



# The Fistula Foundation

2011 Annual Report



# One Woman's Story

Nathi\* lives in Uganda. She was married at the age of 13 and two years later was pregnant with her first child. After enduring a difficult labor, Nathi lost her baby and was left with obstetric fistula, incontinent and leaking wastes. Her husband abandoned her and soon after, her family did, too. At 15, she was alone and scared.

Then, she found help – or rather, help found her. Through funding from The Fistula Foundation, an outreach counselor from TERREWODE, The Association for the Re-Orientation and Rehabilitation of Teso Women for Development, was able to visit her village and identify her as a candidate for fistula repair surgery. She was transported to Soroti Regional Referral Hospital in eastern Uganda and underwent a successful surgery. Healed, Nathi also received follow-up care, counseling and reintegration support.

Today, Nathi lives among other fistula survivors in a camp run by the organization, in a hut built by male supporters. Customs and traditional practices can make it difficult for a woman to own land in Uganda, but because these men donated this land, fistula survivors like Nathi – who have no home or family to return to – are able to live on their own. On this land, Nathi is growing food to eat and to sell, so she is learning to support herself financially. And she is supporting other women, sharing her story and telling every woman with fistula that she meets that it is possible to be cured and to feel hopeful once again.



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\*The patient's real name has been changed to protect her privacy.



[www.fistulafoundation.org](http://www.fistulafoundation.org)

# Dear Friends,

We are very pleased to share The Fistula Foundation's 2011 Annual Report with you. We believe that no woman should suffer a life of isolation and misery simply for trying to bring a child into the world and are committed to helping create a world where fistula is eradicated. To that end, 2011 was a remarkable year where we extended our reach into 15 countries in Africa and Asia. All of this work was made possible by your generous support.

Our business model is simple: we fund corrective surgeries by raising funds from donors. We also fund surgeon training, hospital construction and treatment supplies that enable more women to get the care they need.

We manage our work always with a focus on efficiency and productivity. Every effort is made to maximize the funds we send to our partners in the field. Why? Because that's where the lives of women are changed.

The talented and dedicated partners with whom we work are focused on the same thing as we are: helping more women receive life-changing care. For the women who depend on our collective efforts, The Fistula Foundation is a source of strength and hope. In return, the success of our partners tells us that we are truly impacting the women whose lives we strive to improve.

We are inspired by the dedication of our volunteers and donors. You come from every state in the nation and from countries all over the world. You give your time and resources to help women you will likely never meet.

We hope you enjoy this report on our recent work. It is our privilege to be the stewards of your trust, and that of the women who turn to us for help. We welcome and are grateful for your interest, your ideas, your involvement, and your support.

