



vitamin angels®



annual report **fiscal year**
2010



Our Mission.

Our mission is to mobilize and deploy private sector resources to advance availability, access and use of micronutrients, especially vitamin A, among at-risk populations in need.



A letter from our President and Founder, Howard Schiffer

Dear Friends,

In 2010, Vitamin Angels more than doubled our reach to 22.5 million children (up from our initial projection of 20 million children) in 43 countries.

We received our third consecutive 4-star rating from Charity Navigator, something achieved by only 14% of the charities they evaluate. And we were recognized as one of their top ten Highly Rated Charities Relying Solely on Private Contributions (we are still entirely privately funded!). Money Magazine listed a donation to Vitamin Angels as one of the three best ways to spend \$1,000.

Vitamin Angels went international this year with partnerships with two major multinational corporations: Sanofi in Australia and New Zealand and Pfizer in Italy. We maintained and expanded our partnerships with many of our key supporters in the natural products and dietary supplements industries, and we continue working to expand our cause-marketing partnerships beyond our core base of support.


Vitamin Angels is expanding our program focus toward a development model. We launched a new initiative in India with an aim to catalyze Indian corporations and philanthropies to own the problem of micronutrient deficiency domestically, similar to how our supporters here in the US have supported our efforts.

Our Thrive to Five program continues to expand domestically and internationally. We are now reaching over 79,000 children and 259,000 pregnant or lactating women around the world, including 1,200 children and 89,000 mothers in the United States.

Our vitamins have become an indispensable part of the work our partners are conducting the field. They continually tell us they are so appreciative of the vitamins we provide. Our partners know that without vitamins even the finest hospital or the newest school will be fighting an uphill battle to deliver healthy babies or educate young children. With vitamins, so much becomes possible.

While Vitamin Angels continues to reach millions, we know our work still comes down to each individual life we touch. When we hear from our field partners in Bolivia about the children who are thriving thanks to vitamin A and an improved immune system, or about the mothers in India who are having healthier pregnancies and babies due to prenatal vitamins, or about the children in Guatemala who are doing better in school and have more energy to play thanks to the multivitamins they are receiving, we are reminded how important this work is. Each of you is making this possible and for that, we thank you.

Upwards!



Howard B. Schiffer
President and Founder

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Preface

Vitamin Angels is a 501(c)3 tax-exempt organization, incorporated in the State of California (1998) and headquartered in Santa Barbara, California. Vitamin Angels operates globally, through recipients in Africa, Asia and North and South America; and currently supports projects in 43 countries.

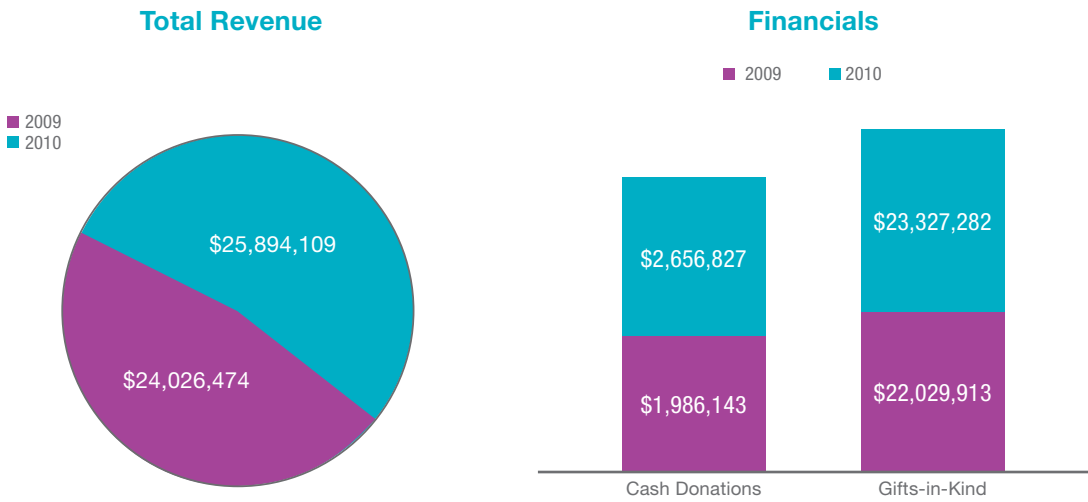
Our mission is to mobilize and deploy private sector resources to advance availability, access and use of micronutrients, especially vitamin A, among at-risk populations in need. In realizing our mission, we seek to reduce mortality and illness among infants and young children 6 – 59 months by connecting them with vitamin A; and promote physical and cognitive development among infants and young children 6-59 months by connecting them with essential micronutrients (commonly known as multivitamins).

Vitamin Angels is driven by entrepreneurial individuals drawing upon private sector know-how and sound business practices to source and distribute essential micronutrients in the most efficient manner possible to achieve programmatic results that rest upon evidence-based research.

This Fiscal Year 2010 Annual Report focuses on both programmatic and financial results.



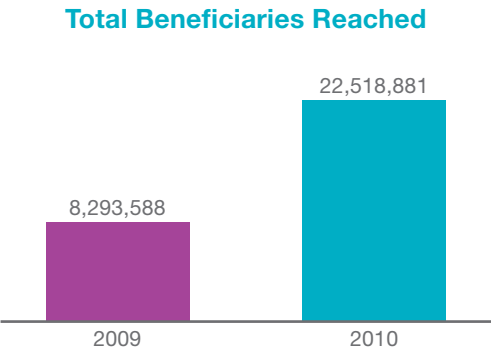
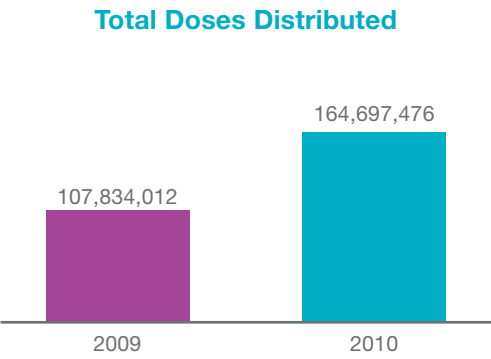
Vitamin Angels: At a Glance



