



2025 S.L. Gimbel Foundation Fund Grant Application

Internal Use Only:
Grant _____

Organization / Agency Information

1) Organization/Agency Name: Fistula Foundation		
2) Physical Address: 1700 The Alameda, Suite 300		City/State/Zip: San Jose, CA 95126
3) Mailing Address: 1700 The Alameda, Suite 300		City/State/Zip: San Jose, CA 95126
4) CEO or Director: Kate Grant		Title: Chief Executive Officer
5) Phone: 408-249-9596	6) Fax: n/a	7) Email: kate@fistulafoundation.org
8) Contact Person: Lindsey Pollaczek		Title: Chief Program Officer
9) Phone: 408-249-9596 ext. 106	10) Fax: n/a	11) Email: lindsey@fistulafoundation.org
12) Web Site Address: www.fistulafoundation.org		13) Tax ID: 77-0547201

Program / Grant Information

Interest Area: ☐ Animal Protection ☐ Education ☐ Environment ☒ Health ☐ Human Dignity

14) Program/Project Name: Hope and Healing: Fistula Treatment in Angola			15) Amount of Grant Requested: \$250,000
16) Total Organization Budget: \$19,584,809 (2024)	17) Per 990, Percentage of Program Service Expenses (Column B/ Column A x 100): 84.9%	18) Per 990, Percentage of Management & General Expenses Only (Column C/ Column A x 100): 7.9%	19) Per 990, Percentage of Management & General Expenses and Fundraising (Column C+D / Column A x 100): 15.1%
20) Purpose of Grant Request (one sentence): Deliver 300 life transforming fistula surgeries for women in Angola			
21) Program Start Date (Month and Year): July 1, 2025		22) Program End Date (Month and Year): June 30, 2026	
23) Gimbel Grants Received: List Year(s) and Award Amount(s) n/a			

Signatures

24) Board President / Chair: (Print name and Title) Darren Lew, Board Vice Chair	Signature: 	Date: 3/17/25
25) Executive Director/President: (Print name and Title) Kate Grant, Chief Executive Officer	Signature: 	Date: 3/17/25

2025 S.L. Gimbel Foundation Fund APPLICATION

Narrative

Please provide the following information by answering **ALL** questions (I to IV), **12 Font, One Inch Margins, Times New Roman**. Use the format below (I to IV). **Type the question**. Type your complete answers to the question directly below the question. Please be thorough, clear, specific, and concise. **Please DO NOT delete the questions**.

I. Organization Background

A) Describe the history, mission and purpose of your organization?

No woman should lead a life of misery simply for trying to bring a child into the world. Yet 1 million women in low-income countries needlessly suffer from childbirth injuries that cause incontinence because they cannot access the surgery that can cure them. Fistula Foundation was established to address the critical but often overlooked issue of obstetric fistula, an issue that persists globally due to poverty, gender inequity, and inadequate health systems. A woman with fistula is often abandoned by her family and cast away by society. Fistula repair surgery is a highly effective procedure that has existed for more than a century. Surgery has a long-term, transformative impact on a woman's health and wellbeing. However, most women with fistula lack the resources to pay for it.

Initially supporting a single hospital in Ethiopia, Fistula Foundation expanded globally in 2009, and today it is the global leader in fistula treatment. We fund life-transforming surgeries and comprehensive care in 30+ countries across Africa and Asia, partnering with over 150 local hospitals and community organizations to find, treat, and reintegrate women into their communities. Since 2009, we have provided more than 100,000 surgeries to women in 35 countries.

Fistula Foundation supports more fistula surgeries than any other organization. No other entity—not even the U.S. government or the United Nations—comes close. Even as other organizations have reduced their investment in fistula treatment, we have ambitiously scaled up our efforts to heal as many fistula patients as possible. We are uniquely proficient at empowering local outreach and surgery providers to find and treat women in their communities.

Mission: To end the needless suffering of women with obstetric fistula by funding free, high-quality surgical treatment, training healthcare providers, and supporting outreach and reintegration programs.

Purpose: Fistula Foundation ensures that women in regions affected by poverty and inadequate health systems have access to timely, safe, and effective surgical repair, empowering them to reclaim their health, dignity, and independence.

B) How long has the organization been providing programs and services to the community?

Fistula Foundation was founded in 2000, initially supporting a single hospital in Ethiopia. We expanded globally in 2009, and over the last 16 years, we have become the largest provider of obstetric fistula treatment worldwide.

C) What are some of your past organizational accomplishments (last three years)?

- **Unprecedented Growth (2022-2024)** Expanded surgical capacity from 10,000 surgeries in 2022 to over 16,000 in 2024, significantly increasing access to life-changing care.

- **100,000+ Surgeries Milestone:** Since 2009, Fistula Foundation has funded over 100,000 surgeries, restoring health and healing to women in 35 countries.
- **Transformative Philanthropy:** In 2023, philanthropist MacKenzie Scott awarded Fistula Foundation a historic \$15 million gift, enabling the rapid deployment of funds to provide life-changing surgeries for more than 10,000 women.
- **Global Recognition & Impact:** Featured by Pulitzer Prize-winning journalist Nicholas Kristof in *The New York Times* and named the 2024 Kristof Holiday Impact Prize winner—an honor that spotlights our cost-effective, scalable approach to ending fistula worldwide.