Sincerely,



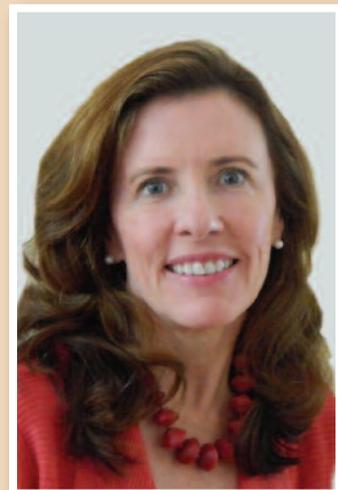
Kassahun Kebede  
Board Chair



Kate Grant  
CEO

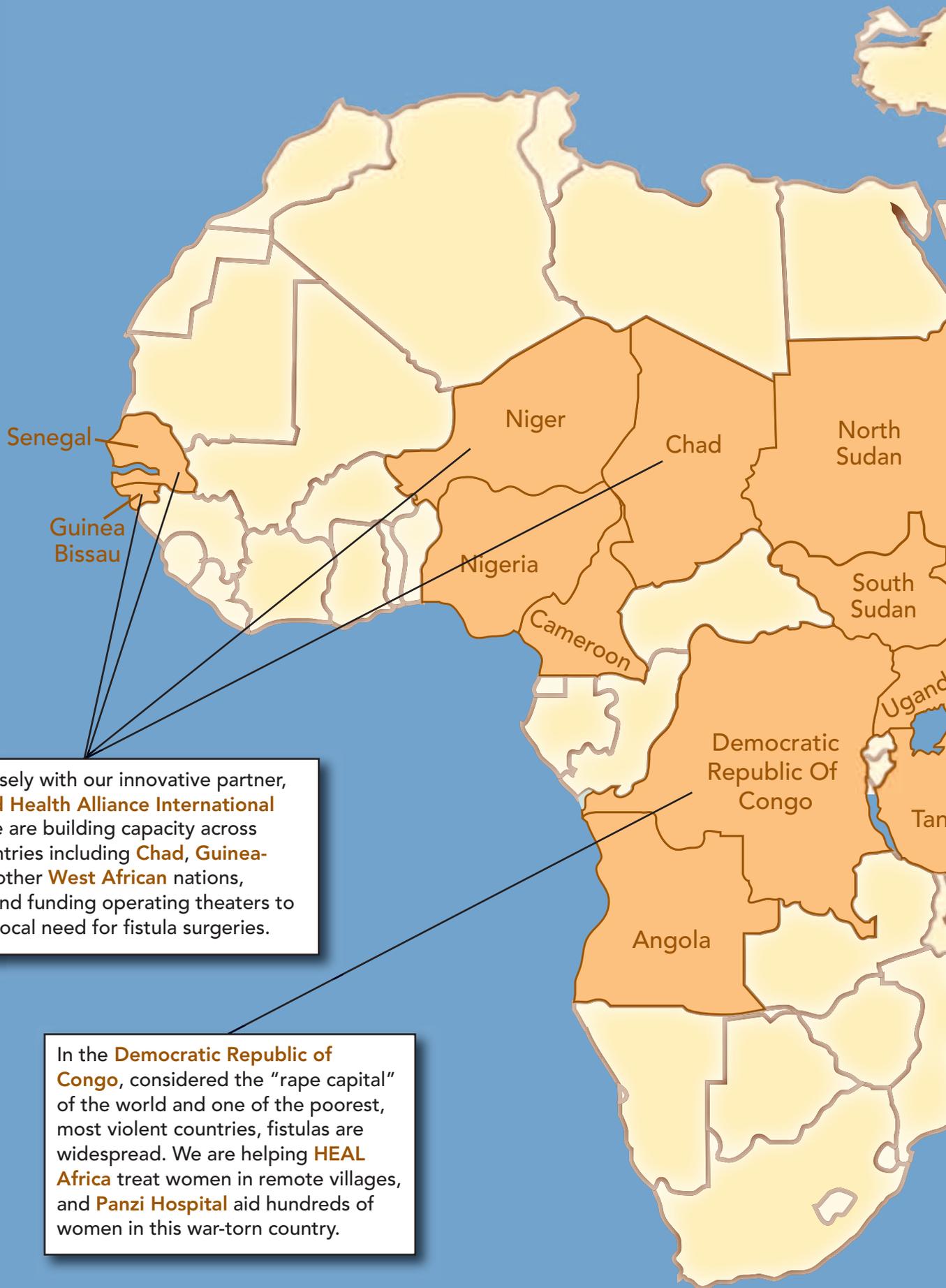


Kassahun Kebede



Kate Grant

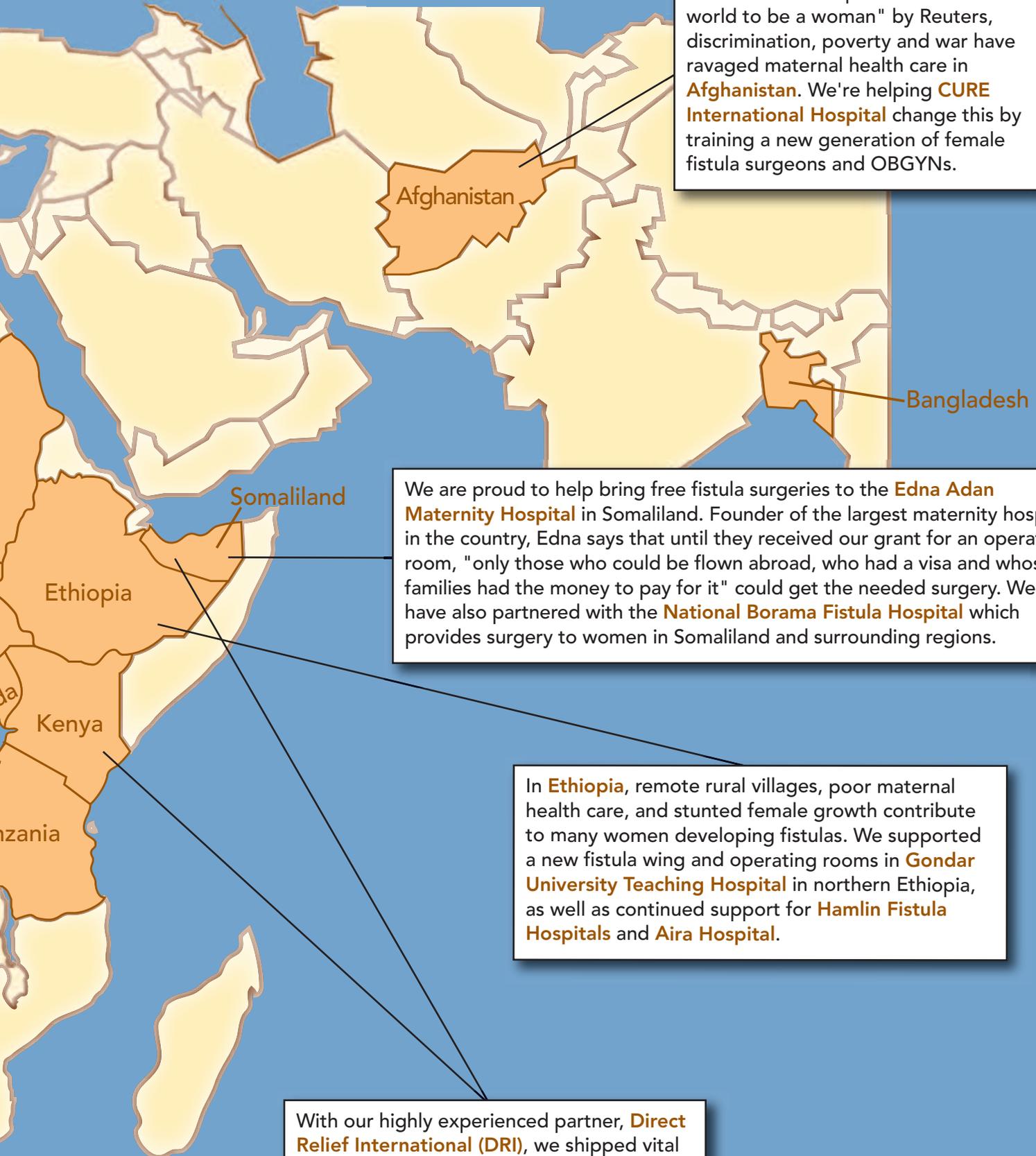
# Helping More Women in More



Working closely with our innovative partner, **Women and Health Alliance International (WAHA)**, we are building capacity across several countries including **Chad**, **Guinea-Bissau** and other **West African** nations, equipping and funding operating theaters to meet huge local need for fistula surgeries.

In the **Democratic Republic of Congo**, considered the “rape capital” of the world and one of the poorest, most violent countries, fistulas are widespread. We are helping **HEAL Africa** treat women in remote villages, and **Panzi Hospital** aid hundreds of women in this war-torn country.

# Places



Rated the "worst place in the world to be a woman" by Reuters, discrimination, poverty and war have ravaged maternal health care in **Afghanistan**. We're helping **CURE International Hospital** change this by training a new generation of female fistula surgeons and OBGYNs.

