



**miraclefeet™**

**Treating clubfoot one step at a time**



**2013 ANNUAL IMPACT REPORT**



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## THE MIRACLEFEET MISSION

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**miraclefeet** increases access to proper treatment for children born with clubfoot in developing countries through partnerships with local healthcare providers.

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## THE MIRACLEFEET VISION

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**miraclefeet** envisions a world in which all children born with clubfoot receive treatment, enabling them to live fully productive, active and healthy lives.

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## THE MIRACLEFEET APPROACH

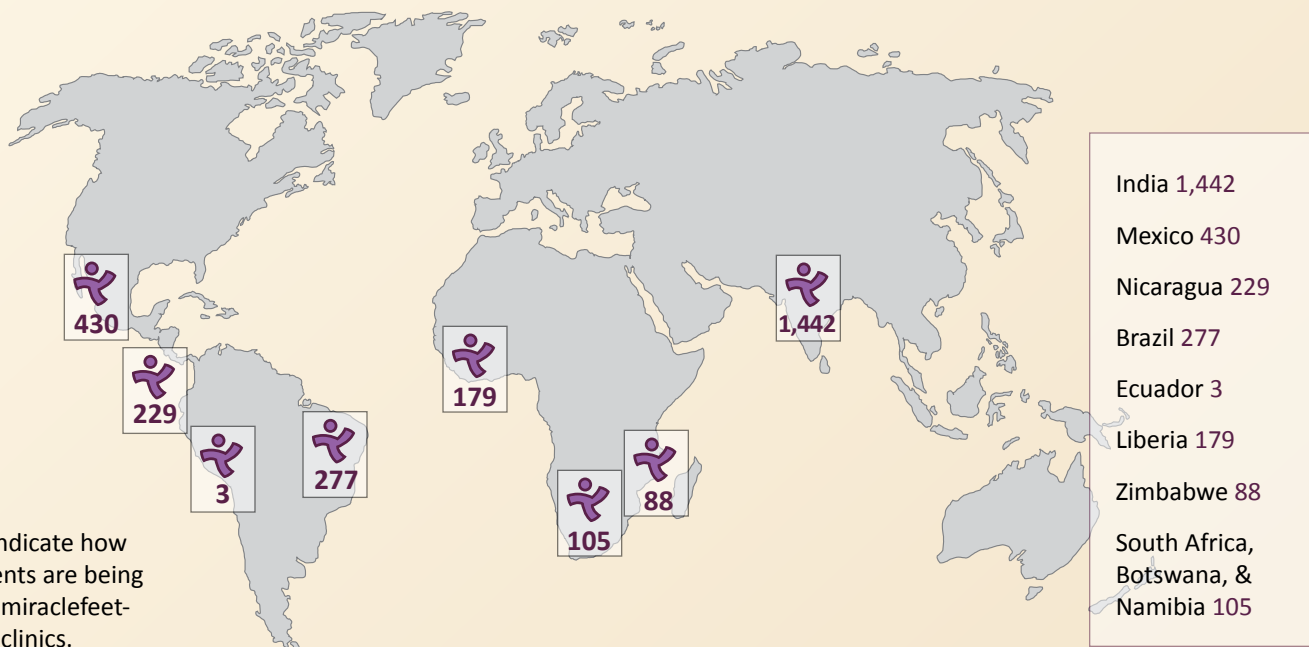
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**miraclefeet**-supported partners deliver high quality clubfoot treatment within existing public health systems for all children in need.

By providing organizational and financial support, we enable our partners to fully treat children born with clubfoot in developing countries for an average of \$250 per child, transforming their lives forever. This is the most effective and sustainable approach to preventing disability caused by untreated clubfoot.



## MIRACLEFEET'S GLOBAL IMPACT



Numbers indicate how many patients are being treated by miraclefeet-supported clinics.

### FY 2013 STAFF MEMBERS

**CHESCA COLLOREDO-MANSFELD**  
EXECUTIVE DIRECTOR

**RICHARD HOFFMAN**  
DIRECTOR OF PROGRAMS

**JENNIFER EVERHART**  
PROGRAM MANAGER FOR AFRICA

**LAUREN WALL**  
PROGRAM MANAGER FOR LATIN AMERICA

**JANEEN GINGRICH**  
DIRECTOR OF FUNDRAISING

**LESLIE LOYD**  
OPERATIONS MANAGER

**ANNE POPE**  
BOOKKEEPER

### FY 2013 BOARD MEMBERS

**ROGER BERMAN**  
CHAIRMAN

**BRIDGET RYAN BERMAN**  
SECRETARY

**JOSHUA HYMAN, MD**  
MEDICAL ADVISORY BOARD CHAIR

**JENNIFER TYE**  
TREASURER

**ANDREW COHEN**

**KUNAL PREMNRAYEN**  
**CHESCA COLLOREDO-MANSFELD**  
EXECUTIVE DIRECTOR

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## A LETTER FROM OUR BOARD LEADERSHIP



**A**S WE STARTED out in 2013, we knew there were challenges ahead of us in striving to meet the goal of increasing the number of children being treated while also building the strength and capacity of our organization as a whole. We are delighted to report that we have successfully met both of these goals, tripling the number of children we were able to reach while adding crucial US-based staff. Our footprint around the world is much wider than we ever imagined it could be by this time; 2013 was a great year and we are proud of what we accomplished.