D) What are your key programs and activities?

- **Surgical Treatment:** Fund fistula surgery at 150+ partner hospitals in 30+ countries.
- **Surgeon Training & Capacity Building:** Work with the International Federation of Gynecology and Obstetrics (FIGO) to train fistula surgeons.
- **Community Outreach & Awareness:** Train community health workers to identify women in need and refer them for treatment.
- **Post-Surgical Reintegration:** Support women post-surgery with counseling, vocational training, and reintegration support.

E) Describe the communities you serve. Include populations, geographic locations served, and relevant statistics.

Over 1 million women worldwide live with untreated fistula. Those who suffer from obstetric fistula are among the most vulnerable women in the world. They typically live in rural parts of Sub-Saharan Africa and Asia, and in conditions of extreme poverty. These women lack the economic resources needed to access proper maternal care (such as a cesarean section) and the social and political resources needed to demand such care. A woman with fistula has survived a traumatic childbirth and, in most cases, has lost her baby. Fistula leaves her incontinent of urine or feces, and, as a result, she is often outcast by her family. She is unable to pursue a livelihood or to engage in her communities. Because understanding of fistula and its causes is very limited in her community, people frequently blame her for her condition or believe that she is “cursed.” Most women with fistula experience depression and anxiety. Many have reported that they would have rather died in childbirth than live with this injury. If fistula occurs during a woman’s first pregnancy—when she is in her teens or twenties—she will suffer for several decades, unless and until she can access treatment. On average, women who receive treatment across our global network have suffered for 5.7 years before they access the surgery that they need.

Many women with fistula are unaware that treatment is an option, and most lack the resources to access and pay for surgery. Surgery has a long-term, cost-effective, and transformative impact on a woman’s health, empowering her socially, psychologically, and economically. Since women typically develop fistula in their early to mid-20s, timely intervention, and surgical repair can allow a woman to reclaim 40 years or more of health and productivity, thereby preventing decades of suffering and despair.

While our primary focus is on women of childbearing age who have developed obstetric fistula due to prolonged, obstructed labor, our work also impacts older women who have lived with untreated fistula for decades, enduring years of suffering simply because they lacked awareness or access to treatment. In some regions, adolescent mothers, often married off at a young age, are at high risk of developing fistula due to underdeveloped bodies and inadequate maternal care.

II. Project Information:

A) Statement of Need

1. Specify the community need(s) you want to address and are seeking funds for.

This project aims to improve the health and wellbeing of poor, rural women living in Angola. Despite its wealth in natural resources, Angola faces deep economic and healthcare disparities, with over half of households living in poverty and limited access to quality medical care. High maternal and child mortality rates, widespread malnutrition, and inadequate healthcare infrastructure leave millions, especially women and children, vulnerable to preventable diseases and complications.

An estimated 20,000 women in Angola are living with untreated obstetric fistula. The country faces significant challenges in reproductive and maternal health, with a maternal mortality ratio attributed to limited access to quality healthcare, a shortage of trained medical professionals, and inadequate infrastructure. Many women, particularly in rural areas, give birth without skilled birth attendants, increasing the risk of obstetric fistula and other life-threatening conditions. High rates of adolescent pregnancy, poor access to contraception, and persistent healthcare disparities further exacerbate the crisis, leaving countless women without the care they need to safely navigate pregnancy and childbirth.

Women living with obstetric fistula in Angola endure severe physical and social hardships. Affected women frequently face social stigma, isolation, and economic challenges due to their condition. Barriers to accessing surgical treatment, such as financial constraints, limited availability of specialized healthcare providers, and lack of awareness about treatment options, further hinder their ability to regain health and reintegrate into society.

B) Project Description

1. Describe your project. How does your project meet the community need?

We have provided fistula treatment in Angola since 2009 and have supported a total of over 5,000 surgeries. We know based on our data that women based in Angola suffer nearly 10 years before receiving treatment and are an average of 33 years old at time of treatment.

This project aims to deliver life-changing fistula surgery to women in Angola, restoring their health, dignity, and hope. Beyond surgery, it will also drive targeted community outreach to raise awareness, reduce stigma, and ensure more women are identified, referred, and supported in their reintegration—ultimately breaking the cycle of isolation and suffering caused by fistula.

Women in Angola face numerous challenges in accessing fistula surgery. A widespread lack of awareness means many women, healthcare providers, and even some surgeons are unaware that fistula is treatable. High transportation costs and poor infrastructure make it especially difficult to reach treatment centers, particularly in rural areas where seasonal flooding can cut off access for months. Even when women manage to reach a hospital, a shortage of trained surgeons and operating space often leads to long delays, as emergency cases take precedence over fistula repairs.

This project will address these barriers by providing free fistula surgery at three dedicated centers that prioritize fistula care. It will also cover the cost of patient transportation and conduct targeted community outreach to improve awareness and understanding of fistula treatment.

2. What is unique and innovative about this project?

This project delivers essential surgical care to some of the world's most vulnerable women, offering a lifeline to those who would otherwise go untreated. The average age of women receiving treatment is

33, and they have typically lived with fistula for an average of 10 years, higher than the average across our global network.

