

CURE International (CURE) Evaluation



strength



caution



weakness

STRATEGY



Surgical & Rehab Care. The poorest third of the global population gets only 3.5% of all surgical procedures, leaving many children with treatable disabilities that turn into lifelong conditions. CURE runs eight pediatric hospitals in Ethiopia, Kenya, Malawi, Niger, the Philippines, Uganda, Zambia, and Zimbabwe, offering free surgery, rehabilitation, and spiritual care while training local doctors and pastors to continue healing efforts in their communities.



Expanding Surgical Capacity. By June 2026, CURE aims to increase annual surgical procedures from 21K to 22.1K and reach at least 264K people each year through hospital care and ministry outreach. These goals represent ongoing growth in both medical treatment and spiritual engagement across its global network.

LEADERSHIP



Staff Growth. CURE's global staff increased 26%, from 1.1K full-time equivalents (FTEs) in FY22 to 1.4K in FY25, rising in line with client growth. All staff, including the CEO, receive annual evaluations, and turnover was 9%. CURE utilizes 363 volunteers.



Board Governance. CURE's fully independent board consists of 9 men and 3 women who meet 4 times a year and have 5 committees. Members serve 3-year terms, approve the strategic plan, and conduct annual CEO evaluations. Board giving totaled \$4.6M, or 8% of FY25 cash donations.



Leadership Continuity. Although board members serve 3-year terms, the board does not have established term limits to ensure regular rotation, and the chair has served for 17 years. Additionally, the board has not yet identified a successor to the CEO, though he is only in his 40s.

IMPACT



Client & Surgical Growth. CURE tracks its clients reached with the gospel and patients at expanded mobile clinics, which increased by 55%, from 182K in FY22 to 281K in FY25. During the same period, the number of surgical procedures performed grew by 39%, from 15K to 21K, while the cost per client decreased by 18%, from \$201 to \$164.



Program Expansion. CURE participates in SafeCare, an accredited quality improvement program for hospitals in resource-limited settings. In FY25, all hospitals reached a Level 4 or 5 SafeCare rating on a 1–5 scale. From FY22 to FY25, the number of people making decisions for Christ increased by 67% through expanded mobile clinic outreach. Hospital efficiency improved as surgical procedures increased by 39%, supported by larger clinical teams and improved systems. CURE piloted prosthetics and orthotics services in FY23 at its Zambia hospital and has begun implementing them across the network.

FINANCES



Financial Position. CURE maintains 3–6 months of cash and equivalents, a cumulative surplus of \$39.6M, and no debt. Earned revenue from insurance reimbursements and investments increased 66%, from \$2.2M in FY22 to \$3.6M in FY25. During the same period, gifts-in-kind of medical equipment, medicine, and supplies rose 8% and were valued at \$2.5M in FY25. CURE operates with written financial controls and undergoes annual independent audits.



Donor Diversification. CURE reported a 64% donor retention rate and a 4% increase in its donor base, from 12.8K in FY22 to 13.3K in FY25, reflecting a focus on larger gifts and reduced spending on acquisition. Cash donations rose 57%, from \$37M to \$58M over the same period. It had 14% reliance on the largest FY25 gift of \$8M, with 54 other \$100K+ gifts totaling \$34M and good diversification across all gift sizes. CURE spent 9¢ to raise \$1 in FY25.

NOTE: *Excellence in Giving's* analysis is based on FY2025 data provided by the nonprofit in our Analytics report. Created: 10.25.2025



Nonprofit Analytics

GENERAL

Organization Name	CURE International	U.S. Tax ID#	58-2248383	Year Founded	1996
Donation Street Address	70 Ionia Ave SW, Suite 200	City & State	Grand Rapids MI	Zip	49503
Phone	616-512-3105	Country	United States	Website(s)	www.cure.org
Primary Contact & Title	Laurie Sanders - Global Dir., Grants and Foundations	Contact Email	laurie.sanders@cure.org		
Organization Type	Independent Public Charity	Annual Report Link	https://tinyurl.com/3eraf8r4		
Nonprofit Accountability Listings	☐ BBB (give.org) ☒ Charity Navigator ☒ Guidestar ☐ Charity Watch ☒ ECFA ☒ Ministry Watch	Strategic Partners	Mercy Ships, Build Health International, Tim Tebow Foundation, CBM, COSECSA, PAACS, CURE UK, CURE Canada, World Vision		
Primary Program Area	Healthcare	Peer Group	Mercy Ships, Partners in Health		
Other Program Area(s)	Evangelism	Clients Served	People with Disabilities		