Having this kind of success has helped us further understand the challenges and opportunities that lie ahead—there are many and they are large. Organizationally, we have to continue to function at the highest level; financially, we need to raise \$5M to reach our three-year goal; and, on the program side, we have to be ready to help our partners enroll over 4,000 new children this year. The foundation to do all of this work was laid throughout this past year, and, with the hard work of our team, we are confident that we will hit our targets again for 2014.

We've been blessed with generous donors, and we have done everything we can to be responsible with our resources while creating sustainable, strong rela-

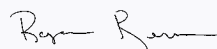
tionships with our partners in the field. 80% of our funding went directly to covering program costs—a remarkable accomplishment for a start-up. The work is hard, but when we step back and think about the children we set out to help, there is no better work we could be doing.

We want to thank the **miraclefeet** team. The responsibility of every team member to the children in treatment, to the integrity of the Ponseti Method at its highest level, and to our stakeholders is what has enabled us to get where we are.

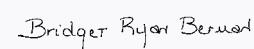
We have only positive outcomes ahead of us and, while the goals are challenging, we are confident that the opportunity to serve substantially larger numbers of children is fully attainable. Growth just for the sake of reaching certain numbers is not the **miraclefeet** model. **miraclefeet** is committed to delivering high-quality care and consistently trying to improve, even as we strive to reach as many children as possible.

To our friends, our families, each one of our donors and our team, we thank you all. We are humbled by the support.

Sincerely,



Roger Berman  
Chairman



Bridget Ryan Berman  
Secretary

Pictured above, left: Bridget visiting a clubfoot clinic in India  
Pictured above, right: Roger (on the right) with miraclefeet partner doctor  
Dr. Mario F. Sequeira Somoza in Managua, Nicaragua

## A MESSAGE FROM OUR EXECUTIVE DIRECTOR



**T**HANK YOU for an incredible year, **miraclefeet** donors, partners and friends! This year has been one of extraordinary growth and impact. **miraclefeet not only vastly increased the number of new children who are enrolled in clubfoot treatment, but also doubled the number of countries in which we are working.** None of this could have been achieved without the support and generosity of our donors. It also could not have happened without the dedication of our growing team of in-country partners and staff, all of whom are passionate about delivering the best treatment to children with clubfoot.

In many ways, we are incredibly fortunate—most of the world's problems are complex and intractable. Treating children born with clubfoot is not. We can address this issue inexpensively, for approximately \$250 per child, and with relative ease. In the process, we give children who might otherwise have been destined to a life of pain, humiliation and poverty a chance to live a productive, active life. The relief on the faces of new parents, once they realize that their child will be fine, says it all. And while tears flow readily in clubfoot clinics, they turn to joy as parents observe other children, born with the same disability, running around as they wait for check-ups. Within weeks of starting treatment, parents see their own children's feet significantly corrected. Compared to many issues, treating clubfoot is a story with a positive outcome.

I hope you share our optimism as you read this report. Although we still have far to go to eradicate untreated clubfoot, we are very pleased with what we

have accomplished, and are in an excellent position to continue to significantly increase the number of children we reach. We have proved that the **miraclefeet** approach works and that it is scalable. And, while growth is a major goal, we are also deeply committed to providing the highest standards of treatment to the children whose lives we touch. We strive to improve each program, to learn from our partners and to ask for feedback from our beneficiaries.

**miraclefeet** is committed to creating programs that have long-term sustainability. By necessity, each program is different, based on the direction we receive from our local partners. The goal is for miraclefeet-sponsored clinics to be a catalyst that inspires and motivates each country to take responsibility for clubfoot management. This is already happening in some of our programs, such as in the first clinic we supported in São Paulo, where our role and their funding needs have steadily decreased. **miraclefeet** is attuned to how we can establish a program that will ultimately stand on its own, and we are committed to actively supporting programs until this independence is achieved.

We are truly grateful for your support. We welcome your feedback, input and suggestions as we continue to help transform the lives of children around the world.

With much gratitude,

Chesca Colloredo-Mansfeld, Executive Director



## STORIES FROM THE FIELD



*Wilder wearing braces.*

### WILDER IN MANAGUA, NICARAGUA

*Wilder's mom had not eaten anything that week so that she could afford transportation for her son to visit the clubfoot clinic.*

**W**ILDER IS THREE years old. He was born with bilateral clubfoot. As an infant, he was treated in San Lorenzo-Boaca, Nicaragua. But there was no improvement in his feet, as is often the case when children are improperly casted. Wilder's mother was hesitant to try treatment again.

Fortunately a friend convinced her to give his treatment one more chance. Wilder's mother agreed to travel—for the first time in her life—to Nicaragua's capital, to consult with a doctor professionally trained in the Ponseti Method.

Upon seeing the marked improvement in Wilder's feet, his mother was determined to complete his treatment. This meant long bus rides to Managua

each week. On one casting visit, his mother fainted. She had not eaten anything that week so that she could afford transportation to the clinic. This story is not unusual. Parents make extraordinary sacrifices to ensure their children can get treatment. For Wilder's mother, it is all worth it to watch her son walk towards her on beautifully corrected feet. (And to make long trips and waits easier, we now provide breakfast to families when they come to the clinic.)



