is laying the foundation for systemic change.

Creating and  
sharing learning  
about partner-  
ships and  
philanthropy  
to overcome  
poverty

At the Global Philanthropists Circle's 2006 Annual Meeting members Precious Moloji-Motsepe (South Africa) and Kurt Engelhorn (Spain) exchange ideas on philanthropy and development in Africa.



**T**hrough individual leaders, institutional partners and local initiatives, Synergos has a hand in a number of innovative approaches to overcoming poverty and injustice. Our research is action-oriented: designed to enable the individuals and groups we collaborate with to more effectively carry out their work to overcome poverty and injustice. In addition, we strive to share information as broadly as possible about what we have learned from our efforts in the hopes that others can benefit from it.

Most of our knowledge is captured and distributed through our peer-learning networks, the Senior Fellows, Global Philanthropists Circle and participants in our major partnership programs. Events like the U.S.-Mexico Border Philanthropy Partnership's Learning Communities, special workshops for GPC members, the annual meetings of the GPC and Senior Fellows, and our annual University for a Night are all opportunities for our partners to share information and insight.

Knowledge sharing also assumes more tangible forms. In 2006, we published an article on social justice philanthropy in South Africa, documented the formation of the Puebla Community Foundation in Mexico, produced a video history of the Partnership for Child Nutrition in India and a major study on corporate giving along the U.S.-Mexico Border region, and published five issues of *Global Giving Matters*, our newsletter dedicated to the best practices and innovations in individual and family philanthropy and social investment.

Much of this material is available through our Knowledge Base: [www.synergos.org/knowledge](http://www.synergos.org/knowledge).



### **Our Purpose**

All of Synergos' work is directed to reduce poverty, increase equity and promote social justice. We seek to act in an ethical and responsible manner, demonstrating respect for individuals and groups without regard to their income, status or power in the societies where they live, work or maintain operations.

We believe that tackling complex problems requires the participation and best thinking of everyone who is part of the system we seek to change. We work with leaders and leading institutions in all three sectors of society—business, government and civil society.

### **Our Values**

Synergos seeks to be a values-driven organization. We try to act consistently with our core values—social justice, collaboration, innovation, integrity and compassion—in relationship with all our stakeholders and in all of our programs, projects and activities. We invest organizational resources to identify ways to help us continuously improve our performance through ongoing learning and by implementing systems of evaluation and accountability. Our staff and Board are governed by a conflict of interest policy.

### **Engaging Multiple Voices**

We strive to bring people together, bridging divides and tapping the wisdom and resources of all those who seek to address issues of poverty, equity and social justice. We engage our Board, staff and external partners from civil society, philanthropy, business and government to help set our agenda, influence the way we work, and provide us with feedback about our impact.

**Diversity**

Synergos values diversity. Of our 21 Directors, more than half are from outside the United States, including seven from the global south. Eight members of our Board are female, as are a majority of our staff. Staff come from more than a dozen countries and are fluent in Spanish, Portuguese, French, Afrikaans, Arabic, Bahasa Indonesia, Hindi, Marathi, Punjabi, Tagalog, Thai, Urdu and Xhosa among nearly 30 languages.

**Our Work Place**

Synergos is committed to creating a work place where every member of staff is treated with dignity and respect. We draw upon and improve our employee's skills, knowledge and experience, promote open and honest communications, and recognize their accomplishments. Synergos has fair hiring and anti-harassment policies. In 2006, Synergos launched a two-year process to bring all staff together for a weeklong retreat to explore personal goals and organizational culture.

**Environmental Sustainability**

In 2006, Synergos placed \$10.6 million from the sale of our former headquarters in an investment fund with a commitment to utilize social and environmental screens aligned with our values. We also moved into newly renovated headquarters space, ensuring the use of environmentally responsible materials and high-efficiency lighting and appliances. More than 85% of the paper we use is recycled or sustainably produced. Beginning in 2007, we will purchase carbon credits to offset the footprint of our international travel and other activities.

In 2006, Synergos implemented new financial strategies that enabled us to balance the operating budget, increase and diversify fundraising sources, and fully repay outstanding debt. The sale of our former headquarters building enabled us to create a \$10.6 million investment fund. In addition, the organization installed a state-of-the-art computerized accounting system that has enhanced the integrity of financial data and provides timely, accurate and transparent reporting. In 2007, Synergos again predicts a balanced budget in the range of approximately \$10.5 million. Audited financial statements for 2006 and earlier years are available upon request.