Operation 20/20 Program	FY 2009	FY 2010
Beneficiaries reached	8,040,750	22,180,000
Doses of vitamin A distributed	15,548,000	41,006,000
Doses of albendazole distributed	5,335,000	5,342,000
Number of countries	29	33
Number of grantees	18	37
Number of implementation partners	2	2

Thrive to Five Program	FY 2009	FY 2010
Beneficiaries reached (total)	252,839	338,881
Beneficiaries reached in the U.S.	31,152	91,083
Doses of multivitamins distributed (total)	92,286,012	123,691,476
Doses of multivitamins distributed in the U.S.	11,370,360	33,245,280
Number of countries	24	26
Number of grantees	35	57
Number of implementation partners	1	1

Personnel	FY 2009	FY 2010
Number of employees	12	14
Interns	5	5
Board of Directors	9	8
Board of Advisors	11	12





Fiscal Year 2010 concludes Vitamin Angels’ third year of operations under our first Strategic Plan (FY 2008 – FY 2010) which has three overarching objectives, including to:

- **Expand the numbers of beneficiaries reached.**
- **Enhance our organizational capacity.**
- **Generate more resources including both cash contributions and gifts-in-kind.**

Expanding Numbers of Beneficiaries Reached.

In its first Strategic Plan, Vitamin Angels set a baseline or minimum target of 2.5 million vitamin A beneficiaries per year as an averaged target (e.g., 2.5 million vitamin A beneficiaries per year when averaged across the three year Strategic Plan period). Vitamin Angels’ actual performance over the Strategic Plan period was significantly better. In FY 2008, Vitamin Angels reached just under 2.3 million beneficiaries globally with vitamin A, and in FY 2009, more than doubled the number of beneficiaries to over 8 million. In FY 2010, Vitamin Angels again more than doubled its reach, extending vitamin A to more than 22.5 million beneficiaries thanks to the generosity of our donors. Vitamin Angels does not set annual targets for the distribution of multivitamins for either young children or pregnant or lactating women, but distributed over 123 million doses of multivitamins in FY 2010 alone.

In FY 2009, Vitamin Angels created program clarity by aligning individual projects within an overall framework of two well-defined programs: Operation 20/20® and Thrive to Five®.

In FY 2010, Vitamin Angels’ Programs Division made routine the implementation of processes created earlier in the Strategic Plan period for identifying and vetting grantees and implementation partners around the world, finalized/published and intensified distribution of guidelines for universal vitamin A distribution programs, established operational metrics defining unmet need (globally) for vitamin A, and focused distribution activities on connecting vitamin A to populations at risk through channels other than government health systems.

By focusing on distribution channels other than government health systems, the Programs Division re-positioned its activities to be more complementary to governmental universal vitamin A supplementation

OPERATION 20/20™

Focuses on connecting vitamin A with infants and young children in need in countries defined by the World Health Organization as experiencing moderate to severe vitamin A deficiency (VAD) for the purpose of reducing child mortality.

Thrive to Five™

Focuses on connecting essential micronutrients (i.e., multivitamins) with infants and young children in need globally—including the United States—for the purpose of improving physical and cognitive development.

programs (i.e., those which are planned centrally and tend to work exclusively through the health care system including both facility-based distribution and distribution through community outreach programs). By contrast, Vitamin Angels’ programs focus efforts on micronutrient distribution through non-profit organizations (NGOs) that organize universal supplementation initiatives locally among populations not generally served by centrally operated national health care systems. Our approach, which fosters local ownership of each distribution project, is a more “grass-roots” effort intended to be undertaken by a local NGO in coordination and/or with the knowledge of national authorities, but within underserved areas that government health systems are less able to reach.

Enhancing Our Organizational Capacity.

Vitamin Angels achieved dramatic programmatic results in FY 2010 by continuing and building upon a multi-year process to: focus and strengthen programming efforts, bring new efficiencies to our business operations with special emphasis on financial controls and risk management, and focus to the methods and execution of Development Division activities.

During FY 2010, Vitamin Angels’ Corporate Services Division made routine fiscal and financial discipline a reality by continued execution of previously planned and incrementally applied initiatives for robust, systematic financial planning, application of financial controls and attention to risk management.

Organizational capacity in Vitamin Angels’ Development Division was enhanced in FY 2010 by continuing effort to systematize Vitamin Angels’ “sales” (i.e., donation) processes, bringing clarity to the business model to show how all parties to a donation benefit, and by improved management of the follow-up on donor leads/prospects.

Generating More Resources.

Because Vitamin Angels entered FY 2010 with a stronger base of organizational capacity, we were able to increase revenues in FY 2010, including both cash and gifts-in-kind (GIK), as compared to FY 2009. For FY 2010, our efforts generated total revenues of \$25.8 million.

This FY 2010 Annual Report focuses on Vitamin Angels’ program and financial results and highlights areas of accomplishment during the past year and our intended focus for FY 2011:

- **Programs Overview**
- **Reaching Beneficiaries**
- **Forging Relationships**
- **Special Initiatives**
- **Financial Performance**
- **Positioning for 2011 under a new Strategic Plan**



CHAPTER 02

The Problem, Need and Solution that Drive Our Cause

More than 2 billion of the approximately 7 billion people in the world suffer from malnutrition.

According to WHO/UNICEF¹, at least 535 million infants and young children ages 6 – 59 months reside in countries classified as experiencing moderate to severe vitamin A deficiency, suggesting that “hidden hunger” – a deficiency of one or more vitamins or nutrients (i.e., micronutrients) – is a significant and widespread problem. Hidden hunger among pregnant and lactating mothers only exacerbates the same problem among young children.

Alleviating hidden hunger is an important goal because its consequences are devastating. Individuals who are chronically deficient in essential micronutrients suffer a number of health problems that can lead to immediate life-threatening conditions as well as to a number of problems later in life – including impaired physical and cognitive development. Indeed, micronutrient deficiency is now linked to poor performance by children in school and linked to subsequent, impaired economic performance of individuals. Micronutrient deficiency among infants and young children condemns them to poor health, and for those who make it past 5 years of age, they are further condemned to certain underachievement both educationally and economically.