*Wilder's corrected feet.*



*Emma giggles as the clinic staff in Oaxaca check that her brace is properly fitted.*

### EMMA IN OAXACA, MEXICO

*Now that Emma is in the care of properly trained Ponseti doctors, her feet are on the way to full correction.*

**O**UR PARTNER CLINIC in Oaxaca is successfully treating Emma's clubfoot with the Ponseti Method. Prior to accessing treatment there, the family had been taking her to a local hospital that was using insufficient casting. Her mom was distraught because even after several months there was no improvement in the position of Emma's

feet. She heard about the miraclefeet-supported clinic and decided to try it, even though it takes her six to eight hours each way to travel to the clinic. It was definitely worth it. Now that Emma is in the care of properly trained Ponseti doctors, her feet are fully corrected, and she has graduated to wearing braces. Emma's mom is thrilled.

# STORIES FROM THE FIELD



*Alima shows off the brace that she now only wears at night.*

## ALIMA IN JAIPUR, INDIA

*The joy of Alima's parents "knew no bounds" once they were sure that her clubfoot could be treated.*

**A**LIMA AND HER twin sister were born in Jaipur, Rajasthan, a state in Eastern India. When her parents saw she was born with clubfoot, they were "confused and troubled" and had no idea what to do for their daughter. Their neighbors told them that Alima would be disabled for the rest of her life. Shortly thereafter, they heard there was a miraclefeet-sponsored clubfoot clinic nearby. At the clinic they were reassured

by clinic staff that their child would be fine as long as they stuck with the treatment. They also found a support group of other parents going through the same emotional experience. As they said to the clinic staff, "Our joy knew no bounds once we knew that clubfoot could be treated and we were sure Alima would not be disabled forever." As you can see, her feet look great now.



*Mustapha and his mother waiting for miraclefeet partner Augustine Chiewolo to check his feet after his latest casting.*

## MUSTAPHA IN MONROVIA, LIBERIA

*His parents had been actively seeking treatment for Mustapha's clubfoot for years but had never been able to attain it—until now.*

**M**USTAPHA IS EIGHT years old. When his family came to our partner clinic in Liberia, they had been living in a refugee camp in neighboring Guinea since his birth. They had been actively seeking treatment for his clubfoot for years, but had never been able to attain it. They were referred to our partner clinic, FACORC, by a family member who heard our public service announcement on the radio. They left the refugee camp and traveled to Liberia so Mustapha could access treatment.

Even though his treatment started relatively late in life, he is responding to the treatment well, and his parents are elated to watch the transformation of his feet.



*Mustapha after being casted by his doctor. He is pictured here with Jen Everhart, miraclefeet's Africa program manager.*

# OVERVIEW



## THE PROBLEM

**One out of every 750 children born worldwide is born with clubfoot—about one child every three minutes.** Over one million children live with untreated clubfoot. Clubfoot, one of the most common congenital birth defects, causes one or both feet to turn inward and downward. Without proper treatment, many children born with clubfoot walk only with great difficulty, making it one of the leading causes of permanent disability in the world. Fortunately, it doesn't have to be this way. With treatment, children born with clubfoot can live full lives: running, playing and becoming productive members of their communities.

## THE SOLUTION

The majority of children born with clubfoot in the developing world have little access to treatment. Historically, clubfoot was treated with complicated orthopedic surgery. In addition to being expensive and difficult on children, surgery has very poor long-term results. **However, the Ponseti Method, a very effective, non-surgical treatment, now makes it possible to treat clubfoot cheaply and effectively on a global scale.**

## THE PONSETI METHOD

The Ponseti Method involves manipulation of the foot, followed by a series of plaster casts which are changed weekly. In most cases, a minor procedure called a tenotomy is then performed to stretch the Achilles tendon. **In 95% of cases, this results in full correction of the foot in 6-8 weeks.** Following casting, a simple foot abduction brace is worn at night for four years to prevent relapse. Ideally, treatment starts within weeks of birth, but children as old as 16 have been successfully treated using the Ponseti Method. Even though the Ponseti Method is relatively easy to teach and requires minimal equipment and supplies, it is still not readily available in most of the world.

## THE MIRACLEFEET MODEL

**miraclefeet** partners with leading, local healthcare providers and organizations in each country and works primarily in large public hospitals. **miraclefeet** works to ensure that high-quality Ponseti treatment is provided at partner clinics at minimal or no charge to patients. This approach ensures that we reach low-income children in the most affordable way, while building capacity and expertise within the existing local public health infrastructure. **miraclefeet's goal is to create and support locally-led, sustainable clubfoot programs.** By providing initial financial and organizational support at the clinic level, **miraclefeet** acts as a catalyst, increasing the chance that clubfoot management will eventually be embraced, managed and funded by the local government.





A parent providing input on our new text message support pilot project in Nicaragua.

## Critical components of any miraclefeet-funded program include:

1. Properly trained Ponseti practitioners.
2. Access to all necessary supplies, especially braces.
3. A commitment to parent education and follow-up.
4. Capacity to enter patient data into the International Clubfoot Registry (ICR).
5. Development of clubfoot identification and referral mechanisms throughout the country, collaborating with existing maternal, newborn and child health initiatives.
6. Establishment of additional clinics to make treatment more accessible to those in remote areas once reliable clinics are operating in the biggest referral hospitals.
7. Concerted effort to persuade national policy makers to formally adopt and fund Ponseti treatment to prevent disability caused by untreated clubfoot.