Our approach provides holistic care, supporting women throughout their entire healing journey—from identification at the community level, to comprehensive treatment, and follow-up post-surgery to ensure they can fully reintegrate back to their families and communities. In Angola, our program leverages the strengths of local hospitals and community organizations, working together to provide a full spectrum of services that address both medical and social needs.

C) Project Goal, Objective, Activities and Expected Outcome

1. **Note: Objective, Outcome and Evaluation must all be based on the SAME QUANTIFIABLE CRITERIA** (for example, “number served, or acres improved”). This quantifiable criteria should refer to the grant amount you are requesting from the Gimbel Foundation only and not the total program.

State ONE GOAL, ONE OBJECTIVE, ONE OUTCOME. USE NUMBERS AND DO NOT USE PERCENTAGES.

2. **State ONE project goal.** The Goal should be an aspirational statement, a broad statement of purpose for the project.
3. **State One Objective.** The Objective should be specific, measurable, verifiable, action-oriented, realistic, and time-specific statement intended to guide your organization’s activities toward achieving the goal. Specify the activities you will undertake to meet the objective and number of participants for each activity.
4. **State One Outcome.** An outcome is the individual, organizational or community-level change that can reasonably occur during the grant period as a result of the proposed activities or services. What is the key anticipated outcome of the project and impact on participants? State in a quantifiable and verifiable term.
5. **Evaluation:** How will progress towards the objective (per above) be tracked and outcome measured?
Provide specific information on how many individuals will be evaluated (should be the same number as in the objective), how you will collect relevant data and statistics that meet your objective and validate your expected outcome, in a quantifiable manner, as you describe your evaluation process.

GOAL: Ensure that all women living with obstetric fistula in Angola receive the life-changing surgery they need to live healthy and productive lives.

OBJECTIVE: Provide 300 fistula surgeries for women in Angola between July 1, 2025-June 30, 2026.

ACTIVITIES:

1. Conduct 100 community events –in village marketplaces, churches, community centers—to raise awareness of fistula and identify women in need of treatment
2. Provide round-trip transportation for 300 women from the community to and from the treatment center
3. Provide counseling services to 300 women to provide emotional and psychological support

OUTCOME: We expect to provide fistula surgery to 300 women in Angola in a 12-month period (July 2025 – June 2026).

EVALUATION: We will collect data from all 300 surgeries performed at the three hospital locations via Fistula Foundation’s salesforce grants platform. Data includes type of procedure, outcome of procedure, and socio-demographic data of each patient. For community outreach activities we monitor the number, type, and location of the activities. All program data is received on a quarterly basis and is reviewed by our Medical Advisor (an expert fistula surgeon) and Program team member.

D) Timeline

Provide a timeline for implementing the project. The start date and end date should be the same dates on the cover page. Start date should be four (4) months after the submission date.

The program start date is: July 1, 2025

The program end date is: June 30, 2026

Include timeframes for specific activities, as appropriate.

Surgeries and outreach activities will be conducted throughout the project period.

E) Target Population

1. Who will this grant serve?

This grant will serve women in Angola suffering with obstetric fistula. This grant will also serve entire communities in Angola with limited access to health education, raising awareness of fistula and reducing stigma, leaving a lasting impact on the community.

2. How many people will be impacted? Provide a breakdown: Number of Children, Youth, Adults, Seniors, Animals.

300 women with fistula

1500+ family members of women with fistula

2,500 community members

F) Projects in the Community

1. How does this program relate to other existing programs in the community?

Fistula Foundation’s work complements broader maternal health initiatives by addressing a critical gap in surgical treatment for obstetric fistula. While many global health organizations focus on prenatal care, safe childbirth, and emergency obstetric services, few prioritize post-birth injuries like fistula. Our program ensures that women who suffer from this debilitating condition receive life-transforming surgery, post-operative care, and reintegration support. Additionally, we help strengthen local healthcare systems by training surgeons and equipping hospitals, which enhances the overall capacity of maternal healthcare services in the regions we serve.

2. Who are your community partners (if any)?

Fistula Foundation collaborates with key community partners in Angola to provide comprehensive fistula care, including patient identification, awareness campaigns, surgical treatment, and reintegration support.

- **Unidade Fistula Obstetrica (UFO)** – Since 2009, UFO has performed over 3,000 fistula surgeries and now operates routine fistula services at Azancot de Menezes Hospital. The organization also conducts surgical outreach in multiple provinces to expand access to care.

- **CEML Hospital** – A comprehensive medical facility providing general and specialized surgical services, including fistula repair. Governed by the Angolan evangelical association AEA, CEML offers emergency and outpatient care alongside its surgical programs.
- **Votoka Angola** – A nonprofit focused on obstetric fistula awareness, prevention, and treatment. Since 2021, Votoka has helped nearly 900 women receive fistula repair surgeries, trained hundreds of healthcare workers, and developed a network of community ambassadors to identify and support patients.
- **Angola Ministry of Health** – Partnering to integrate fistula treatment into the national healthcare system and improve long-term access to care.

3. Who else in the community is providing this service or has a similar project?

Based on an extensive landscape analysis and collaboration with the Ministry of Health, Fistula Foundation is the only organization funding and supporting fistula surgery in Angola. The NGO Hope for Our Sisters provides post-repair rehabilitation support, but no other organizations are currently funding surgical treatment for fistula in the country.