There Are at Least Three Ways to Resolve the Problem of Hidden Hunger:

- **Increase intake by young children (and pregnant or lactating mothers) of more and better quality foods.**
- **Fortification of basic foodstuffs consumed by everyone.**
- **Universal supplementation of specific sub-groups of the population.**

Increasing intake of food among those suffering from malnutrition is both costly and difficult, and is generally reserved for the most dire circumstances in which populations are experiencing famine or some other natural or man made disaster. By contrast, fortification of basic foodstuffs is a very effective intervention for overcoming hidden hunger; and indeed progress is being made to introduce fortification globally. However, fortification requires significant partnership and cooperation between governments and industry to be successful. Even with effective partnerships, fortification requires that members of society are also part of the cash economy – which often is not the case. Moreover, fortification of basic foodstuffs can be very difficult to achieve where basic foodstuffs are produced by large numbers of processors as compared to circumstances where there are just a handful of large-scale manufacturers who can be more easily persuaded to take on fortification. Consequently, fortification alone is not always a complete or even viable solution to hidden hunger. Universal supplementation – providing a supplement of vitamin A (twice a year) to selected population groups; or a daily multiple micronutrient supplement to infants, young children and pregnant or lactating mothers is a simple and cost efficient way to alleviate hidden

Chapter 02: The Problem, Need and Solution that Drive Our Cause

hunger, and can be a robust solution both in its own right and an intermediate solution until fortification of foodstuffs is achieved and accessible by all members of society; or until families have access to more food of better quality. Vitamin Angels focuses on achieving universal supplementation as the most immediate and effective way to reach all vulnerable individuals.

The Vitamin Angels “Cause” is Characterized By Our Desire to:

- **Save lives and promote physical and cognitive development.**
- **Reach infants and children who are underserved or otherwise not reached by regular health services.**
- **Mobilize and deploy private sector resources in ways that leverage the resources and capacity of existing non-profit organizations around the world.**

Our mission is to mobilize and deploy private sector resources to advance availability, access and use of micronutrients, especially vitamin A, among at-risk populations in need.

In realizing our mission, we seek to reduce mortality and illness among infants and young children 6 – 59 months by connecting them with vitamin A; and promote physical and cognitive development among infants and young children 6-59 months by connecting them with essential micronutrients (commonly known as multivitamins).

Regarding numerical targets, in FY 2010, Vitamin Angels did not set numerical targets for beneficiaries to reach with multivitamins. By contrast Vitamin Angels re-examined its potential to support universal distribution of vitamin A in under-nourished populations in FY 2010. This re-examination was undertaken in light of the significant growth experienced by Vitamin Angels with respect to its capacity to mobilize and deploy vitamin A in FY 2008 and FY 2009; and as a result of efforts to develop an improved, quantitative understanding of global unmet need and Vitamin Angels’ role in filling that need (itself needed in anticipation of the creation of a new three-year Strategic Plan intended to become active in FY 2011). As noted earlier in this section, WHO/UNICEF recognizes that at least 535 million young children aged 6-59 months reside in countries experiencing severe or moderate vitamin A deficiency and are eligible for vitamin A supplementation. According to various analyses, it is likely that sufficient vitamin A is available, annually, to fulfill roughly 70% of the global need for vitamin A among at-risk populations. Consequently, as a result of our analysis, Vitamin Angels seeks, over time, to identify and address the needs of the remaining 30% of the at-risk population. This equates to roughly 150 million individuals, a significant proportion of whom reside in families described as being the “bottom 25-30% of the income pyramid,” or families least able to generate family income. In FY 2010, Vitamin Angels mobilized and deployed sufficient vitamin A to address roughly 15% of unmet global need for vitamin A.

1. Ranking of Vitamin A Supplementation Priority Countries, Infant Mortality Rates and Under-Five Mortality Rates for 2008. UNICEF 2008.



CHAPTER 03

How We Achieve Results

Our Model.

We provide micronutrient supplements (vitamin A alone or multiple micronutrient tablets) to qualified organizations with existing projects suitable for serving as a vehicle for disseminating essential micronutrients directly to beneficiaries. Vitamin Angels does not undertake to distribute micronutrients to beneficiaries directly. Rather Vitamin Angels works to:

- **Source micronutrients synthesized consistent with internationally accepted good manufacturing practices and quality standards,**
- **Identify, vet and qualify non-profit, non-governmental organizations (NGOs) with whom Vitamin Angels forms a contractually binding relationship as a recipient of our assistance (i.e., an individual local or indigenous “grantee” that is registered and based in the country in which we seek to work, or an “implementation partner” that has offices or affiliates in multiple countries), and**
- **Provide appropriate, technical assistance needed by grantees to undertake universal distribution projects consistent with internationally accepted best practices.**

What We Provide Our Grantees.

For distribution projects, Vitamin Angels provides:

- **Selected micronutrient products** (i.e., an essential micronutrient supplement or vitamin A alone) to qualified non-profit organizations able to connect these products with beneficiaries. In circumstances where Vitamin Angels provides only vitamin A, Vitamin Angels may also provide a de-worming agent (i.e., albendazole – an agent that reduces the burden of worms in children that can lower the availability of vitamin A to the child). Vitamin Angels does not provide albendazole alone in any circumstance.
- **Technical Assistance** including i) generic educational materials, ii) technical guidelines for project implementation, iii) technical services to assist with the custom adaptation of implementation materials to a specific cultural environment, iv) technical advisory services to assist grantees to undertake planning and problem solving at each stage of a project from inception through implementation, and v) monitoring services. Vitamin Angels scales its technical assistance to recipient organizations depending upon the nature of the organization, their own level of expertise in program implementation, and its past experience with micronutrient distribution programs.

Chapter 03: How We Achieve Results

Countries Eligible for Projects.

For vitamin A distribution projects, beneficiaries must be situated within selected countries (consistent with WHO or UNICEF identified priority countries) in Africa, Asia, or Latin and South America; and for multiple micronutrient distribution projects, beneficiaries may be in any country experiencing hidden hunger – including the United States. The Programs Division of Vitamin Angels has a capacity to determine whether any particular country targeted for distribution of essential micronutrient supplements is appropriate. It should be noted that all projects are customized by application of solutions localized to the communities being served; and that we accomplish this by working in partnership with groups that have an intimate understanding of the community being served. All projects operate consistent with accepted best practices.