## FY 2013 HIGHLIGHTS

**We feel tremendous satisfaction from treating each individual child, a few of whom are profiled in this report. However, we also put a lot of weight on measuring and tracking our overall impact against our goals. Here are a few of the year's accomplishments of which we are especially proud:**

- Enrolled 2,053 new children in treatment in FY 2013, up from 630 in FY 2012 and 50 in FY 2011, bringing the total number of children receiving care in miraclefeet-supported clinics to over 2,700.
- Expanded into Ecuador, South Africa, Botswana, Namibia, Liberia, Zimbabwe and Tanzania, so that we now have active partnerships in 11 countries.
- Grew our operating expenses to approximately \$1 million—twice that of the previous year—allowing us to reach three times the number of children.
- Used 80% of our budget directly towards programming and treatment costs, maximizing our in-country impact.
- Partnered on the development of a new, low-cost brace (under \$20) with Stanford University's prestigious Institute of Design; C & J Clark International Limited (Clarks), global manufacturer and retailer of shoes; and Suncast, a U.S.-based leading injection molding plastic company. Comparable braces usually cost \$150–\$700.
- Exceeded FY 2013 fundraising goals by 20%. Secured funding from the Oak Foundation, Ronald McDonald House Charities, Passport Foundation, Matthew 25 Ministries, Clarks and the Clark Foundation, as well as from a large number of extremely generous and committed individuals.
- Increased our internal capacity, hiring a director of programs, director of fundraising and a new program manager for Africa.
- Recruited Kunal Premnarayan, a business leader from Mumbai who was born with clubfoot, as our newest board member.
- Became recognized more broadly as a collaborative leader in the field by serving as: 1) a governing member of the Global Clubfoot Initiative, 2) an active participant in the biannual Ponseti International Conference and 3) a member of UNICEF's Global Forum on Children Disabilities.
- Received endorsements from BBB Wise, GuideStar and Greatnon-profits.org for our commitment to transparency and nonprofit management best practices.

## PROGRAM UPDATES FROM AROUND THE WORLD

### INDIA

**miraclefeet's** partnership in India with CURE International India Trust (CIIT) continues to grow. After initially funding CIIT's Maharashtra state program, **miraclefeet** now supports programs in Rajasthan, Madhya Pradesh and seven smaller states in north-eastern India. Over 1,400 children were in treatment as of July 2013, 1,000 of whom started treatment during 2013. In almost all cases, CIIT has a formal Memorandum of Understanding with the state ministry of health, allowing the creation of Ponseti clinics in hospitals, authorizing doctors to attend training and clinics and providing casting materials. A significant breakthrough was achieved with the launch of a federally-funded birth defects screening program, being piloted in Maharashtra, which will result in many more referrals from rural areas. **miraclefeet** anticipates funding several new CIIT state programs in India in the coming year.



create additional satellite clinics around the country. FACORC provides an extensive community outreach program via radio publicity, newspaper articles and the training of community outreach workers. FACORC recently engaged in discussions with government officials from the Ministry of Health and Social Welfare and received positive responses for developing a national program.

### Zimbabwe

**miraclefeet's** relationship with Zimbabwe's Sustainable Clubfoot Programme (ZSCP) began with funding to establish and support two new clubfoot clinics in the towns of Mutare and Gweru. With **miraclefeet's** financial support in FY 2013, 18 clinicians were trained in the Ponseti Method and 121 children were treated. Despite Zimbabwe's economic and political troubles, the country has a relatively robust healthcare system with a strong commitment to rehabilitation and preventative medicine, which is a good fit with the Ponseti technique. **miraclefeet** plans to support ZSCP as it continues to build a program with national reach in partnership with the Ministry of Health, by providing support to train clinicians from four clinics and to improve their administrative systems within the next year.

### South Africa

STEPS-SA's founder/director Karen Moss has spent six years promoting the Ponseti Method and organizing training for doctors. As a result, Ponseti treatment is now available at a several large public hospitals. However, relapse and drop-out rates are higher than doctors would like, due to lack of education, inadequate bracing options and insufficient resources for follow-up. In addition, large parts of the country still have no access to Ponseti treatment. STEPS-SA and **miraclefeet** are focusing their efforts on supporting new satellite clinics, mentored by the more experienced Ponseti doctors. We are also providing braces and developing a strong education and outreach program that can be introduced nationally. Since our partnership began in 2013, STEPS staff members have completed 25 clinic visits,

provided braces to six clinics, and developed educational materials for the family and community outreach programs.

### Botswana

Working with Botswanan clubfoot champion and parent, Tshapange Chilume, STEPS-SA organized the first Ponseti training in the country for 23 clinicians from 11 clinics. Subsequently, a Memorandum of Understanding was signed between the Botswana Ministry of Health and STEPS-SA to create a national clubfoot program. **miraclefeet** funds supported the training, ongoing organizational support from STEPS-SA and provision of braces. The Botswanan government has pledged to take over management and funding of the program once it is fully operational in two years.



### Namibia

A partnership between the Namibian government and STEPS-SA was initiated in April 2013. STEPS began the process of creating STEPS Namibia. Clinicians have attended Ponseti trainings in Botswana and South Africa and are eager to establish their own program, supported and funded initially by STEPS-SA and **miraclefeet**. Braces have now been provided to the main public hospital in Windhoek for the trained Ponseti practitioner, and treatment of over 20 children has started. A formal training will be held in November to increase capacity within Namibia.

### Tanzania

Following a fact finding mission in 2013, **miraclefeet** began developing a partnership with the Bugando Clubfoot Care Program (BCCP) in the Lake Zone of Tanzania, which will enable BCCP to treat over 250 children in six clinics next year. Our partner STEPS-SA will provide technical assistance and monitoring to BCCP.