We are proud to help bring free fistula surgeries to the **Edna Adan Maternity Hospital** in Somaliland. Founder of the largest maternity hospital in the country, Edna says that until they received our grant for an operating room, "only those who could be flown abroad, who had a visa and whose families had the money to pay for it" could get the needed surgery. We have also partnered with the **National Borama Fistula Hospital** which provides surgery to women in Somaliland and surrounding regions.

In **Ethiopia**, remote rural villages, poor maternal health care, and stunted female growth contribute to many women developing fistulas. We supported a new fistula wing and operating rooms in **Gondar University Teaching Hospital** in northern Ethiopia, as well as continued support for **Hamlin Fistula Hospitals** and **Aira Hospital**.

With our highly experienced partner, **Direct Relief International (DRI)**, we shipped vital medical supplies to **Somaliland**. We also supported fistula surgeries in **Kenya** in partnership with **DRI** and **One by One**.

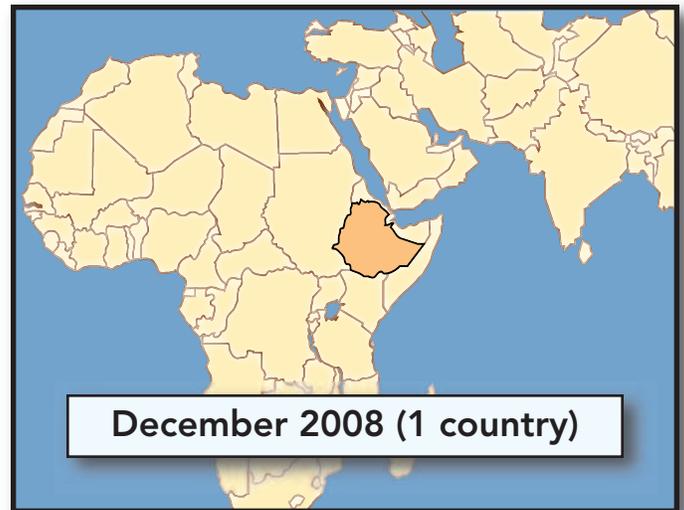
# Our Growth

No woman should have to suffer a life of isolation and misery simply for trying to bring a child into the world. The Fistula Foundation is dedicated to ending suffering caused by the childbirth injury obstetric fistula. Without treatment, this condition leaves women physically incontinent and often social outcasts. While fistula was largely eradicated in developed countries more than a century ago, it remains prevalent in sub-Saharan Africa and Southeast Asia, where a majority of women give birth at home without access to emergency obstetric services.

In the last two years, we've nearly doubled the number of countries in which we're active. Obstetric fistula affects up to half a million women in developing countries. Without treatment they are left physically incontinent and are too often viewed as social outcasts.

80% of the funds we raise go directly toward our programs. We manage our business with a focus on efficiency and productivity. We make every effort to maximize the funds we send to our partners in the field, because that's where lives are changed.

We fund more fistula surgeries in more places than any nonprofit not receiving government funding. We work closely with our proven partners on the ground at sites in 15 countries to deliver life-changing surgery. In the last two years, we've increased the number of surgeries funded by 250%.



Ethiopia



Afghanistan, Angola, Democratic Republic of Congo, Ethiopia, Liberia, Kenya, Somaliland, Tanzania



Afghanistan, Angola, Bangladesh, Cameroon, Democratic Republic of Congo, Ethiopia, Kenya, North Sudan, Niger, Nigeria, Senegal, Somaliland, South Sudan, Tanzania, Uganda

# Where We Help

Location	Partner	Project
Afghanistan	Cure International Hospital	Training & Patient Recruitment
Angola	Central Evangelical Medical Center (CEML)	Treatment & Training
Bangladesh	Cox's Bazar Hospital for Women and Children <sup>o</sup>	Treatment & Training
Chad	Center for Reproductive Health <sup>**</sup>	Treatment, Facilities, & Equipment
DR Congo	HEAL Africa	Treatment
DR Congo	Panzi Hospital	Treatment
Ethiopia	Aira Hospital	Treatment
Ethiopia	Hamlin Fistula Hospitals	Treatment
Ethiopia	Gondar University College of Medicine and Health Sciences <sup>**</sup>	Facilities & Equipment
Guinea Bissau	National Fistula Center, Bissau <sup>**</sup>	Treatment
Kenya	Dadaab Hospital and nearby refugee camps for Somalis seeking asylum <sup>*</sup>	Treatment
Kenya	Nyanza Provincial General Hospital <sup>«</sup>	Treatment & Training
Kenya	Gynocare Fistula Center, Eldoret <sup>§</sup>	Treatment
Multiple Sites	International Federation of Gynecology and Obstetrics (FIGO)	Training
Multiple Sites	Women and Health Alliance International	Facilities & Equipment
Niger	Danja Fistula Center <sup>o</sup>	Treatment
Nigeria	Evangel Vesico-Vaginal Fistula Center (Bingham University Teaching Hospital)	Treatment
Senegal	National Training and Fistula Reparation Center (CIRFO)	Treatment & Training
Somaliland	Edna Adan Maternity Hospital	Treatment & Training
Sudan	Dr. Abbo Khartoum Teaching Hospital Fistula Center <sup>**</sup>	Treatment, Facilities & Equipment
Tanzania	Arusha Lutheran Medical Center	Facilities & Equipment
Tanzania	Lake Tanganyika Health Clinic	Treatment
Tanzania	Women's Dignity	Research & Advocacy
Uganda	Association for the Re-Orientation and Rehabilitation of Teso Women for Development (TERREWODE)	Research & Advocacy
n/a	Direct Relief International	Research & Advocacy

<sup>o</sup> - with the Hope Foundation for Women and Children of Bangladesh  
<sup>\*\*</sup> - with Women and Health Alliance International  
<sup>«</sup> - with Direct Relief International

<sup>§</sup> - with One by One  
<sup>o</sup> - with the Worldwide Fistula Fund

These organizations were awarded funding by The Fistula Foundation during Fiscal Year 2011, January 1 to December 31. These organizations are located in regions where fistula treatment is critically needed.