Target Populations.

For essential multiple micronutrient supplement distribution projects (i.e., vitamin A alone or multiple micronutrient tablets), beneficiaries must be:

- **Children 6-59 months of age, and/or**
- **Pregnant or lactating women (except for vitamin A distribution projects in which case it is not appropriate for pregnant women to be supplemented with high dose vitamin A.)**

Other Requirements.

Beneficiaries must be underserved with respect to access to essential micronutrients, generally meaning they meet one of the following criteria:

- **Reside in urban or rural areas known to have high concentrations of under-nourished children and/or without any immediate access to nutrition services and/or facility-based health care services.**
- **Reside in urban or rural areas known to have high concentrations of under-nourished children, and may have limited access to nutrition services and/or routine health services through outreach or community-based services.**
- **Reside in urban or rural areas, have access to nutrition services and/or facility-based health care services, but service providers do not have immediate access to essential micronutrients.**

Our model for how we achieve results is visualized in Figure 1. It is noteworthy that in applying this model, we add value twice:

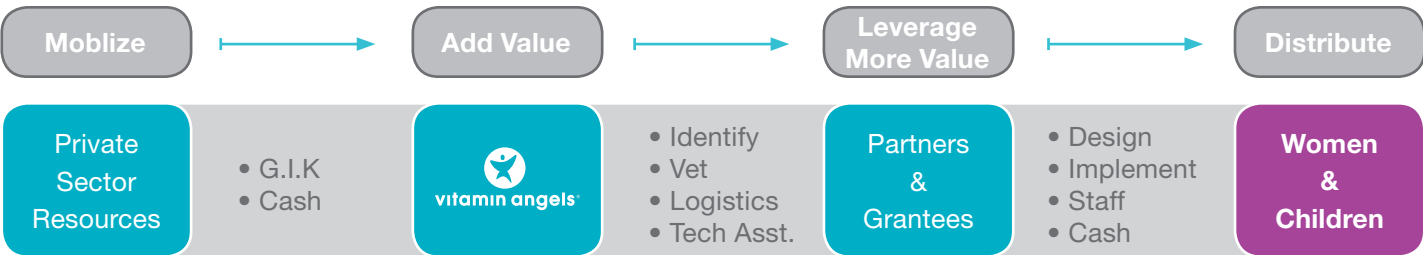


Figure 1. Vitamin Angels' Sourcing and Distribution Model

- By transforming our resources into tangible products in the form of micronutrients that we deliver to our partners around the world; and by transforming our resources into: i) a capacity to identify non-governmental organizations around the world qualified to deploy our products, ii) technical assistance to ensure that the micronutrients we provide are distributed in conformance with international best practices, and iii) distribution logistics.
- By leveraging more value by selecting only those NGOs that are able to make a further commitment to pay for all local costs of distribution apart from the technical assistance we offer.

Who is Eligible to be a Grantee of Vitamin Angels.

Vitamin Angels works with locally registered non-profit organizations (i.e., a Vitamin Angels grantee) in the country in which the donor and Vitamin Angels agree to work. The grantee undertakes implementation of program activities in-country. Organizations with whom we partner (after careful vetting, including an analysis of their capacities, demonstration of their familiarity with and financial commitment to public health interventions, and availability of a project opportunity that Vitamin Angels considers viable) are selected to become a grantee, and are eligible to receive a micronutrient grant and technical assistance from Vitamin Angels. With limited and defined support from Vitamin Angels, we promote local sustainability of an intervention by supporting only those initiatives that are:

- Planned, financed and executed entirely by the grantee – with the only exception being that Vitamin Angels provides the essential multiple micronutrient supplement and technical expertise to maintain internationally recognized practices and standards for universal distribution programs.
- Designed for grantees able to satisfy requirements noted above (i.e., eligible country, target group, etc.) for a project that will exist for at least a period of one year.
- Designed for grantees able to agree in writing in advance to a short list of terms and conditions for a micronutrient grant.

Who is eligible to be an Implementation Partner of Vitamin Angels.

Joint agreements require that both organizations enter into a MOU that guides our joint working relationship. Once the MOU is in place, both organizations will work to create an annual project plan, which upon approval by both organizations automatically become a joint project agreement that is:

- Used to support country initiatives planned and executed by the implementation partner with input from Vitamin Angels.
- Designed to extend a commitment between Vitamin Angels and an implementation partner for a multi-year period.
- Designed for implementation partners who require that responsibilities of the parties and terms/conditions to be tailored to the special needs and responsibilities of both parties, and the nature of the project to be jointly undertaken.

Today we were out working Mandkhurd slum, located in the outskirts of Mumbai. Presently there are over 30,000 people living in Mandkhurd, mostly migrants from the North (Bihar and Gujarat) who have left their tribal communities to try to find work in the city.

The poverty is striking before you even enter and only gets worse as you walk around. Homes are ramshackle affairs, tin and cardboard, plastic tarps, mud floors, raw sewage can be seen in the narrow walkways between buildings and garbage is everywhere. There is no water source. We saw a group of girls playing and lowering buckets down a narrow, almost empty, well to pull up water that looked questionable at best and most likely polluted and dangerous. Men gather to stitch together sacks while children make wire brushes out of pounded nails. Most Mandkhurd inhabitants have little, and survive on a diet largely comprised of dahl and roti.

In the midst of this precarious environment, Dr. Shilpa Bhatte and her crew of health care workers are doing incredible work. Dr. Bhatte has dedicated her life to helping the poorest of the poor in India. She organized a base-line door to door survey in this community and found that 74% of the children under 5 are malnourished with 39% showing grade 3 (quite severe) chronic malnutrition.



We visited a prenatal nutrition class at a clinic in the slum. As we walked around we found groups of doctors and health care workers doing medical evaluations and vitamin A distributions. At the start of the distributions, women with babies and children in tow were told about the importance of vitamin A and how the dose the children were receiving would help their health. The smiles on the faces of the mothers told me they were hopeful for a better future for their children.

Howard Schiffer
President, Vitamin Angels

Vitamin Angels is reaching over 1 million children in India with vitamin A through Operation 20/20



CHAPTER 04

Our Flagship Programs

OPERATION 20/20™

What We Do.