### AFRICA

#### Liberia

**miraclefeet's** partnership with Faith Clinical Orthopedic Rehabilitation Center (FACORC) in Liberia began in August 2013 after Augustine Chiewolo received training from Ponseti International Association (PIA) in Iowa. **miraclefeet** funds most of the operating costs of the FACORC clubfoot program, although the FACORC team generously volunteer their time. Over 180 children have been enrolled in treatment since **miraclefeet** started providing financial support. Two trainings by PIA-endorsed providers were held for healthcare workers and lay advocates and discussions have been held with at least five hospitals and clinics to



## PROGRAM UPDATES FROM AROUND THE WORLD

### SOUTH & CENTRAL AMERICA

#### Nicaragua

The Nicaragua Ponseti program continues to grow under the leadership of its Medical Director, Dr. Mario Sequeira.

**miraclefeet** funded the treatment costs for 126 new and existing patients in Managua and Leon in 2013. The results achieved by Dr. Sequeira are especially encouraging considering the high number of older, neglected clubfoot cases he treats. The addition of a program coordinator has resulted in reduced drop-outs and additional outreach efforts. Thirty-four doctors attended training conducted by PIA-endorsed trainers in Leon and Bluefields to provide greater coverage for those living outside Managua. A training for health workers was attended by 45 professionals. **miraclefeet** has plans to partner with two more hospitals in regions where Ponseti is currently unavailable in order to make clubfoot treatment accessible to every child in Nicaragua.

**miraclefeet** is also piloting a texting program to provide additional support to parents during treatment. Initial feedback is extremely promising and will likely result in broader implementation.



#### Brazil

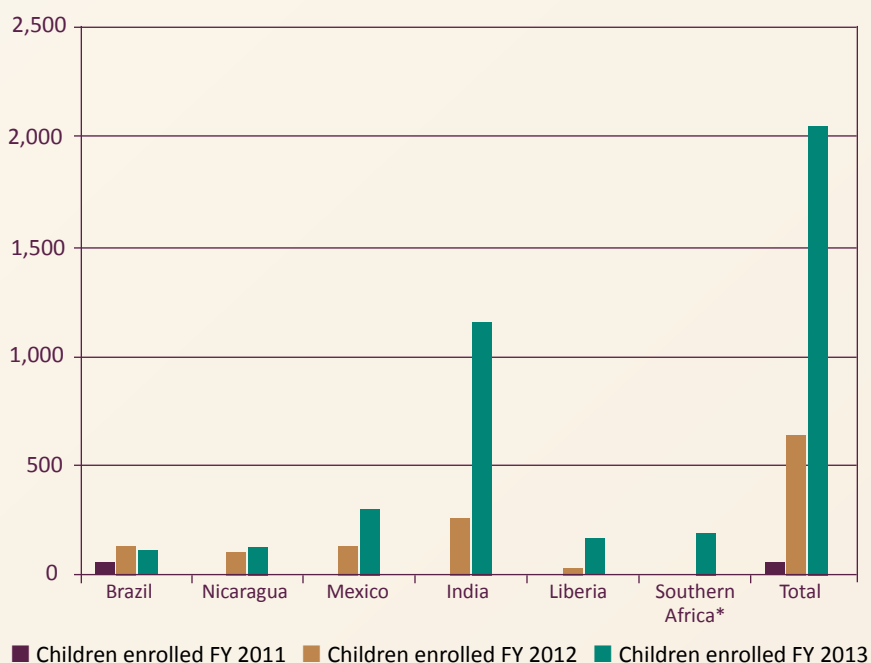
**miraclefeet** is now in partnership with three clinics in Brazil. The clinic run by Dr. Laura Ferreira in São Paulo continues to be an example of excellence for clubfoot management. This clinic has also been a very active partner in the development of the **miraclefeet** brace, hosting the Stanford team twice and providing critical input into the design process. **miraclefeet** has also supported the reorganization of the clubfoot clinic at the Institute of Orthopedics and Trauma at Hospital das Clinicas, the largest hospital complex in South America. **miraclefeet's** partner clinics in Brazil not only treat children, but also see a high volume of medical and nursing students and physical therapy and orthopedic residents, thus teaching the next generation of healthcare providers the Ponseti Method. Ninety-five children were treated in Brazil by **miraclefeet** partners in the last year. **miraclefeet** has plans to partner with several new clinics in 2014 that are mostly concentrated in the poorest northeastern part of Brazil.

#### Mexico

**miraclefeet's** partnership with the National Mexican Clubfoot Foundation continues to grow. There are now 11 affiliated Ponseti Centers around the country, with more to be added in the future. Highlights of the year include the completion of Ponseti training at the Mexican Society of Pediatric Orthopedics conference, the National Mexican Clubfoot Foundation being established as a nonprofit organization and increased data reporting throughout the country. Over 300 new children were enrolled in treatment in **miraclefeet**-funded National Mexican Clubfoot Program clinics. This program developed out of a PIA training held in Mexico City in 2010.



Children enrolled by year and country:



Note: Treatment has begun and will expand in Ecuador in FY 2014.

\*Southern Africa includes South Africa, Botswana, Namibia and Zimbabwe.