The Fistula Foundation could not do the work of supporting fistula treatment and prevention without our nonprofit partners, **Women and Health Alliance International** and **Direct Relief International**. Both organizations strengthen the Foundation's ability to treat more women in more places every year.

# Ethiopia

## Aira Hospital

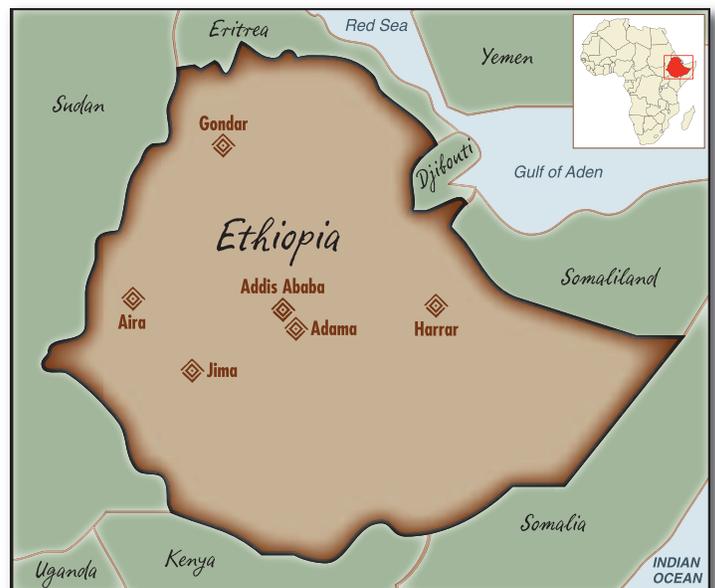
We strive to fund treatment where it is needed, which often means working with partners in remote places. Dr. Erick Erichsen is one of those partners. His hospital, the Aira Hospital, serves an impoverished rural population in southwest Ethiopia. Dr. Erichsen was trained in fistula surgery and has worked as a surgeon in Ethiopia since 1977, serving the medical needs of a wide and diverse population. While there are charges for certain services, the fistula patients are often destitute and unable to pay even modest costs for surgery. Dr. Erichsen approached us for help. The Aira Hospital has long striven to offer free fistula surgery to all women needing treatment. We are delighted to work in partnership with Dr. Erichsen to fund all the fistula surgeries at Aira Hospital. While the hospital is small, the service it provides women in this remote area is life changing.

## Hamlin Fistula Hospitals

The Addis Ababa Fistula Hospital is the oldest and largest fistula treatment facility in the world. In the last seven years, the hospital has expanded dramatically from the single site in Ethiopia's capital to a network of five hospitals and a midwifery school. The goal of the Hamlin Fistula Hospitals is to provide services for those suffering from childbirth and related injuries, rehabilitating them to the point where they can be integrated back into their society with dignity and a sense of self-worth and well-being. In 2011, our funds were used to pay for treatment at the main hospital in Addis Ababa and at their hospital in Harrar in eastern Ethiopia.

## Gondar University Hospital

The Foundation provided significant funding for the construction of the International Fistula Training and Treatment Center at Gondar University Hospital in Northern Ethiopia, in partnership with WAHA. The hospital will be able to carry out many more fistula operations and also train fistula care providers across Africa. The center is run by Dr. Mulu Muleta and is also an International Federation of Gynecology and Obstetrics Training Center.



### Country Facts

- Population: **90,873,739**
- Average births per woman: **5**
- Physicians per 10,000 people: **1**
- Births attended by skilled personnel: **6%**
- Female life expectancy: **59 years**
- Female literacy: **39%**
- Population living in rural areas: **83%**
- Population living in poverty (below \$1.25 per day): **39%**

### Maternal mortality

(chances a woman will die during childbirth):

**1 in 40**

Sources: CIA World Fact Book; WHO, World Bank.

# The Democratic Republic of Congo

## Panzi Hospital

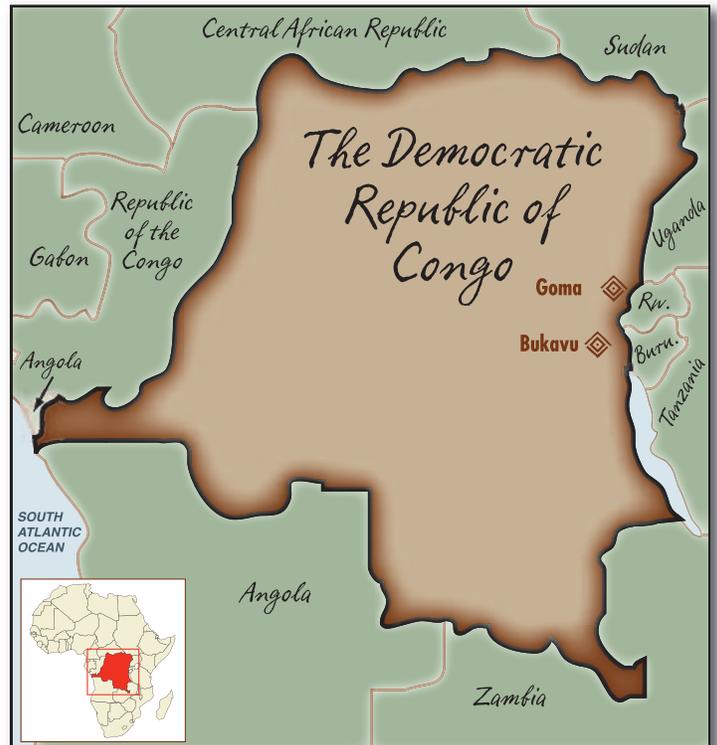
For more than a decade, Panzi Hospital has come to the aid of women suffering with fistulas, who live in a country recognized as one of the worst places in the world to be a woman. With support from The Fistula Foundation, the hospital engages local partners including nongovernmental organizations, churches and health institutions to raise awareness about what a fistula is and how it can be treated. Our support also enables the hospital to provide fistula repair services via a mobile repair team to women in remote areas with simple cases; women with more complicated fistula surgical needs are transported to Panzi Hospital to be healed.