4. How are you utilizing volunteers?

Volunteers are an integral part of our outreach and patient support programs. Many former fistula patients become community ambassadors, sharing their stories to encourage other women to seek treatment. Trained community health workers travel to remote areas to identify women in need and connect them with our partner hospitals.

G) Use of Grant Funds

How will you use the grant funds? This answer should align with the specific activities previously outlined in C) Project Goal, Objectives, Activities and Expected Outcomes

Grant funds will provide 300 women in Angola with life-changing fistula surgeries between July 1, 2025, and June 30, 2026. To reach women in need, we will hold 100 community awareness events in marketplaces, churches, and community centers, educating the public and identifying patients. Funds will also cover round-trip transportation for all 300 women and counseling services for psychosocial support.

III. Project Future

A) Sustainability

Explain how you will support this program after the grant performance period. Include plans for fundraising or increasing financial support designated for the program.

Fistula Foundation has a strong, diversified fundraising strategy to ensure the long-term sustainability of its programs. We rely on a mix of revenue sources, including major gifts from philanthropists, institutional grants and partnerships, and a large and growing base of individual donors. In 2023, we received a historic \$15 million grant from philanthropist MacKenzie Scott, which enabled us to scale our impact significantly. However, to maintain and expand our efforts, we continuously seek additional funding opportunities. In late 2025, we will have a fundraising campaign for Giving Tuesday to support surgical repairs in Angola beginning in 2026, which will enable more surgeries to be provided to women in need.

IV. Governance, Executive Leadership and Key Personnel/Staff Qualifications

A) Governance

1. Describe your board of directors and the role it plays in the organization.

The Fistula Foundation Board is comprised of seasoned leaders in business, finance, and global healthcare, with particular expertise in fistula treatment across Africa and Asia. Their collective knowledge ensures the foundation runs with the highest degree of accountability and fiscal responsibility.

Cleo Kiros is the Founder and CEO of Wajirat Foundation, which provides vocational and life-skills training for young adults in Ethiopia. She has a long-standing commitment to supporting women's health and previously served on Fistula Foundation's board before returning as Chair.

Kelly Brennan is a seasoned financial professional with extensive experience in global markets. She was a Partner at Citadel Securities, where she led the global ETF business, and previously spent 13 years managing teams at Goldman Sachs.

William (Bill) H. Mann III is Chief Investment Strategist at Motley Fool Asset Management. With a background in corporate governance and international finance, he has testified before the U.S. Senate on financial regulation and is a frequent commentator on major business networks.

Darren Lew is an Engineering Director at Apple with over 20 years of experience in software development. He holds a computer science degree and an MBA from Duke University and has been actively involved in nonprofit work, including volunteering in Asia to support addiction recovery programs.

Charlotte Polle is an obstetrician/gynecologist and internationally accredited fistula surgeon through FIGO. She has over 16 years of clinical experience and currently serves as faculty at Kenyatta University's School of Medicine in Kenya. She has led Fistula Foundation's outreach at Bomu Hospital since 2016.

Gillian Slinger is an international fistula advocate and Head of the FIGO Fistula Surgery Training Initiative. She previously led the UNFPA global Campaign to End Fistula, where she helped establish the UN's International Day to End Obstetric Fistula, and has worked extensively in maternal health programs worldwide.

2. What committees exist within your board of directors?

Our Board of Directors has two active committees: Audit and Grants. The Audit Committee ensures financial integrity by reviewing audited financial statements and meeting with external auditors. The Grants Committee evaluates major program and funding decisions in a focused review before presenting recommendations to the full board.

3. How does the board of directors make decisions?

The grant and audit committees provide scrutiny of all grant expenditures and financial statements, while the full board reviews and approves all partner grants, the annual budget, audited financials, and key resolutions to uphold the foundation's mission. The board meets at least three times a year, including one in-person meeting at headquarters in San Jose, with written consent obtained via email for smaller or time-sensitive decisions.

B) Management

1. Describe the qualifications of key personnel/staff responsible for the project.

Esther Njoroge-Muriiti, Chief Growth Officer

Dr. Esther leads the expansion of fistula programming across Africa. She joined in 2023 and is based in Kenya. Esther brings to the Foundation 15+ years of experience in global health programming, with a focus on strategy development and execution, and program expansion. Previously she spearheaded the expansion of treatment programs across 70 countries for Smile Train. She has strengthened health systems and forged partnerships with national, regional, and global stakeholders from governments to the private sector. Esther holds a degree in medicine from the University of Nairobi, as well as an MPH from Moi University.

Pam Lowney, Chief Operating Officer

Pam oversees process and IT improvements across the Foundation's program, fundraising, and administrative functions. She joined in 2018 and led the redesign of the Foundation's web presence to expand its global community of supporters. Pam brings 10+ years of experience working at the intersection of health, communications, and technology at Stanford Medicine. There, she led a content strategy effort to transform the healthcare system's online user experience and improve patient care. In 2017, she launched a digital content program across Stanford's 250+ clinics and primary care network. Pam holds an MPH in Health Management and Policy from UCLA.