#### Ecuador

In the past year, **miraclefeet** has partnered with three institutions in Ecuador to support clubfoot treatment. The next few months will see low-cost brace production in partnership with Fundacion Hermano Miguel, helping hospitals and providers increase brace compliance among their patients. **miraclefeet** is collaborating with excellent Ponseti providers at hospitals, clinics and organizations in the four largest cities: Guayaquil, Quito, Cuenca and Santo Domingo. **miraclefeet** funding in FY 2013 supported training, brace design and production, and organizational support. **miraclefeet** expects 210 children to be enrolled in treatment in FY 2014.



# PLANS FOR FY 2014

## PROGRAM PLANS

**miraclefeet** expects its partners to enroll over 4,000 new children in treatment next year, in addition to continuing to treat the 2,700 children already receiving care in miraclefeet-supported clinics, bringing the total to 6,700 children. Over 90% of this growth will come from increasing the number of children we reach in Brazil, Mexico, India, South Africa and Tanzania, large countries with significant room for expansion. We will also launch in two to three new countries, and we are currently evaluating opportunities in Asia, South America and Africa.

In addition, **miraclefeet** is very excited about launching our new, low-cost brace in early 2014. We believe this will have major implications for the scaling of clubfoot programs in low-resource countries by **miraclefeet**, as well as by other organizations and Ministries of Health. Having a standardized, easy-to-use, \$20 brace will make it much easier to supply new and existing clinics. We anticipate that the brace will have a significant impact on treatment compliance, resulting in lower relapse rates and better treatment outcomes.



*The new miraclefeet clubfoot brace, designed in collaboration with the Design for Extreme Affordability class at Stanford University, Clarks and Suncast.*

## FUNDRAISING PLANS

**T**HANKS TO VERY generous gifts from two anonymous donors, we will be able to match all donations up to \$2 million in FY 2014. This is an amazing start to the fundraising year as we embark on our ambitious goal of raising \$5 million over the next three years. While we continue to rely heavily on the generosity of our individual, corporate and foundation donors, ameliorating clubfoot is extremely compelling and resonates well with people who want to help change the life of a child. Through social media and targeted marketing initiatives like our pre-World Cup soccer campaign, we hope to increase awareness and donations significantly from a broader base of small donors.

**miraclefeet** is targeting the youth soccer community in an innovative partnership with Eurosport/soccer.com, the world's leading authentic grassroots soccer company, and Wasserman Media, a global sports marketing firm with a particular strength in soccer. Soccer.com is generously donating space on its website and in its soccer catalog. The catalog, which has the largest distribution of any U.S. soccer publication in the U.S., will promote the sale of **miraclefeet's** signature purple socks, strengthen our brand and gain supporters. Thanks to a partnership with Wasserman Media, U.S. National Soccer Team members Ali Krieger and Herculez Gomez will increase the soccer community's engagement with the issue of untreated clubfoot.



*Ali Krieger, US Women's National Team and miraclefeet supporter.*



# FINANCIAL SUMMARY

(June 30 Fiscal Year End)

## A MODEL OF FISCAL RESPONSIBILITY AND RETURN ON INVESTMENT

**miraclefeet** prides itself on monitoring the cost of delivering treatment against the impact we are having. Our goal is to provide a high return on philanthropic investment for our donors by keeping fundraising costs low and maximizing the amount spent on the children whose lives we seek to change.

Our funding streams are diverse, and we are unique in that major gifts account for 50% of our funding sources. As outlined in our fundraising plan, we aim to continue to increase foundation and major donor support, while significantly building our pool of smaller donors, who currently make up only 3% of our total funding.

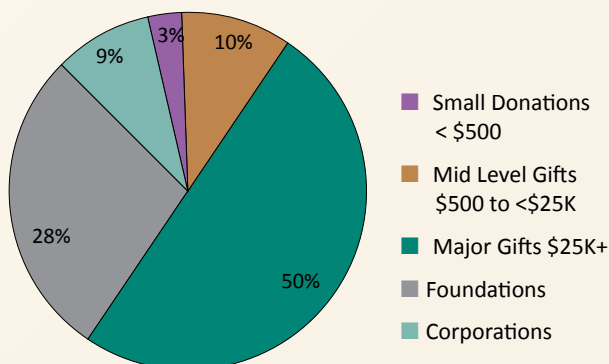
	FY 2010	FY 2011	FY 2012	FY 2013
<b>New children enrolled in treatment</b>	-	50	630	2,053
Number of countries/regions	-	2	4	10
Total children enrolled in treatment	-	50	680	2,733
<b>Total cost/child</b>	N/A	\$3,326	\$795	\$488
<b>Programing cost/child (excl prog admin)</b>	N/A	\$672	\$124	\$229
Programing cost/child (incl prog admin)	N/A	\$1,533	\$281	\$332
<b>Expenses (Cash Basis)</b>				
Admin	\$7,782	\$16,957	\$73,950	\$89,457
Fundraising	\$8,826	\$20,344	\$110,898	\$114,177
Program	\$10,232	\$129,000	\$316,135	\$797,559
<b>Total</b>	<b>\$26,840</b>	<b>\$166,301</b>	<b>\$500,984</b>	<b>\$1,001,193</b>
<b>Percentages</b>				
Admin	29%	10%	15%	9%
Fundraising	33%	12%	22%	11%
Program	38%	78%	63%	80%