The need for these important surgeries outweighs Panzi Hospital's capacity. In 2011, The Fistula Foundation increased funding to support an additional 105 fistula repair surgeries, 45 at the hospital and 60 conducted via the mobile unit. We also supported Panzi Hospital with capacity building and training to improve the quality and availability of their fistula treatment services. We provided funds for 22 members of the hospital staff to participate in both hospital and rural outreach fistula reparations. Further, our funds were used to create a data collection system and train staff how to use it, allowing the hospital to be more adept at monitoring need for fistula education and surgery in eastern D.R. Congo.

## HEAL Africa

Health Education Action Love Africa (HEAL Africa) is a Congolese-led organization working to eradicate poor health, poverty and the oppression of women. Working with local communities, they provide culturally sensitive outreach services to raise awareness about fistula, safe child delivery and other maternal health issues. HEAL Africa is the sole provider of fistula surgeries in northeastern D.R. Congo.

HEAL Africa became a partner of The Fistula Foundation in 2011. To support their work, we provided funding to help raise community awareness about fistula treatment, send qualified surgical teams to rural hospitals to treat patients and train local surgeons, and we covered the cost of surgery and pre- and post-surgical care for 205 women living in remote areas of D.R. Congo with no access to roads.



### Country Facts

- Population: **71,712,867**
- Average births per woman: **6**
- Physicians per 10,000 people: **1**
- Births attended by skilled personnel: **74%**
- Female life expectancy: **57 years**
- Female literacy: **62%**
- Population living in rural areas: **65%**
- Population living in poverty (below \$1.25 per day): **59%**

### Maternal mortality

(chances a woman will die during childbirth):

**1 in 24**

Sources: CIA World Fact Book; WHO, World Bank.

# Somaliland

## Edna Adan Maternity Hospital

The Edna Adan Maternity Hospital in Hargesia, in western Somaliland, is one of The Fistula Foundation's longest-term partners. The Fistula Foundation funded the construction of a new operating theater block dedicated to fistula treatment, in collaboration with our partner, Direct Relief International. Our funding also supported the purchase of medical equipment to furnish the surgical block. In 2011, the hospital was able to complete 144 surgeries because of our support.

In order to support future trained, qualified fistula surgeons here and beyond, our funds were also used to further the hospital's development of a fistula management curriculum, which has been submitted to the National Ministry of Health for incorporation into future training for Somaliland's nurses and midwives.

## National Borama Fistula Hospital

National Borama Fistula Hospital is located in Borama, in western Somaliland. The Foundation is continuing an ongoing relationship with the hospital, with our funding being used to provide services, equipment and transport for women suffering from injuries resulting from prolonged obstructed labor, like fistula. The hospital's dedicated team of doctors, nurses and allied workers have already proven their commitment to treating the problem of obstetric fistula in the region through a successful track record of fistula surgeries. Over the long term, the hospital is hoping to become the primary location in the region for training doctors and nurses in the care of women with obstetric fistulas.

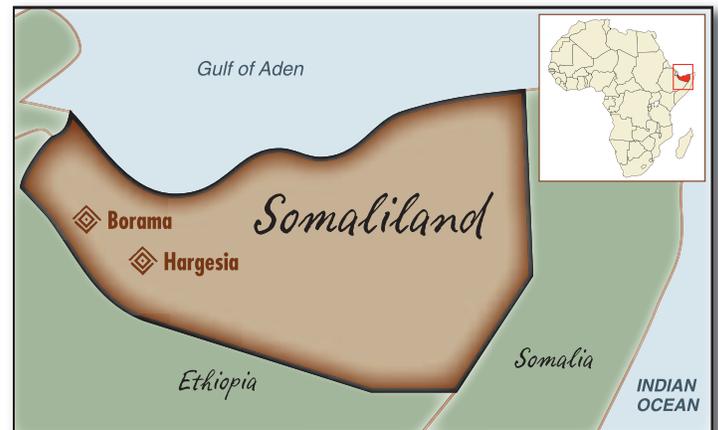
*"Through support from The Fistula Foundation, we are able to provide fistula repair surgeries to give relief to a large number of fistula patients who have been suffering for years without help, isolated and cast out of their society."*

*~ Dr. Ahmed Walhad,  
National Borama Fistula Hospital*



*"I am grateful as a woman and human being to be able to help women like them; people think I have given something but they don't know how much I am getting. There is no bank in the world big enough to hold what I get from the satisfaction of seeing a woman who was leaking urine for 30 years leave the hospital and go home dry."*

*~ Edna Adan Ismail, Founder and Director,  
Edna Adan Maternity Hospital*



### Country Facts

Population: **3.5 million**

Average births per woman: **7**

Physicians per 20,000 people: **1**

Births attended by skilled personnel: **33%**

Female life expectancy: **52 years**

Female literacy: **24%**

Population living in rural areas: **63%**

### Maternal mortality

(chances a woman will die during childbirth):

**1 in 14**

# Angola

## Centro Evangélico de Medicina do Lubango

Located in the regional capital of Lubango, in southwestern Angola, The Centro Evangélico de Medicina do Lubango (CEML) has been operating since 2006 as a central hospital with ready access to air transport for patients who need care in far-reaching areas that are not easily accessible by vehicle. Patients have traveled as far as 250 kilometers to seek treatment.

CEML was founded and is administered by Dr. Steven Foster and is the only fistula hospital in all of southern Angola. Dr. Foster serves as Medical Director and Chief Surgeon and is the only permanent member of the medical staff. He is a recipient of the distinguished Royal College Teasdale-Corti Humanitarian Award, given annually to Canadian physicians who go beyond the accepted norms of routine practice in their provision of health care or emergency medical services.