### Statement of Financial Position

December 31,	2006	2005
<b>ASSETS</b>		
Cash	\$ 548,525	\$ 526,073
Cash—Restricted	665,504	
Pledges and Other Receivables, Net	5,185,812	6,981,798
Investments, at Fair Value	15,043,630	1,944,886
Prepaid Expenses and Other Assets	81,203	71,091
Property and Equipment, Net	2,516,538	9,096,046
<b>Total Assets</b>	<b>\$ 24,041,212</b>	<b>\$ 18,619,894</b>
<b>LIABILITIES AND NET ASSETS</b>		
<b>Liabilities:</b>		
Accounts Payable and Accrued Expenses	\$ 653,279	\$ 1,930,629
Capital Lease Obligation	147,912	174,605
Deferred Rent and Lease Incentive	1,415,273	
Note Payable		5,850,000
<b>Total Liabilities</b>	<b>2,216,464</b>	<b>7,955,234</b>
<b>Commitments and Contingency</b>		
<b>Net Assets:</b>		
<b>Unrestricted:</b>		
Invested in Property and Equipment	2,368,626	2,419,768
Designated for Long-Term Investment	10,426,473	
Undesignated	1,895,095	615,507
<b>Total Unrestricted Net Assets</b>	<b>14,690,194</b>	<b>3,035,275</b>
Temporarily Restricted Net Assets	7,134,554	7,629,385
<b>Total Net Assets</b>	<b>21,824,748</b>	<b>10,664,660</b>
<b>Total Liabilities and Net Assets</b>	<b>\$ 24,041,212</b>	<b>\$ 18,619,894</b>

## Statement of Activities

Year Ended December 31,	2006	2005
<b>SUPPORT AND REVENUE</b>		
<b>Contributions:</b>		
Foundations	\$ 4,534,178	\$ 2,893,111
Corporations	210,032	1,974,705
Individuals	1,546,462	1,262,038
GPC Membership Dues	1,588,732	1,268,296
Government Grant		121,447
Special Event, Net	498,272	651,414
Return on Investments	507,380	29,480
Other Income	386,915	299,277
<b>Total Support and Revenue</b>	<b>9,271,971</b>	<b>8,499,768</b>
<b>EXPENSES</b>		
<b>Program services:</b>		
Strengthening Bridging Organizations	3,431,997	3,496,668
Multi-Stakeholder	3,439,282	2,747,447
Global Philanthropists Circle	1,184,442	1,173,480
Communications and Outreach	116,898	99,518
<b>Total Program Services</b>	<b>8,172,619</b>	<b>7,517,113</b>
<b>Supporting services:</b>		
Management and General	1,686,611	2,265,607
Fund-Raising	582,377	605,745
<b>Total Supporting Services</b>	<b>2,268,988</b>	<b>2,871,352</b>
<b>Total Expenses</b>	<b>10,441,607</b>	<b>10,388,465</b>
Subtotal	(1,169,636)	(1,888,697)
Loss on Disposal of Equipment	(29,385)	(33,674)
Loss on Uncollectible Pledges	(37,300)	(693,000)
Net Realized Gain on Sale of Building	12,396,409	
Change in Net Assets	11,160,088	(2,615,371)
Net Assets at Beginning of Year	10,664,660	13,280,031
<b>Net Assets at End of Year</b>	<b>\$ 21,824,748</b>	<b>\$ 10,664,660</b>

*A complete set of automated financial statements is available upon request.*



Synergos' 2006 operations and programs were supported by the following diverse group of foundations, corporations, government and international agencies, and individuals.

Wendy and Raymond Ackerman  
The Africa-America Institute  
Victor Alicea  
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Valentin von Arnim  
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Nili Gilbert  
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Inyathelo—The South African Institute  
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Jorge Jardim Gonçalves  
Dale Jenkins

Kofi Annan and representatives of the Liberian government at University for a Night 2006. At the event, Mr. Annan helped present the David Rockefeller Bridging Leadership Award to Ellen Johnson Sirleaf, President of Liberia.





## D O N O R S

Gary and Janice Jobson  
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Albert Kaneb  
H. Peter Karoff  
Peter Kellner  
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Uday Khemka  
Lee Kimball  
Dr. and Mrs. Henry Kissinger  
John and Pat Klingenstein  
John Kluge  
Jerome Kohlberg  
Jill Kraus  
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Maria Elena Lagomasino  
Deborah Landesman  
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Rina Lopez Bautista  
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The McKnight Foundation

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Imran Riffat  
De Rijke Family  
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Children at a community program near São Paulo, Brazil supported by the Orsa Foundation. The Orsa Foundation was established by Sergio Amoroso, a member of the Global Philanthropists Circle.



Checking the growth of kids in Oaxaca, Mexico who benefit from innovative social and nutritional programs established by José Ignacio Avalos, a member of the Global Philanthropists Circle.



Rockefeller & Company  
The Rockefeller Foundation  
David Rockefeller  
Alvaro Rodríguez Arregui  
Carlos and Gabriella Rodríguez-Pastor  
Pastor Susan and Dan Rothenberg  
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Marco Stoffel  
Sue Stoffel  
Christopher Stone  
Elizabeth Strong-Cuevas  
Jon Stryker  
Michael von Stumm  
SunTrust Banks, Inc.  
Sustainability Institute

Washington Sycip  
Deborah Szekely  
Maurice Tempelman  
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Laura Thorn  
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