Lindsey Pollaczek, Chief Program Officer

Lindsey oversees the Foundation's programs in Africa and Asia. She joined in 2014, and was based in Kenya for four years. There, she managed a successful countrywide pilot program with corporate partner Astellas, and later expanded the model to four countries that are now responsible for 40+% of global surgeries. Previously Lindsey worked with Direct Relief to improve access to essential maternal health services, including fistula treatment. Lindsey holds an MPH from UCLA and is a senior fellow with the Atlantic Fellowship for Health Equity, which supports global leaders in combating health disparity and promoting equity.

2. What is the CEO/Executive Director's salary?

The CEO's salary is \$350,017.

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V. Project Budget and Narrative (Do not delete these instructions on your completed form and use this form).

A) **Budget Table:** Provide a detailed line-item budget for your **entire** program by completing the table below. Note that if funded, this is the budget that you will have to refer to in the Evaluation (Final) Report.

A breakdown of specific line item requests and attendant costs should include:

- 1) Line item requests for materials, supplies, equipment and others:
 - a. Identify and list the type of materials, supplies, equipment, etc.
 - b. Specify the unit cost, number of units, and total cost**
 - c. Use a formula/equation as applicable. (i.e. 40 books @ \$100 each = \$4000)
- 2) Line item requests for staff compensation, benefits: **Do not use FTE percentages.**
 - a. Identify the position; for each position request, **specify the hourly rate and the number of hours** (i.e. \$20/hr x 20 hours/week x 20 weeks = \$8,000)
 - b. For benefits, provide the formula and calculation (i.e. \$8,000 x 25% = \$2,000)
- 3) Line items on Salaries/Personnel included in budget (contribution or in-kind) but NOT requested from the Gimbel Foundation must be broken down per number 2) above: Provide rate of pay per hour and number of hours.
- 4) The Gimbel Foundation **does not fund indirect costs.**
- 5) **Please double check your calculations. Totals should add across and down.**

Line Item Request	Line Item Explanation	Support From Your Agency	Support From Other Funders	Requested Amount From Gimbel	Line Item Total of Project
Fistula Surgery	652 surgeries total. 300 for Gimbel x \$693/surgery	\$80,436	\$150,000	\$207,900	\$451,728
Patient Transportation and Logistics	652 patients transported, 300 for Gimbel. \$21.5 /trip.	\$7,568		\$6,450	\$14,018
Community Outreach Events	100 activities for Gimbel x \$144/activity	\$30,260		\$14,400	\$44,660
Psychosocial counseling and reintegration	Average \$20 per patient, 300 sessions for Gimbel	\$7,040		\$6,000	\$13,040
Fistula Ambassador Training and Engagement	120 Ambassadors (Average \$38/ambassador)			\$4,560	\$4,560

Outreach Worker Staff	\$1416 for 8 outreach worker staff	\$5,664		\$5,664	\$11,328
Transportation for staff and ambassadors	Average \$425/month	\$2,478		\$2,586	\$5,100
Communication and Logistics	Airtime (phone and data usage). Average of \$200/month	\$80		\$2,440	\$2,520
TOTALS:		\$133,526	\$150,000	\$250,000	\$546,954

B) Narrative: The budget narrative is the justification of “how” and/or “why” a line item helps to meet the program deliverables. Provide a description for each line item. Each line item must have a narrative. Explain how the line item relates to the program. If you are requesting funds to pay for staff, list the specific duties of each position. See attached SAMPLE Program Budget and Budget Narrative

- 1. Fistula Surgery:** The project will fund **300 life-changing fistula repair surgeries** (total project is 652 surgeries) covering the costs of surgical procedures, medical supplies, and hospital fees. Each surgery costs an average of \$693 per patient, ensuring high-quality care for women suffering from obstetric fistula. 300 surgeries x \$693/surgery = \$207,900
- 2. Patient Transportation:** Safe and accessible transportation will be provided for **300 women**, ensuring they can travel to and from the treatment centers. Many patients live in remote areas, and transportation assistance removes a key barrier to accessing care. 300 women transported x \$21.50 average cost per trip = \$6,450.
- 3. Community Outreach Events:** We will conduct **100 outreach activities** in marketplaces, churches, and community centers to raise awareness about fistula, educate communities, and identify women in need of treatment. Each event costs an average of \$144 and plays a crucial role in reducing stigma and connecting women to care.
100 outreach events x \$144/event = \$14,400
- 4. Psychosocial Counseling and reintegration:** Every woman receiving surgery will also receive **counseling services** to help with the emotional and psychological trauma caused by obstetric fistula. At an average cost of \$11 per patient, these services will support women in their healing and reintegration into their communities. 300 women x \$20/patient = \$6,000
- 5. Fistula Ambassador Training and Engagement:** A total of **120 community-based Fistula Ambassadors** will be trained and engaged to help identify women in need and refer them for treatment. Each ambassador receives an average of \$38 to support their outreach efforts.
120 ambassadors x \$38/ambassador = \$4,560

6. **Outreach Worker Staff:** This project will support 4 outreach workers will be deployed to support community mobilization, patient identification, and logistical coordination. Each worker will receive \$1,416, ensuring they can effectively carry out their responsibilities in the field. $4 \text{ outreach workers} \times \$1,416/\text{outreach worker} = \$5,664$
7. **Transportation for Staff and Ambassadors:** Staff and Fistula Ambassadors will require **transportation** to travel to rural areas, conduct outreach, and assist patients in reaching healthcare facilities. The average monthly transportation cost is \$422. Gimbel will contribute half of the total.
 $6 \text{ months} \times \$422/\text{month for staff and ambassador transportation} = \$2,586$
8. **Communication and Logistics:** The program requires **airtime and data usage** to coordinate patient outreach, transportation, and follow-up care. These communication tools, which cost an average of \$200/month, ensure smooth program operations and effective coordination among staff and healthcare providers. $12 \text{ months} \times \$200/\text{month} = \$2,400$ - \$44 to arrive at a total request of \$250,000.