### AUDITED FINANCIALS\*

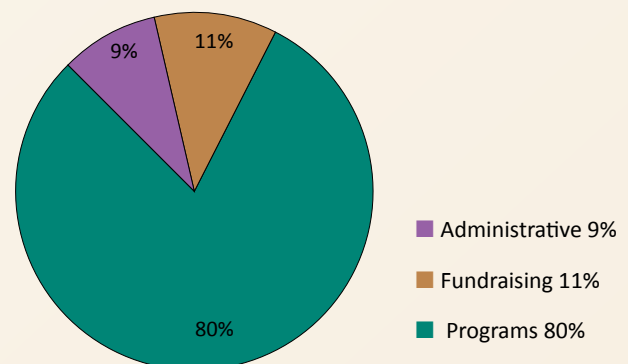
Expenses	FY 2012	FY 2013
Admin	\$74,294	\$93,651
Fundraising	\$111,242	\$116,172
Program	\$503,515	\$1,299,460
<b>Total</b>	<b>\$689,051</b>	<b>\$1,509,283</b>
<b>Percentages</b>		
Admin	11%	6%
Fundraising	16%	8%
Program	73%	86%

\***miraclefeet** uses cash basis accounting for management purposes. The IRS requires audited financials to be tracked on an accrual basis. Grant agreements are expensed in the year they are signed instead of the year they are incurred.

### FY 2013 REVENUES



### FY 2013 EXPENSES



# THANK YOU

Thank you to all of our amazing donors, without whom we could not do this work. We value donations at every level. Going forward, we will list all of our donors in the annual report. In addition to those listed below, more than 400 donors gave up to \$500, more than 50 gave at the \$500–\$5,000 level and more than 20 have given over \$5,000 in FY 2013. Below is a list of the foundations, corporations and major gifts (>\$20,000) we received.

## FOUNDATIONS

OAK FOUNDATION  
RONALD MCDONALD  
HOUSE CHARITIES  
PASSPORT FOUNDATION  
MATTHEW 25 MINISTRIES  
THE CLARK FOUNDATION  
LLURA & GORDON  
GUND FOUNDATION  
STARFISH CARE AND RELIEF  
STAENBERG FAMILY FOUNDATION  
HEYMAN FAMILY FUND  
CRANFORD ROTARY CHARITABLE FUND  
WILLIAM HENDRICKS FAMILY  
FOUNDATION  
WOMEN'S SYNDICATE ASSOCIATION  
STEPS UK

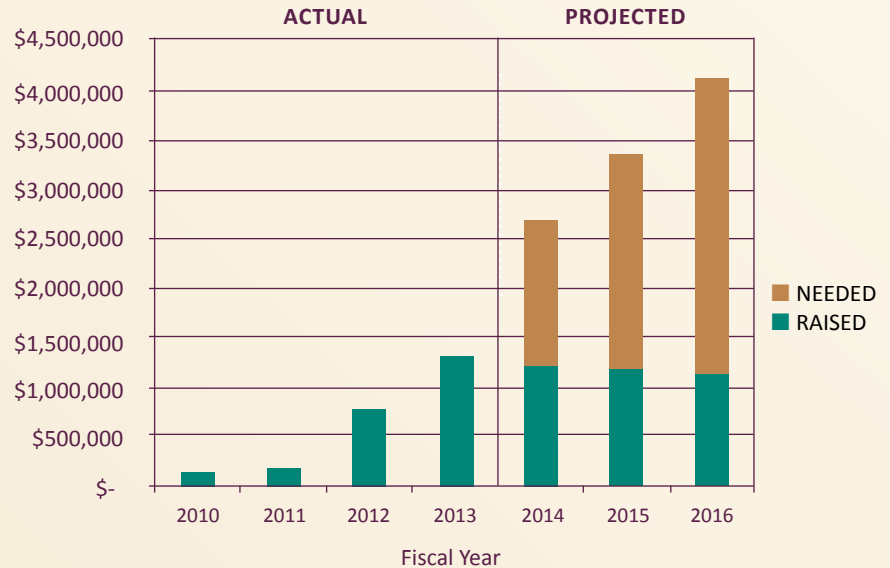
## CORPORATIONS

CLARKS  
CHARLES KOMAR & SONS  
EUROSPORT/SOCCER.COM  
WASSERMAN MEDIA  
SUNCAST  
KING AND SPALDING  
MD ORTHOPEDICS  
MARKELL SHOE COMPANY

## MAJOR INDIVIDUAL DONORS (> \$20K)

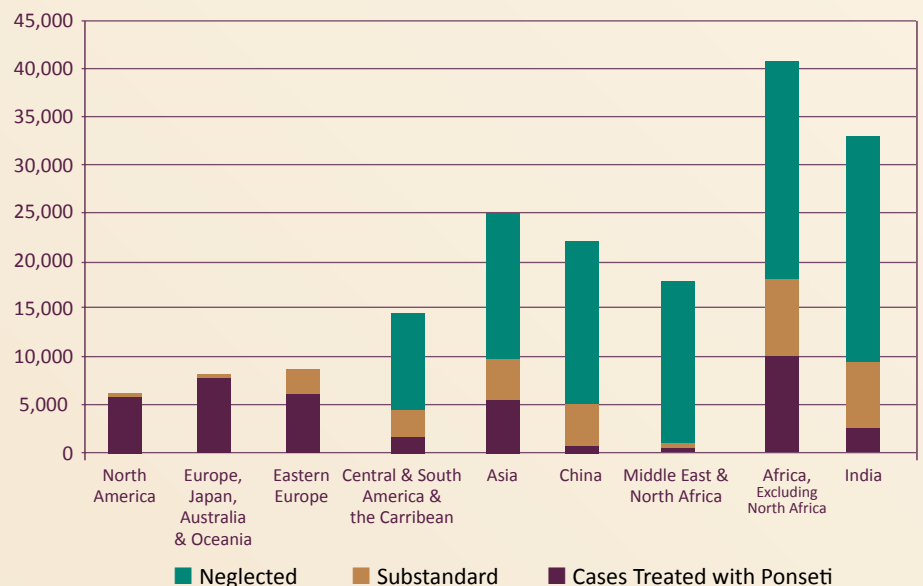
ROGER BERMAN &  
BRIDGET RYAN BERMAN  
FERDINAND COLLOREDO-MANSFELD  
CLARE MCCAMY & HARRISON MILLER  
AMBASSADOR DAVE PHILLIPS  
JENNIFER TYE & NATE CHANG  
ANONYMOUS 1  
ANONYMOUS 2  
ANONYMOUS 3  
ANONYMOUS 4