GROWTH TRENDS

	FY 2022	FY 2023	FY 2024	FY 2025	% Change	Explanation
Paid Staff (FTE)	1,100.3	1,247.0	1,330.0	1,389.4	26 %	Global Staff. Increased Proportionally with Client Growth.
Clients Served	181,991	201,229	246,759	281,210	55 %	People Reached with the Gospel. Expanded mobile clinics.
Annual Income	\$41,369,154	\$45,527,930	\$57,240,820	\$64,130,643	55 %	Campaign growth FY24-FY25. FY25: unaudited; \$8M gift.
Donors	12,824	14,859	15,242	13,340	4 %	FY25: focused on larger gifts; less spent on acquisition.
Key Activity	15,131	17,701	18,936	21,019	39 %	Surgical Procedures Provided.

FUNDRAISING

Donor Retention Rate	64 %	Gov't Funding %	11 %	Cost to Raise \$1 (NOT a "GK")	\$ 0.09	Self-sustainability %	8%
Largest Gift for FY2025	\$7,985,000	Reliance on Largest Gift	14%	Last Capital Campaign	2022 - 2024	Endowment Fund	\$0
FY 2025 Donor Diversification	Gift Size	< \$1,000	\$1K - 4,999	\$5K - 24,999	\$25K - 49,999	\$50K - 99,999	\$100,000+
	# of Donors	10,970	1,813	405	65	32	55
	Total Amount	\$ 4,657,794	\$ 3,272,565	\$ 3,862,930	\$ 2,383,174	\$ 1,864,113	\$ 41,975,794

FINANCIAL MANAGEMENT

Cash & Equivalents on Hand	3-6 Months	Net Assets	\$95,785,331	Total Current Debt	\$0
Written Financial Controls	☒ Yes ☐ No	Earned Revenue Sources	Insurance Reimbursements, Investment Income		
Independent Financial Audits	☒ Yes ☐ No	Primary Types of GK	Medical Equipment, Medicine, Supplies		

FISCAL YEAR												2026  BUDGET  ACTUALS		2022-2025 FY TRENDS	
07/01 TO 06/30		FY 2022		FY 2023		FY 2024		FY 2025							
INCOME	Earned Revenue	\$2,164,333		\$2,699,606		\$3,067,995		\$3,586,942		\$3,130,221				66 %	
	Gifts in Kind	\$2,347,563		\$2,342,615		\$2,329,405		\$2,527,331		\$2,000,000				8 %	
	Cash Donations	\$36,857,258		\$40,485,709		\$51,843,420		\$58,016,370		\$40,833,979				57 %	
	Total Income	\$41,369,154		\$45,527,930		\$57,240,820		\$64,130,643		\$45,964,200				55 %	
EXPENSES	Program Services	\$30,810,439	84 %	\$33,516,425	83 %	\$38,089,042	84 %	\$38,299,451	83 %	\$37,320,106	82 %			24 %	
	Administrative	\$1,896,019	5 %	\$2,259,137	6 %	\$2,721,350	6 %	\$2,862,535	6 %	\$2,867,444	6 %			51 %	
	Fundraising	\$3,874,254	11 %	\$4,828,305	12 %	\$4,573,245	10 %	\$4,933,215	11 %	\$5,276,650	12 %			27 %	
	Total Expenses	\$36,580,712		\$40,603,867		\$45,383,637		\$46,095,201		\$45,464,200				26 %	
SURPLUS/DEFICIT		\$4,788,442		\$4,924,063		\$11,857,183		\$18,035,442		\$500,000					