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VI. Sources of Funding: Please list your current sources of funding and amounts.

Secured/Awarded

Below we have included our top five donors and their total support. A vast majority of our contributions come from individuals, whose information is private as part of Fistula Foundation's policy.

Name of Funder: Foundation, Corporation, Government, Individual Donors, Other (specify)	Amount
National Philanthropic Trust (for MacKenzie Scott)	\$15,000,000
Dr. Lucy S. (Individual based in Singapore)	\$11,137,639
Jackson Kemper Foundation	\$6,830,008
Johnson and Johnson Family of Companies	\$4,391,012
Michael and Susan Dell Foundation	\$1,800,000

Pending

Name of Funder: Foundation, Corporation, Government, Individual Donors, Other (specify)	Amount	Decision Date
Action for Women's Health	\$1,000,000	December 2025
Mother's Day Match Campaign for DRC	\$200,000	May 2025
July Match Campaign for Madagascar	\$100,000	July 2025
September Match Campaign for Nigeria	\$250,000	September 2025
Giving Tuesday Match Campaign for Angola	\$150,000	November 2025

Diversity of Funding Sources: A financially healthy organization should have a diverse mix of funding sources. Complete those categories that apply to your organization using figures from your most recent fiscal year.

Funding Source	Amount	% of Total Revenue
Contributions	\$14,480,511.	63.8%
Fundraising/Special Events	\$1,175,668.	5.2%
Corp/Foundation Grants	\$4,297,609.	18.9%
Government Grants	\$0.	0%
Investments	\$2,746,581.	12.1%
Total	\$22,699,544.	100%

Notes: These numbers are based on 2024 unaudited financials as of 3/17/25.

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VII. Financial Analysis

Agency Name: Delagnes, Mitchell & Lindner, LLP

Most Current Fiscal Year (Dates): From 1/1/2023 To: 12/31/2023

This section presents an overview of an applicant organization's financial health and will be reviewed along with the grant proposal. Provide all the information requested on your **entire organization**. Include any notes that may explain any extraordinary circumstances. Information should be taken from your most recent 990 and audit. **Please double check your calculations!**

Form 990, Part IX: Statement of Functional Expenses

1) Transfer the totals for each of the columns, Line 25- Total functional expenses (page 10)

(A) Total Expenses	(B) Program service expenses	(C) Management & general expenses	(D) Fundraising expenses
\$22,910,082.	\$19,445,950.	\$1,815,359.	\$1,648,773.

2) Calculate the percentages of Columns B, C, and D, over A (per totals above)

- Program services (B) – A general rule is that at least 75% of total expenses should be used to support programs
- Management & general administration (C) – A general rule is that no more than 15% of total expenses should be used for management & general expenses
- Fundraising (D) – A general rule is that no more than 10% of total expenses should be used for fundraising

(A) Total Expenses	(B) Program service expenses	(C) Management & general expenses	(D) Fundraising expenses
	Columns B / A x 100	Columns C / A x 100	Columns D / A x 100
Must equal 100%	84.9%	7.9%	7.2%

3) Calculate the difference between your CURRENT year budget for management & general expenses and your previous management & general expenses per your 990 (Column C)

	Percentage of Organization's <u>Current</u> Total Budget used for Administration	Column C, Management & general expenses per 990 above	Differential
2025 budget	\$24,056,926.	\$1,683,985	7%
2024 unaudited financial	\$19,729,056	\$1,240,379	6%

If the differential is above (+) or below (-) **10%**, provide an explanation:

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Quick Ratio: Measures the level of liquidity and measures only current assets that can be quickly turned to cash. A generally standard Quick Ratio equals 1 or more.

Cash	+ Accounts Receivables	/Current Liabilities	= Quick Ratio
\$19,394,077	\$3,764,726	\$11,038,446	2.1

Excess or Deficit for the Year:

Excess or (Deficit) Most recent fiscal year end (2024)	Excess or (Deficit) Prior fiscal year end (2023)
\$2,970,488	\$9,189,863

Notes: In 2023, we received a gift of \$15,000,000 from MacKenzie Scott which we spent down throughout 2023 and 2024.