The Fistula Foundation is the only organization supporting fistula treatment at CEML. Our initial support provided funding for fistula patient identification, repair surgeries, transportation, housing and nutritional assistance. When word spread to women about the care being offered through CEML, patient waiting lists grew longer. The center now averages approximately 100 fistula repair surgeries every year.

In 2011, we sought to increase the number of women treated, funding an additional 85 fistula repair surgeries. We also expanded our support of the center through capacity building funds that allowed surgeons to be trained in fistula repair by Dr. Steven Arrowsmith, a leader in the field.



### Country Facts

Population: **13,338,541**

Average births per woman: **6**

Physicians per 10,000 people: **1**

Births attended by skilled personnel: **47%**

Female life expectancy: **40 years**

Female literacy: **65%**

Population living in rural areas: **42%**

Population living in poverty (below \$1.25 per day): **54%**

### Maternal mortality

(chances a woman will die during childbirth):

**1 in 29**

Sources: CIA World Fact Book; WHO, World Bank.

“*The Fistula Foundation has a clear vision of how to significantly increase the number of women suffering from fistula who receive life-transforming treatment. As a member of the Foundation’s Board of Directors, I see the efficient and effective role we play in improving the lives of women with fistula in Africa and Asia.*”

~ *France Donnay, MD, FACOG, Deputy Director, Maternal and Newborn Health, Bill & Melinda Gates Foundation.*

# The Power of Partnerships

At the heart of our ability to deliver results are the grantee partners with whom we work. We look at these relationships as true partnerships, not simply a transactional funder-grantee relationship. While we provide funds to organizations, we try hard to approach the relationship with humility that allows us to understand the challenges providers face and how the Foundation's support can advance care on the ground.

There are several partners with whom we have deeper relationships to advance our mission, including:



## WAHA – Women and Health Alliance International

This Paris-based organization is one of our largest partners. There is a natural fit between our organizations in terms of goals and values. Founded by a former Doctors Without Borders surgeon, they work in more than a dozen countries providing a range of maternal health services including fistula surgeries.



In 2011, we partnered with WAHA on many projects, including an order of motorcycle ambulances specially designed for use in transporting fistula patients from rural areas to hospitals, pictured above. But our largest project was completing a 62 bed fistula wing at Gondar University Teaching Hospital in Gondar, Ethiopia. On the first day it opened, 50 women arrived for fistula surgery!



## DRI – Direct Relief International

This California-based organization is one of the Foundation's first partners. We have worked with DRI to fund the shipment of fistula treatment supplies to eight hospitals providing fistula surgery. We provided funding for a DRI-sponsored program in Kenya, providing fistula repair for 120 women living in western provinces. We also partnered with DRI to equip and open a new operating theater dedicated to fistula treatment at the Edna Adan Maternity Hospital in Somaliland.



## Campaign to End Fistula

United Nations Population Fund (UNFPA) is spearheading a global Campaign to End Fistula, the first-ever to address this issue. The long-term goal is to make fistula as rare in developing areas as it is in industrialized countries today. The campaign seeks to raise awareness about fistula and the importance of emergency obstetric care, determine the needs in each country, and expand services for prevention and treatment. A partnership with such organizations as The Fistula Foundation is the cornerstone of the campaign, and making motherhood safer for all women is at the very heart of UNFPA's mandate.



**FIGO**

INTERNATIONAL FEDERATION  
OF  
GYNECOLOGY & OBSTETRICS

## FIGO - International Federation of Gynecology and Obstetrics

The biggest single obstacle to fistula treatment is the lack of appropriately trained surgeons. FIGO has assumed a leadership role in overcoming this challenge, developing the first-ever Global Competency-Based Training Manual and creating a FIGO Fistula Surgery Training Fellowship

to increase the number of trained surgeons able to do fistula repair surgeries. FIGO's work has the potential to transform the fistula treatment world, and The Fistula Foundation was proud to fund the first five fellowships made available through their certification program.



Professor Hamid Rushwan,  
Chief Executive, International Federation  
of Gynecology and Obstetrics, with  
Fistula Foundation CEO, Kate Grant



Attendees of the Fistula Forum, sponsored  
by Johnson & Johnson.

## Johnson & Johnson

Since 2004, Johnson & Johnson has donated generously, supporting fistula treatment, prevention and education. No company in the world has done more to advance the goal of eradicating fistula than Johnson & Johnson. In addition to awarding grants to The Fistula Foundation, Johnson & Johnson has given funds to Direct Relief International to fund shipments of donated products to Hamlin Fistula Hospitals in Ethiopia, and funded the 2011 Fistula Forum for leaders in fistula treatment in Edinburgh, Scotland.

Since 2007, The Fistula Foundation has received ongoing support in the form of a Google Grant, a unique in-kind donation program that awards free Google AdWords advertising to select charitable organizations. Google supports organizations that share their philosophy of community service to help the world in areas such as science and technology, education, global public health, the environment, youth advocacy and the arts.



# Our Finances

An independent audit of The Fistula Foundation by Delagnes, Mitchell & Linder, LLP attests to the absolute strength and integrity of The Fistula Foundation's financial control and reporting systems.

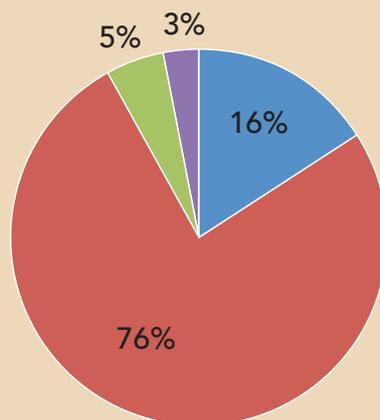
The Foundation's fundraising results support our mission's goals, which include expanding support to programs in 15 countries in 2011, while continuing to provide the treatment, prevention and equipment that is core to our mission of helping women with fistula.