## Annual Expenses, miraclefeet



Note: Projections based on reaching 10,000 children per year by 2016.

## Clubfoot cases being treated worldwide: still a long way to go (New cases per year)



Note: Based on miraclefeet estimates.

# GET INVOLVED

## Get Involved: raising money for clubfoot treatment!

### OUR WORK REVEALS ITSELF IN A NUMBER OF WAYS:

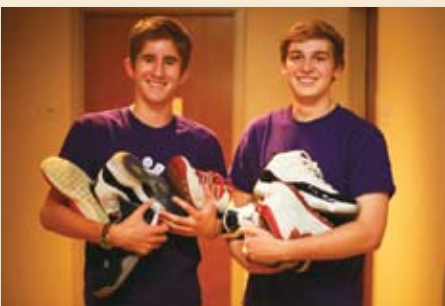
from providing supportive materials to parents and ensuring children have braces, to organizing training for clinic staff and engaging with Ministries of Health. None of this would be possible without the generosity of our donors. Our donors come from all walks of life—foundations, corporations, parents of children with clubfoot, adults who were born with clubfoot, and everyone else, especially young people, who just want to help improve the lives of vulnerable children.



*Clarks store assistant manager Priscilla LeBoy with miraclefeet partners Drs. Felix Balladares Zamora and Rafael Cruz Molina, the Nicaragua Clubfoot Program coordinator Rebeca Lopez Jimenez, U.S.-based miraclefeet staff and clubfoot patients at HEODRA Clubfoot Clinic in Leon, Nicaragua.*

### CORPORATE SPOTLIGHT: CLARKS

**miraclefeet** and Clarks, a 185-year-old footwear company operating in 35 countries, have embarked upon a partnership that is built on shared values and a mutual desire to make the world a better place. Clarks is providing extensive technical assistance—including design, prototyping and 3D printing—in developing a low-cost brace that puts the Ponseti Method of treatment within reach for more communities worldwide. Additionally, they are providing major funding specifically to support our work in India. Last year, miraclefeet-supported clinics in India served 1,442 children in clubfoot clinics across the country. In addition, U.S.-based Clarks stores held an in-store promotion in the spring of 2013 to raise funds for **miraclefeet** from their staff and customers. It was wildly successful, resulting in nearly \$50,000 to support our work. The staff of the store that raised the most money visited two of our clubfoot clinics in Nicaragua and observed nearly 50 patients on a whirlwind, two-day tour to see the importance of this work firsthand. Thank you, Clarks!



*Scott (left) and Drake of Shoes4Change show off their finds. They identify and re-sell rare sneakers to raise money to help kids with clubfoot.*

### INDIVIDUAL DONOR SPOTLIGHT: SHOES4CHANGE

Scott Diekema and Drake Danner were two high school juniors with big hearts and a great philanthropic idea. When Drake introduced Scott to his love of collecting and re-selling rare shoes two years ago (think Retro Jordans and limited Nike releases), an idea was born. Scott was familiar with clubfoot and **miraclefeet's** mission and had a vision to do something to help us treat children. Together they find, buy and re-sell rare sneakers and donate the proceeds to miraclefeet, helping children around the world receive free clubfoot treatment. They now have over 2,400 followers on Instagram, have sold over 20 pairs of shoes and have raised nearly \$4,000 since 2012. Thanks, Scott and Drake! You make a huge difference.

Check out their website and get your own pair of cool kicks:  
<http://shoes4change.org/>

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## HOW YOU CAN HELP

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### Make a one-time donation to transform lives:

\$50 provides braces for two children

\$100 provides casting, braces and transportation assistance for a family

\$250 helps completely treat one child

\$1,000 helps treat four children

\$5,000 helps treat 20 children

\$50,000 enables us to fully support a clubfoot clinic for a year

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## MONTHLY GIVING

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### Sign up online to give monthly.

You can provide critical resources to struggling communities when they need it most: every day.

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## FUNDRAISE FOR US

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Bring together your family, friends, neighbors and co-workers to make a difference.

Run a marathon or 10K wearing a miraclefeet shirt.

Start an online campaign to support the work of miraclefeet.

Host a community event.

Check out our online fundraising toolkit: [www.miraclefeet.org/FundraiseforUs.php](http://www.miraclefeet.org/FundraiseforUs.php)

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## GIFTS OF STOCK

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Share your shares, meet your charitable goals and maximize your tax savings.

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## PLANNED GIVING

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Leave a legacy through estate planning, bequests and gift annuities.

For more information about any of the above activities, contact our director of fundraising at 919.240.5572.



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

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Phone: +1.919.240.5572