VIII. EMAIL TWO PDF files to Gimbel@iegives.org

A. One PDF file of the following, #1 to #5

B. Second PDF file of the following, #6 & #7

#1	Completed Grant Application Form (cover sheet, narrative), budget page and budget narrative (see sample) and sources of funding, financial analysis page	#6	A copy of your most recent year-end financial statements (audited if available)
#2	Your current operating budget and the previous year's actual expenses (see sample Budget Comparison)	#7	A copy of your most recent 990. Please make sure that the Form 990 you submit is no more than two (2) years old.
#3	Part IX <u>only</u> of the 990 form, Statement of Functional Expenses (one page). Please make sure that the Form 990 you submit is no more than two (2) years old.		
#4	For past grantees, a copy of your most recent final report.		
#5	A copy of your current 501(c)(3) letter from the IRS		

SAMPLE Budget Comparison

	Actuals Most Recently Completed Year	Budget Projections Current Year	Variance
	20	20	
Income			
Individual Contributions	-	-	-
Corporate Contributions	-	-	-
Foundation Grants	-	-	-
Government Contributions	-	-	-
Other Earned Income	-	-	-
Other Unearned Income	-	-	-
Interest & Dividend Income	-	-	-
Total Income	-	-	-
Expenditures			
Personnel			
Salary CEO/Executive Director	-	-	-
Staff Salary (total)	-	-	-
Payroll Taxes	-	-	-
Insurance - Workers' Comp	-	-	-
Insurance - Health	-	-	-
Payroll Services	-	-	-
Retirement	-	-	-
Total Personnel	-	-	-
General Program/Administrative			
Bank/Investment Fee	-	-	-
Publications	-	-	-
Conferences & Meetings	-	-	-
Mileage	-	-	-
Audit & Accounting	-	-	-
Program Consultants	-	-	-
Insurance Expense	-	-	-
Telephone Expense - Land Lines	-	-	-
DSL & Internet	-	-	-
Website	-	-	-
Office Supplies	-	-	-
Postage & Delivery	-	-	-
Printing & Copying	-	-	-
Miscellaneous	-	-	-
Total General Program/Administrative	-	-	-
Total Expenditures	-	-	-
Revenue Less Expense	-	-	-

SAMPLE Project Budget and Budget Narrative

Line Item Request	Line Item Explanation	Support From Your Agency	Support From Other Funders	Requested Amount From TCF	Line Item Total of Project
Personnel: Project Coordinator	10 hours/week x \$20/hour x 40 weeks = \$8,000			\$ 8,000	\$ 8,000
Meetings	10 meetings x \$200/meeting for food and drinks = \$2,000		\$1,000	\$ 1,000	\$ 2,000
Training and Education: Honoraria-trainers	10 trainers x \$200/trainer = \$2,000			\$ 2,000	\$ 2,000
Materials and Supplies	\$40/student x 40 students = \$1,600	\$ 600		\$ 1,000	\$ 1,600
Workbooks	\$30 each x 40 students = \$1,200	\$ 200		\$ 1,000	\$ 1,200
Facility Cost	\$300/meeting x 10 meetings = \$3,000			\$ 3,000	\$ 3,000
Grant awards		\$5,000	\$5,000	\$10,000	\$20,000
Youth Recognition Event: Food	\$10/person x 100 people = \$1,000			\$ 1,000	\$ 1,000
TOTALS:		\$5,800	\$ 6,000	\$27,000	\$38,800

Budget Narrative:

1. Personnel: Project Coordinator

Coordinate all activities of the Youth Program such as setting meeting schedules, contacting students, preparing materials for meetings, scheduling trainers, etc.

10hrs/week x \$20/hr. x 40 weeks = \$8,000

2. Meetings: 10 meetings x \$200/meeting for food, drinks, snacks. There are 40 students per meeting. Cost per student is \$5 x 40 students = \$2,000

3. Training and Education: Honoraria for 10 trainers/presenters x \$200/trainer = \$2,000.

4. Materials & Supplies - paper, binders, pens, etc. for meetings, activities, events.
40 students x \$40 per student = \$1,600.

5. Workbooks: Leadership training workbooks costs \$30 each x 40 students = \$1,200

6. Facility cost – Room cost at a nonprofit agency is \$100/hour x 3 hours per meeting x 10 meetings = \$3,000

7. Grantmaking – Grant awards to nonprofit youth agencies. Maximum \$2500/agency x 8 = \$20,000

8. Youth Recognition Event – end of the year event for students and grantees.

100 attendees x \$10/person = \$1,000

2025 Budget
Revenue

Contributions	14,450,000
Fundraising/Events	1,300,000
Foundations/Corporations	4,650,000
Investments	1,000,000

Total Revenue	21,400,000
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Expense

Compensation	
Salaries/Bonus	2,448,399
Cell Phone Stipend	15,300
Taxes/Workers Comp Benefits	185,752
	380,460

Subtotal - Compensation	3,029,911
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Direct - Fundraising Expenses

Postage	225,500
Printing	253,000
Gift Expense	56,000
Digital Services, website design	43,095
Graphics Design	24,000
Travel	38,440
Email Marketing/Online Advertising	29,562
Bank Charges & Credit Card Processing	76,593
Media Consultant/Public Relation/Strategy Consultant	\$87,000
Marketing Partnerships-Subscription	9,804

Subtotal - Budgeted Direct Fund-raising Expenses	842,994
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Operating Expenses