## The Fistula Foundation Statement of Activities for the Year Ended December 31, 2011

	Unrestricted	Temporarily Restricted	Permanently Restricted	Total
<b>Revenues and support:</b>				
Contributions	2,797,802	595,101	-	3,392,903
Net Investment Income (loss)	(61,496)	-	-	(61,496)
Net Assets released from restriction for purpose	209,055	(209,055)	-	-
<b>Total revenues and support:</b>	<b>2,945,361</b>	<b>386,046</b>	<b>-</b>	<b>3,331,407</b>
<b>Expenses:</b>				
Program services	3,005,467	-	-	3,005,467
Management and general	280,936	-	-	280,936
Fundraising expense	364,956	-	-	364,956
<b>Total expenses:</b>	<b>3,651,359</b>	<b>-</b>	<b>-</b>	<b>3,651,359</b>
Change in net assets:	(705,998)	386,046	-	(319,952)
Net assets at beginning of year:	4,738,780	22,415	32,155	4,793,350
Net assets at end of year:	4,032,782	408,461	32,155	4,473,398

Grant Spending %  
(2009-2011)

- Facilities & Equipment
- Treatment
- Patient Recruitment
- Research & ISOFS



“ We are tenaciously efficient and committed to transparency in every dollar we spend. Why? Because donations to the Foundation change lives in some of the poorest corners in the world where women suffer needlessly for want of surgery. ”

~ Kate Grant, CEO,  
The Fistula Foundation

“ Only 3% of the charities we rate have received at least 6 consecutive 4-star evaluations, indicating that The Fistula Foundation outperforms most other charities in America. ”

~ Ken Berger, President & Chief Executive Officer, Charity Navigator



139 Harristown Rd • Glen Rock, NJ 07452  
phone (201) 818-1288 • fax (201) 818-4694  
www.charitynavigator.org

October 4, 2011

Kate Grant  
The Fistula Foundation  
1900 The Alameda  
Suite 500  
San Jose, CA 95126

Dear Kate Grant:

On behalf of Charity Navigator, I wish to congratulate The Fistula Foundation on achieving our coveted 4-star rating for sound fiscal management and commitment to accountability and transparency.

As the nonprofit sector continues to grow at an unprecedented pace, savvy donors are demanding more accountability, transparency and quantifiable results from the charities they choose to support with their hard-earned dollars. In this competitive philanthropic marketplace, Charity Navigator, America's premier charity evaluator, highlights the fine work of efficient, ethical and open charities. Our goal in all of this is to provide donors with essential information needed to give them greater confidence in the charitable choices they make.

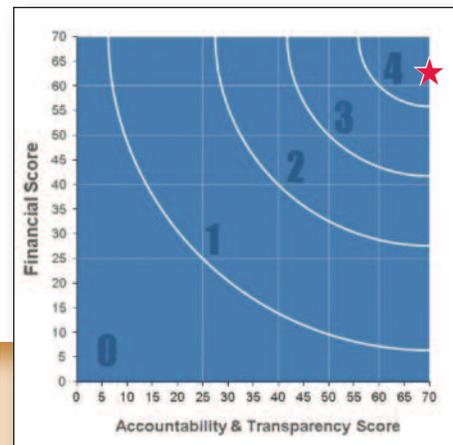
Based on the most recent information available and using our new, two dimensional rating system (CN 2.0) we have issued a new rating for your organization. We are proud to announce The Fistula Foundation has earned our sixth consecutive 4-star rating. Receiving four out of a possible four stars indicates that your organization adheres to good governance and other best practices that minimize the chance of unethical activities and consistently executes its mission in a fiscally responsible way. Only 3% of the charities we rate have received at least 6 consecutive 4-star evaluations, indicating that The Fistula Foundation outperforms most other charities in America. This “exceptional” designation from Charity Navigator differentiates The Fistula Foundation from its peers and demonstrates to the public it is worthy of their trust.

We believe our service will enhance your organization's fundraising and public relations efforts. Our favorable review of The Fistula Foundation's fiscal health and commitment to accountability & transparency will be visible on our website as of October 1st.

We wish you continued success in your charitable endeavors.

Sincerely,

Ken Berger  
President & Chief Executive Officer



**Charity Navigator's newly expanded evaluation criteria moves us into an even more elite category of top-rated U.S. Charities.**

# Best Practices

## We Hold the Highest Charity Ratings

The Fistula Foundation adheres to the highest standards for financial management and is dedicated to keeping operating expenses low. Since 2006 we have earned the Better Business Bureau seal for meeting its Standards for Charity Accountability. For the sixth consecutive year, Charity Navigator, America's largest independent charity evaluator, has awarded us four stars for far exceeding industry standards — its highest ranking achievable. Only 3% of all U.S. charities have earned this exceptional designation, indicating that The Fistula Foundation consistently executes its mission in a fiscally responsible way and outperforms most other charities in the U.S.

Great Nonprofits is a tool that allows people to find, review, and share information about great (and perhaps not yet great) nonprofits.



[bbb.org/charity](http://bbb.org/charity)



### Accountability

The Foundation Staff and Board work together to ensure that the organization's operations are conducted efficiently and ethically. In order to do so, the Foundation uses the following practices to ensure accountability:

<b>Independent Audit</b>	The Foundation Board has an audit committee composed of Director Members. The Committee retains an independent public accounting firm to undertake the Foundation's annual audit.
<b>Board Oversight and Governance</b>	The Board contains a group of talented individuals who are leaders in their chosen fields including three physicians, two attorneys, five existing or former non-profit leaders, and two experts in investment and finance. The Foundation's annual operating budget is reviewed in detail by the Board's Finance and Investment Committee. The budget is then reviewed and approved by its 12-member Board. In its quarterly review, the Finance Committee compares the Foundation's performance against its goals.
<b>Employee Compensation</b>	Fistula Foundation staff compensation is determined each year following the recommendations of a major nonprofit survey conducted among 402 organizations and reporting on more than 21,000 jobs in nine counties in northern California. The CEO's performance is reviewed twice a year by the Board of Directors' Executive Committee.
<b>Transparency</b>	The Foundation makes its audited financial statements and annual tax returns (IRS Form 990) available on our website. For those without internet access, the Foundation will send copies of these documents to anyone requesting them.