Through Operation 20/20, we connect infants, children, and lactating women in need to vitamin A. The purpose of our Operation 20/20 Program is to alleviate the consequences of vitamin A deficiency (VAD) by combating inadequate intake of vitamin A. The goal of Operation 20/20 is to reduce child mortality and sickness among the most vulnerable populations, including the underserved or those who do not have easy access to facility-based health services. Our objective is to fulfill the unmet need for vitamin A internationally – which we currently estimate to be at least 300 million doses of vitamin A per year.

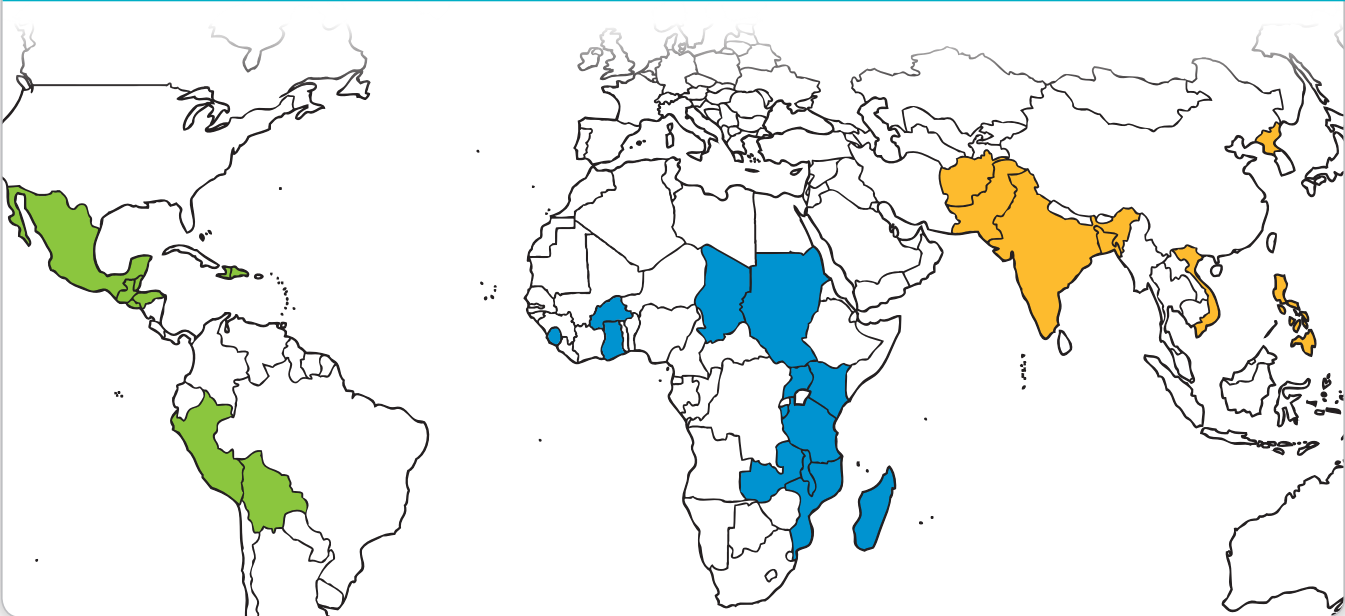
Where We Work.

Operation 20/20 worked in 33 countries in FY 2010 on three continents, and alleviated VAD among infants, children and mothers – see **Figure 2: Operation 20/20 Project Countries in FY 2010**. In FY 2010, the program reached approximately 21,081,000 infants and children and another 1,099,000 lactating women. Operation 20/20 is conducted only in countries designated by WHO/UNICEF as experiencing moderate to severe VAD.

Why Vitamin A?

Vitamin A is a micronutrient essential for proper immune function and maintenance of structural integrity of cells in humans. Cellular structure and a functioning immune system are vital body defenses for reducing the effects of infectious diseases causing death or disease. VAD is a major contributing cause of death and sickness among children under five from such common diseases as measles, malaria, acute respiratory tract infections and diarrhea. More than 200 million children under five worldwide are estimated to be VAD, the burden of which is concentrated in South Asia and sub-Saharan Africa. Supplementation with vitamin A alone reduces infant and child mortality, combined, dramatically – by approximately 25%.

Figure 2. Operation 20/20 Project Countries in 2010



Africa

Burkina Faso, Burundi, Chad, Ghana, Kenya, Madagascar, Mali, Mozambique, Sierra Leone, South Sudan, Tanzania, Uganda, Zambia

Asia

Afghanistan, Bangladesh, DPRK (North Korea), Gaza (OPT), India, Myanmar, Pakistan, Philippines, Vietnam

Latin America

Belize, Bolivia, Dominican Republic, El Salvador, Guatemala, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Peru

Thrive to Five™

What We Do.

Thrive to Five is a major program of Vitamin Angels. Through Thrive to Five, we connect children and pregnant and lactating women in need with daily dosing of an essential micronutrient supplement. The purpose of Thrive to Five is to combat hidden hunger – a deficiency in multiple vitamins and minerals – wherever it exists, including in the United States. The goal of Thrive to Five is to help children under 5 thrive physically and cognitively, not just survive. Our objective is to reach as many children as feasible each year with the resources available.

We distribute essential micronutrients to children under 5 and pregnant and lactating women who live in settings where under-nutrition and malnutrition are known to be prevalent, attempting to reach vulnerable children before their nutritional status has a chance to take its toll on their health and development. Well-nourished children take better advantage of available educational opportunities.