LEADERSHIP										
CEO Name & Tenure	Justin Narducci			5 yrs	CEO Age	40-49 yrs	Total CEO Compensation	\$ 273,409		
CEO Annual Evaluation	☒ Yes ☐ No		CEO has Board Vote	☐ Yes ☒ No		CEO Successor Identified	☐ Yes ☒ No			
Total Paid Staff by Type	FT: 1,348 PT: 127		Staff Turnover Rate	9 %		Total Volunteers	363			
Yearly Staff Evaluations	☒ Yes ☐ No		CEO Direct Reports	9 staff		Annual Board Meetings	4			
Board Chair & Tenure	Jerry Tubergen			17 yrs	Board Size	12	Board Composition	9 Men 3 Women		
Donation % from Board	8 %	Board Committees	5	Term Length	3 yrs	Consecutive Term Limits	None			
Additional Advisory or Development Board			☒ Yes ☐ No		Number of Board Members Related to the CEO			0		
STRATEGY										
MISSION	To heal the sick and proclaim the Kingdom of God by operating a global network of pediatric surgical hospitals that serve children living with disabilities with high-quality medical care and intentional ministry outreach.									
CLIENTS SERVED	CURE serves children with treatable physical disabilities and their families who lack access to surgical care in low- and middle-income countries. CURE also trains local church leaders and healthcare professionals.						LENGTH of Primary Client Relationships	1 Year(s)		
The PROBLEM	The poorest third of the world's population receives only 3.5% of all surgical procedures, which results in minor, treatable disabilities becoming permanent, debilitating conditions, often with a lifetime of physical pain, shame, isolation, and poverty. The most vulnerable kids in the world are affected as a result.									
Your SOLUTION	CURE operates a network of eight charitable children's hospitals that deliver free, specialized surgical and rehabilitative care for children with treatable physical disabilities, while also training local and regional healthcare professionals and sharing the Good News about Jesus.									
1-3 year PLAN	CURE plans to accomplish the following goals by June 2026: 1. Expand the number of surgical procedures performed from 21,000 to 22,050. 2. Reach at least 264,000 people annually.									
Up-to-date Board-approved STRATEGIC PLAN			☒ Yes ☐ No		CUT (or Modified) PROGRAM in last 3 years			☒ Yes ☐ No		
IMPACT										
Long-term VISION	CURE envisions a world where children with disabilities reach their full potential through God's hope and healing.									
RESULTS Report outcomes <i>not</i> activities	1. Increased the number of people reached by 55% and decisions for Christ by 67% by expanding mobile clinic outreach from FY 2022 to FY 2025. 2. Improved hospital efficiency by expanding clinical teams and implementing system improvements, increasing the number of surgical procedures performed across the network by 39% over the past three years. 3. Piloted prosthetics and orthotics services in 2023 to complement orthopedic and reconstructive surgical procedures at the Zambia hospital, and have begun rolling out comprehensive care globally.									
Measure outcomes against benchmarks		☒ Yes ☐ No		Track Key Performance Indicators		☒ Yes ☐ No		Completed independent impact evaluation		☐ Yes ☒ No
Completed program logic model(s)		☒ Yes ☐ No		Survey program beneficiaries		☒ Yes ☐ No		Completed a Theory of Change		☒ Yes ☐ No
Impact STORY	Blessings was six years old when she arrived at CURE Zimbabwe with only a thumb on her left hand. Her family was committed to finding surgical care to increase her capabilities. The CURE plastic and reconstructive team completed a toe-to-hand transplant, making her hand functional, and illustrating the level of surgical excellence available at CURE.									
Recent Program IMPROVEMENT	We aim to deliver world-class care. SafeCare provides an accredited quality improvement program for hospitals in resource-limited areas worldwide. In FY 2025, we achieved a SafeCare rating of Level 4 or Level 5 (on a 1-to-5 scale, where 5 is the highest) at every hospital.									
GEOGRAPHY										
Where do your programs operate?		☐ Local ☐ Regional ☐ National (USA) ☒ International (List nations or regions served below alphabetically)								
CURE Hospitals are located in Ethiopia, Kenya, Malawi, Niger, the Philippines, Uganda, Zambia, and Zimbabwe.										
S.W.O.T. ANALYSIS										
STRENGTHS		WEAKNESSES		OPPORTUNITIES		THREATS				
Provide high-quality medical care. Integrate healthcare and ministry to fulfill the mission. Employ full-time doctors. Meet a pressing global need.		Limited long-term monitoring and evaluation of patient outcomes. Low retention of smaller, new donors. Need for global HR leadership.		Modernize technology to improve hospital efficiency. Expand through new hospital locations. Ministry partnerships. Training programs for local doctors.		Inflation is driving up operational costs. Instability in fragile states with military governments. Changes in the global funding environment for health.				
SOURCE	Name: Laurie Sanders			Title: Global Dir., Grants & Foundations			Date: 10/24/2025			