Advertising	3,932
Bank Charges & Credit Card Processing	65,020
Office Supplies/Photocopier/Furniture/Equipment	15,151
Travel (Airfare/Lodging/Meals) - Staff	52,500
Legal Fees	8,000
Accounting Fees	150,000
Rent/Building Repairs/	165,388
Telephone/Internet	11,686
Dues & Subscriptions/Licences & Registrations	13,345
Contract Labour	2,000
Insurance (D&O/General)	2,824
Repairs, Maintenance & Support	18,858
Software Subscription Expense	\$276,104
Payroll Service Fees	7,253
Professional Fees/Consulting/403(b) Testing	157,723
Monitoring & Evaluation	12,000
Training and Seminars	39,700

Subtotal - Operation Expenses	1,001,485
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Total Expenses Summary

Compensation Expenses	3,029,911
Direct Fundraising Expenses	842,994
US Headquarter Operation Expenses	1,001,485
FFTN Expenses	1,262,536
Grants	17,920,000

Total Expenses	24,056,926
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Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX. ☐

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21.	1,780,943.	1,780,943.		
2 Grants and other assistance to domestic individuals. See Part IV, line 22.				
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16.	14,927,644.	14,927,644.		
4 Benefits paid to or for members.				
5 Compensation of current officers, directors, trustees, and key employees.	350,017.	141,389.	103,878.	104,750.
6 Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B).	0.	0.	0.	0.
7 Other salaries and wages.	2,511,648.	1,014,484.	745,345.	751,819.
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions).	144,653.	59,176.	42,373.	43,104.
9 Other employee benefits.	369,803.	151,283.	108,326.	110,194.
10 Payroll taxes.	167,104.	68,361.	48,950.	49,793.
11 Fees for services (nonemployees):				
a Management.				
b Legal.	22,401.	10,160.	12,241.	
c Accounting.	145,000.		145,000.	
d Lobbying.				
e Professional fundraising services. See Part IV, line 17.				
f Investment management fees.				
g Other. (If line 11g amount exceeds 10% of line 25, column (A), amount, list line 11g expenses on Schedule O.)	603,159.	248,014.	166,872.	188,273.
12 Advertising and promotion.	20,024.	9,366.	3,493.	7,165.
13 Office expenses.	32,451.	26,108.	3,154.	3,189.
14 Information technology.				
15 Royalties.				
16 Occupancy.	167,192.	62,753.	50,719.	53,720.
17 Travel.	100,285.	13,550.	86,735.	
18 Payments of travel or entertainment expenses for any federal, state, or local public officials.				
19 Conferences, conventions, and meetings.				
20 Interest.				
21 Payments to affiliates.				
22 Depreciation, depletion, and amortization.	17,611.	7,205.	5,159.	5,247.
23 Insurance.	3,677.	1,212.	1,265.	1,200.
24 Other expenses. Itemize expenses not covered above. (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A), amount, list line 24e expenses on Schedule O.)				
a Outreach.	677,742.	677,742.		
b Printing and Publications.	236,598.	74,112.	65,720.	96,766.
c Postage and Shipping.	164,922.	3,935.	3,596.	157,391.
d Bank and credit card charges.	150,304.	4,195.	146,109.	
e All other expenses.	316,904.	164,318.	76,424.	76,162.
25 Total functional expenses. Add lines 1 through 24e.	22,910,082.	19,445,950.	1,815,359.	1,648,773.
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here ☐ if following SOP 98-2 (ASC 958-720).				



Department of the Treasury
Internal Revenue Service
Tax Exempt and Government Entities
PO Box 2508
Cincinnati, OH 45201

THE FISTULA FOUNDATION
1700 THE ALAMEDA STE 300
SAN JOSE, CA 95126

Date: November 18, 2022
Employer ID number: 77-0547201
Form 990 required: 990, Yes
Person to contact: Name: Mrs. Farmer
ID number: 1000704609

Dear Sir or Madam:

We're responding to your request dated August 02, 2022, about your tax-exempt status.

We issued you a determination letter in April 2001, recognizing you as tax-exempt under Internal Revenue Code (IRC) Section 501(c)(3).

We also show you're not a private foundation as defined under IRC Section 509(a) because you're described in IRC Sections 509(a)(1) and 170(b)(1)(A)(vi).

Donors can deduct contributions they make to you as provided in IRC Section 170. You're also qualified to receive tax-deductible bequests, legacies, devises, transfers, or gifts under IRC Sections 2055, 2106, and 2522.

In the heading, we indicated whether you must file an annual information return. If you're required to file a return, you must file one of the following by the 15th day of the 5th month after the end of your annual accounting period.

- Form 990, Return of Organization Exempt From Income Tax
- Form 990-EZ, Short Form Return of Organization Exempt From Income Tax
- Form 990-N, Electronic Notice (e-Postcard) for Tax-Exempt Organizations Not Required to File Form 990 or Form 990EZ
- Form 990-PF, Return of Private Foundation or Section 4947(a)(1) Trust Treated as Private Foundation

According to IRC Section 6033(j), if you don't file a required annual information return or notice for 3 consecutive years, we'll revoke your tax-exempt status on the due date of the 3rd required return or notice.

You can get IRS forms or publications you need from our website at www.irs.gov/forms-pubs or by calling 800-TAX-FORM (800-829-3676).

If you have questions, call 877-829-5500 between 8 a.m. and 5 p.m., local time, Monday through Friday (Alaska and Hawaii follow Pacific time).

Thank you for your cooperation.

Sincerely,

Stephen A. Martin
Director, Exempt Organizations
Rulings and Agreements