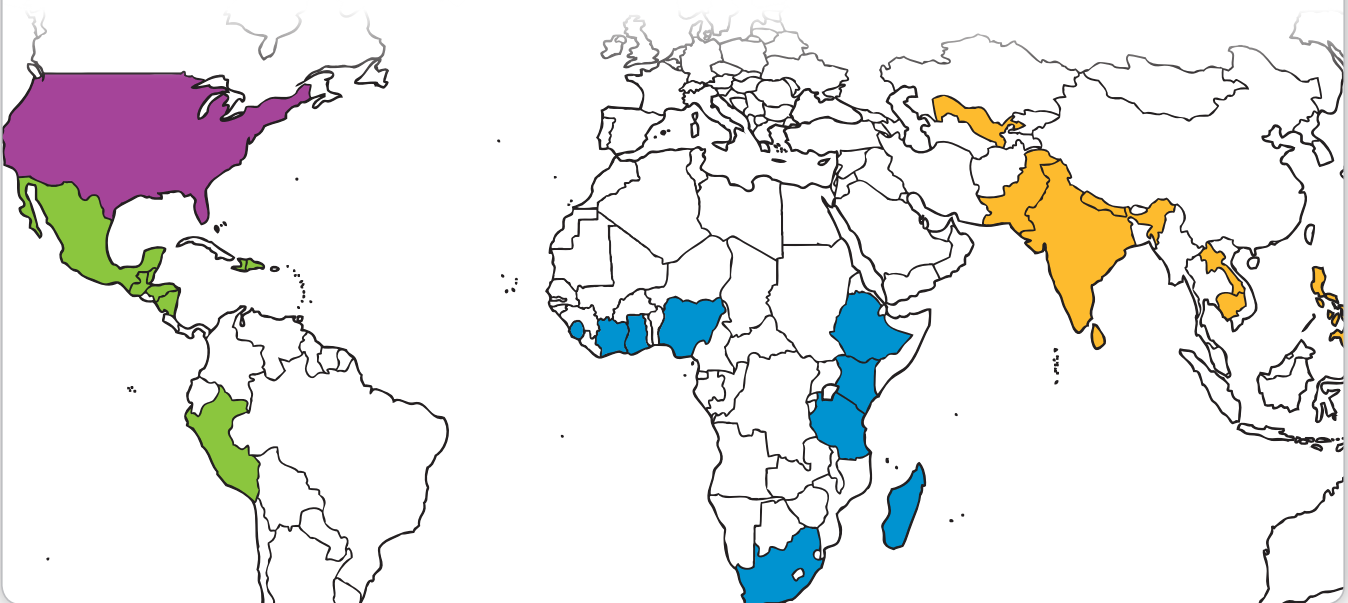
Where We Work.

Thrive to Five operated in 26 countries – including the United States – in FY 2010 situated on 4 continents – see **Figure 3: Thrive to Five Project Countries in FY 2010**. Thrive to Five currently distributes about 123 million doses of essential micronutrients annually.

Why Micronutrients?

Essential micronutrient supplements (or “multivitamins”) containing selected vitamins and minerals (particularly vitamin A, iron, iodine, folate and zinc) as formulated and recommended by the WHO and UNICEF, are believed to mitigate against the effects of under-nutrition and malnutrition among children under 5. Individually and combined, essential micronutrients are important for proper immune function, structural integrity of cells, and cognitive and physical development of infants and children. Therefore, essential micronutrient supplements not only reduce deaths and sickness among children but also promote educational development, which is recognized as being positively linked to economic development. Each year about 11,000,000 children under 5 die and about a third of these deaths are due to malnutrition. With approximately 54,000,000 new children afflicted each year by malnutrition and given the immediate and long-term consequences, all avenues for reducing malnutrition are urgently needed. Hidden hunger is a global problem, including in the United States.

Figure 3. Thrive to Five Project Countries in 2010



Africa

Cote d'Ivoire, Ethiopia, Ghana, Kenya, Madagascar, Nigeria, Sierra Leone, South Africa, Tanzania

Asia

Afghanistan, Cambodia, India, Laos, Myanmar, Nepal, Philippines, Uzbekistan

Latin America

Belize, Dominican Republic, Guatemala, Haiti, Honduras, Mexico, Nicaragua, Peru

United States

Alabama, Arkansas, Arizona, California, Florida, Louisiana, Mississippi, Oklahoma, Tennessee, Utah, West Virginia



CHAPTER 05

Program Performance, Reaching Beneficiaries

Numbers of Beneficiaries and Number of Doses.

Table 1 shows the total number of beneficiaries reached in 2010 by Vitamin Angels programs, and the corresponding number of doses of either vitamin A or multiple micronutrient tablets distributed as compared to beneficiaries reached and volume of products distributed in FY 2009. It should also be noted that – in the case of Operation 20/20 – Vitamin Angels distributed 5,342,000 doses of anti-parasitic medications in selected countries at the same time as we distributed vitamin A. Anti-parasitic medications are important to be distributed in conjunction with vitamin A in countries where intestinal worms are known to be endemic because these parasites compete for available vitamin A.

Combined Program Performance By Beneficiaries Served and Number of Doses Distributed			
		Beneficiaries Served	Doses Distributed
Operation 20/20	FY 2009	8,040,750	15,548,000
	FY 2010	22,180,000	41,006,000
Thrive to Five	FY 2009	252,838	92,286,012
	FY 2010	338,881	123,691,476
Combined Totals	FY 2009	8,293,588	107,834,012
	FY 2010	22,518,881	164,697,476

Table 1.
2010 Combined
Program Performance –
Number of Beneficiaries
Reached and Number of
Doses Distributed

Table 1 shows that Vitamin Angels was able to increase, significantly, the number of beneficiaries reached in FY 2010 over those reached in FY 2009. At the close of FY 2008, Vitamin Angels sought to double the number of beneficiaries reached in each fiscal year of operations starting from a baseline target of 2.5 million beneficiaries, a goal significantly surpassed in FY 2009 and again in 2010. Vitamin Angels succeeded in this ambitious expansion of beneficiaries because of the extraordinary generosity of our donors, a robust business model, and improved operations.

Chapter 05: Program Performance – Reaching Beneficiaries

Number of Countries in Which Programs Operate.

Table 2 shows the total number of project countries in which each of Vitamin Angels’ programs operated in FY 2010 as compared to FY 2009. The expansion of the number of Operation 20/20 project countries in FY 2010 reflects both Vitamin Angels’ prioritization of vitamin A supplementation (VAS) and our improved capacity to identify and qualify local NGOs able to undertake new VAS projects in countries experiencing moderate to severe vitamin A deficiency (VAD) as defined by the World Health Organization (WHO).

Number of Project Countries by Vitamin Angels’ Program in FY 2008-FY 2009		
	2009	2010
Operation 20/20		
Total Project Countries	29	33
Thrive to Five		
Total Project Countries	24	26

Table 2.
Total number of project
countries by vitamin Angels’
program in FY 2009 and
FY 2010.