“ *A woman who married too young, became pregnant and developed fistula during childbirth now knows that it is possible to get an operation which will heal the leaking urine. Your gift is making a difference. It is being used with care and conscience.* ”

# Values

At the heart of our work is a set of values that informs every element of what we do.

## Integrity

The Foundation operates with the highest integrity to ensure that donors and partners trust our ability to direct resources for the greatest impact.

## Humility

The Foundation respects the strength and determination of fistula sufferers and the vital role of health care providers in developing countries to treat women with fistula. We will continually self-audit and learn from our mistakes.

## Tenacity

We have an audacious long-term goal: to eradicate fistula. Achieving the world we envision will take relentless, tenacious and dogged effort, and a focus on results achieved on the ground.

## Flexibility

The Foundation's lean size provides flexibility to make modest, but high-impact investments, without the bureaucratic or political restraints that can encumber larger organizations.

## Partnership

The Foundation will seek opportunities to work with partner organizations, such as DRI, FIGO and WAHA, to leverage our resources for maximum impact. Partnership is not just a word - it's our way of doing business.

## Focus

We will do one thing and do it really well: treat fistula. We will actively resist "mission creep" and not attempt to be all things to all people.

“For me, it's about restoring dignity to women suffering something so horrifying and downright unimaginable, yet also relatively affordable...to fix. Ever since I became a mother, I have felt even more committed to The Fistula Foundation and the women you help because I am more conscious that these women have not only lost their dignity, but also their children. It is overwhelmingly sad in and of itself to lose a child, and then to discover one has this injury? Horrifying.”

~ Molly Wilkinson Johnson, via Facebook

“After having my own fistula repaired, I discovered The Fistula Foundation. As horrible as it was for me, I cannot imagine what the women you aid endure. I support your work because I've experienced the hopelessness of the women you help, and I have experienced the joy of having my dignity restored.”

~ Meghan R., via Facebook

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# Meet a Few of Our Champions

**Half the Sky: Turning Oppression into Opportunity for Women Worldwide**, by Pulitzer Prize winning authors Nicholas Kristof and Sheryl WuDunn. This bestselling book is a passionate call to fight the most pervasive human rights violation of our time – the oppression of women and girls in the developing world. They show how a little help can transform the lives of those who are largely unrecognized and forgotten. The problem of obstetric fistula is discussed in the book, and we are thankful for the many people who have been motivated by the book to support women who need fistula surgery.

As a maternal health partner with the **Half the Sky Movement**, we are helping ignite the change needed to put an end to the oppression of women and girls worldwide, the defining issue of our time. **Half the Sky Movement** brings together video, websites, games, blogs and other educational tools to not only raise awareness of women's issues, but to also provide concrete steps to fight these problems and empower women. Change is possible, and Nicholas Kristof and Sheryl WuDunn are leading the movement to show how all of us can be part of the solution.



Louis C.K. appears on  
*Late Night with Jimmy Fallon.*

## An Angel in Disguise

The Wednesday before Christmas was like any other day at The Fistula Foundation. Until it wasn't. Santa came early. The phone rang and the company that processes our credit card transactions said someone was trying to donate \$20,000 online and hit a glitch. Since our average donation is under \$100, this created a near panic amongst our tiny team to get the donor's problem fixed. And fast. We sent him a twitter message and an email thanking him profusely. So then, the truly amazing thing happens. The donor e-mailed us to say he's given us another \$20,000.

Turns out the donor is the Emmy Award winning comedian Louis C.K., who decided to donate more than 25 percent of the proceeds from his online Beacon Theater show to charity (\$280,000 in total), and he picked us to receive some of it. Thanks, Louis!

## Dining for Women: Changing the World One Dinner at a Time

Dining for Women, founded by Marsha Wallace, has been sending support to the Foundation since 2005. A group that now boasts a membership of 6,000, the women "dine in" together once a month, each bringing a dish to share, and their "dining out" dollars (what they would have spent if they had eaten at a restaurant) are sent to programs empowering women worldwide. Donations from hundreds of chapters are combined to support one carefully selected international program a month. In 2011, The Fistula Foundation was one of the selected organizations for support, and we were stunned and delighted to receive more than \$57,000!



At the 2011 DFW Leadership Summit, Marsha shared a quote from Gandhi that represents DFW's movement: "A small body of determined spirits fired by an unquenchable faith in their mission can alter the course of history." Our lean and dedicated organization sends cheers of thanks to this enthusiastic and generous group.

**Candise Elhadad** was inspired to do something to help. Something very special. Through her church in Stittsville, Ontario, Candise organized a fundraising event she named "Delivering Dignity," which included a film viewing of highlights from "A Walk to Beautiful," lively discussion and refreshments for 115 women guests. She mustered a legion of volunteers and even drafted her husband and son to help direct traffic and parking! "This has been an amazing and most rewarding experience for me," says Candise. To Candise, to all who helped put on this terrific event, and to the many friends who were personally inspired to donate to The Fistula Foundation, deepest thanks.



Photo courtesy  
Candise Elhadad



The Fistula Foundation believes that no woman should suffer a life of isolation and misery simply for trying to bring a child into the world.

We are dedicated to raising awareness of and funding for fistula repair, prevention, and educational programs worldwide to help eradicate fistula. We fund more fistula repair surgeries worldwide than any other nonprofit not receiving government funding.

And thanks to your generous support, we're growing. In the last two years, The Fistula Foundation has nearly doubled the number of countries in which we have a presence, and we have more than doubled the number of fistula surgeries we are able to fund, helping more women in more places.

It's work that we would never be able to do without the generous support of our donors – and we're not done yet.

Join us.

The Fistula Foundation

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