Table 2 also shows a slighter increase in the number of countries in which Vitamin Angels’ Thrive to Five Program operates. This change reflects Vitamin Angels’ tighter focus on countries experiencing chronic under-nutrition and on a desire to combat hidden hunger in the U.S.²

For more specific details on Vitamin Angels’ country by country distribution of vitamin A and multivitamins, please see **Attachment I: Detailed Allocation of Vitamin A and Multivitamins by Country.**

Number of Grantees and Implementation Partners.

Table 3 shows the number of grantee and implementation partnerships in which Vitamin Angels participated in FY 2010 as compared to FY 2009.

Number of Vitamin Angels’ Grantees and Implementation Partners in FY 2008-FY 2009		
	2009	2010
Grantees	56	75
Implementation Partners	2	2

Table 3.
Number of Project
Partnerships in
FY 2009 – FY 2010

2. Vitamin Angels’ expanded distribution of multivitamins, significantly, in the United States in FY 2009 based upon growing evidence of need from a variety of sources, including a 2009 USDA report – “Food Insecurity in Households with Children” – showing that significant levels of micronutrient deficiency exist in the U.S. For example:

- 323,000 U.S. households with children suffer severe food insecurity, where one or more children have disrupted meal patterns and food intake is inadequate.
 - 3.3 million U.S. households with children are food insecure during some point in the year, meaning that they do not have dependable access to food needed for a healthy and active life. The food consumed by children is such that families may not provide the recommended dietary allowance (RDA) of essential vitamins and minerals.
- Consequently, through the generosity of our donors we launched domestic projects through Thrive to Five, which is aligned with our mission.

Grantee Reach to Beneficiaries.

Table 3 reflects that Vitamin Angels developed 19 new grantee partnerships in FY 2010. It is these new grantees that are largely responsible for our being able to expand the numbers of beneficiaries in FY 2010. It is anticipated that our emphasis on “project” oriented relationships will continue (usually 1-3 years) for the foreseeable future and will provide a foundation for continued growth and presence by Vitamin Angels in priority countries for VAS and essential multi-micronutrient supplementation. It is useful to note that 56% of all the beneficiaries Vitamin Angels served are reached through our relationships with individual grantees – all of whom are indigenous or otherwise local organizations in the countries in which they operate.

Implementation Partner Reach to Beneficiaries.

During FY 2010, apart from our relationship with grantees, Vitamin Angels also operated its programs through implementation partners. In comparison to grantee partnerships, 44% of all beneficiaries Vitamin Angels served are reached through our relationships with implementation partners. During FY 2010, Vitamin Angels maintained its relationship with Save the Children and launched its first year of programming with MAP International. The newly established relationship with MAP International specifically allowed Vitamin Angels to experience significant continued growth in Operation 20/20 in FY 2010.

NOTES FROM THE FIELD:
Guatemala - March 30, 2010



babies who didn't made it. All of the women told us being able to feed their children, a challenge stemming from major droughts in the region and resulting lack of agricultural work, was what they wanted most.

One mother, Esperanza who is 7 1/2 months pregnant, started crying saying how thankful she is that we've come to help her and the women in her community. She knows what a difference the vitamins will make to her health and that of her baby. She said that quality vitamins, like those she now has access to through the clinic, are just not available in Guatemala.

Despite the intense heat and humidity, more than 400 people showed up at the clinic in the village of San Agustin, Guatemala for a vitamin distribution today. On the car ride to the clinic this morning, some of the doctors were talking about the extreme malnutrition they have seen and reaffirmed that the vitamins for mothers and young children are absolutely essential. They described treating children who were so deficient in iron that their natural instinct was to start eating dirt to obtain minerals and nutrients.

We had the opportunity to speak with a group of mothers visiting the clinic this morning. They were so eager to share their stories they literally lined up to talk with us. Nearly every mother we talked with complained that her children suffer from stomach aches, headaches and a lack of appetite – all signs of malnutrition. These children are suffering from stunting, anemia, vitamin A deficiency, skin problems, and we heard of several



Howard Schiffer
President, Vitamin Angels

Vitamin Angels is reaching 3,000 mothers in Guatemala with prenatal vitamins through Thrive to Five.



CHAPTER 06

Forging Relationships

Vitamin Angels is unable to conduct its work without close collaboration with other groups. In FY 2010, Vitamin Angels continued to develop or initiated productive relationships with a range of groups in three broad groups: grantees and implementation partners, technical counterpart agencies, and manufacturing and commercial technical representatives. Each adds significant value to how Vitamin Angels conducts its business.

Grantees and Implementation Partners.

Vitamin Angels undertook steps in FY 2010 to maintain or engage for the first time, relationships with numerous grantees and implementation partners as noted in section 5. An important element of Vitamin Angels' success is our ability to leverage our resources against those of our grantee and implementation partner organizations. Indeed, Vitamin Angels believes that we are able to leverage more in value from our local partners than the value of the products we actually distribute to partners – consequently every donation made to Vitamin Angels is subject to a significant multiplier effect.

Technical Counterpart Agencies.

Vitamin Angels undertook steps in FY 2010 to maintain ongoing relationships with or engage anew with several groups that we collectively refer to as technical counterpart agencies – groups with whom we interact, share experiences, or cultivate technical exchanges in a spirit of sharing information that works to strengthen Vitamin Angels' programs and projects, including:

- **The Micronutrient Initiative.**
- **WHO Technical Committee for Vitamin A.**
- **Home Fortification Technical Advisory Group.**
- **The Johns Hopkins University Center for Human Nutrition.**
- **A2Z.**
- **Sight and Life.**

Interaction with such groups provides Vitamin Angels access to global leaders working to set international micronutrient policy and who conduct relevant research, and provides opportunities for Vitamin Angels to grow in technical competence or improve our program operations. These relationships, during FY 2010, lead directly to enabling Vitamin Angels to provide up-to-date technical guidelines and assistance for the administration of VAS and other essential micronutrients – that are consistent and conformant with international best practice – to all Vitamin Angels grantees and implementation partners.

Chapter 06: Forging Relationships

Manufacturing and Commercial Representatives.

During FY 2010, Vitamin Angels' program and project quality was positively impacted by technical resources found in the private sector. Vitamin Angels worked to strengthen its relationships with several manufacturing and other commercial technical service providers who have donated significant time, energy and resources to support the technical quality of Vitamin Angels programs and projects. Key relationships on which we drew in FY 2010 included:

- **Banner Pharmacaps** – which provided significant technical assistance to support our understanding of packaging, manufacturing, and storage of vitamin A.
- **NSF** – which provided robust assistance to support our efforts to create technical specifications for vitamin A for Vitamin Angels' use when interacting with gift-in-kind donors who wish to manufacture and donate vitamin A to Vitamin Angels that is consistent with international standards.
- **John S. James, Co.** – which provided follow-up guidance on practical implementation of work undertaken separately by Vitamin Angels to strengthen our distribution logistics operations.

Funding Partners and Donors of Gift-in-Kind Products.

Please refer to **Attachment III: 2010 Contributors to Vitamin Angels** for a complete list of funding partners and donors of gift-in-kind products. Vitamin Angels is supported exclusively through the private sector. In 2010, Vitamin Angels continued to leverage relationships with private corporate and philanthropic donors, through traditional giving and market-based fundraising strategies. Categories of key funding relationships include:

- **Promotions and Cause Marketing** – which were conducted by private corporations to increase product sales and generate funds for donation to Vitamin Angels. Vitamin Angels supports retail and manufacturing promotions in which a donation is made per selected stock-keeping unit (SKU) sold. Vitamin Angels also facilitates corporate cash donations made by partners who wish to cause market the partnership – for example, by placing the Vitamin Angels logo on bottles or other product packaging. Other funding partners have made contributions to Vitamin Angels on the basis of social media efforts to generate new followers. Among the Vitamin Angels Founder's Circle for FY 2010 highest contributions are:
 - **The Vitamin Shoppe**
 - **Pharmachem**

Chapter 06: Forging Relationships

• **Gift-in-Kind Donors** – which include donations of products essential to Vitamin Angels’ programs, especially high dose vitamin A and essential micronutrients for children and pregnant and lactating women. In addition, special recognition is given to GIK donors in the Vitamin Angels Founder’s Circle for highest contributors:

- **Franconia Mennonite Conference**
- **Natural Factors / DSM Nutritional Products**
- **Nexgen Pharma/ DSM Nutritional Products**
- **NBTY/Vitamin World**
- **Pharmavite**
- **ProCaps Laboratories**
- **Rainbow Light Nutritional Systems**

• **Foundations** – In 2010 Vitamin Angels partnered with:

- **Dohmen Foundation** – which generously provided funding to support our efforts worldwide.
- **Sight and Life** – which provided seed funding for the launch of our expansion activities in India.
- **Vitol Charitable Foundation** – which supported the increase of beneficiaries in a Vitamin Angels project in India.

• **Individuals** – Numerous individuals supported Vitamin Angels through cash donations or personal fundraising efforts including parties held to benefit the organization, or athletic events to raise money, among others.

Other Services.

In 2010, Vitamin Angels received significant support through volunteered time and professional services rendered. In particular:

- **Goodwin Proctor LLP** – which provided pro bono legal services to Vitamin Angels, donating the time and energies of several staff attorneys.
- **Crown Relocations (India)** – which provided logistics services in order to dispatch commodities donated by Vitamin Angels to multiple program partners located throughout the country.

NOTES FROM THE FIELD:
Bolivia - June 1, 2010

This morning we visited the village of Monte Sinai, Bolivia. Located about 5 hours outside of Santa Cruz, the road was honestly invisible for 45 minutes as our Land Rover plowed its way through the 8’ tall grass. Obtaining medical care in villages this remote is a challenge. In fact, we heard from a mother who lost her two-month-old baby to illness because the roads were impassable during the rainy season and she couldn’t get to medical help in time.

run out of open-walled building with a dirt floors, a thatched roof, and nothing but wooden plank benches inside, but we made sure every child under 5 received vitamin A and antiparasitics.



Most of the children had some combination of running noses, hacking coughs, skin problems and faded brittle hair, all confirmation of World Health Organization’s statistics of vitamin A deficiency (22%), anemia (52%) and chronic malnutrition for Bolivia’s poor (55% live in extreme poverty). Litke most of the villages we visited in Bolivia, Monte Sinai has no running water, no electricity, no secure food supply, and no regular medical help. Bolivia is one of the poorest countries in South America, with one of the lowest life expectancies, and the people in communities like this one face myriad of challenges.

Upon arriving, Fatima and Felicidad with our in-country partners, World Concern, immediately organized the women and children and began with an education session about vitamin A and parasites. The posters Felicidad made to explain the importance of vitamin A and deworming were a major attraction for the children. We saw them repeatedly pointing to the pictures and diligently reading every word. The distribution was

After the distribution, we talked with Fatima about ways to expand our program and continuing reaching the children no one else is reaching. We know these children need so much, but we also know the vitamin A is a really good and important start.

Howard Schiffer
President, Vitamin Angels



Vitamin Angels is reaching 31,500 children in Bolivia with vitamin A through Operation 20/20.



CHAPTER 07

Special Initiatives in FY 2010

Strengthening Organizational Capacity and Human Resources.

Fiscal Year 2010 was a year of continued change in Vitamin Angels’ organizational capacity. As planned under the current Strategic Plan period of FY 2008 – FY 2010, Vitamin Angels realized more robust staffing and continued strengthening of business operations. During FY 2010, Vitamin Angels successfully:

- Expanded capacity of the Corporate Services Division to support especially Program Division operations by creating a dedicated “logistics” coordinator position, and successfully filling the position.
- Refined Vitamin Angels’ cause-marketing business model, thus sharpening the profile needed for a Director for Development, and re-activated the search for a Director of Development with a revised position description.
- Thoroughly examined Vitamin Angels’ Marketing and Development functions, developed a new marketing plan and activated an initiative to build Vitamin Angels’ marketing capacity under the auspices of the Director for Corporate Services with the assistance of outsourced and donated marketing services.
- Completed an assessment of programming needs and launched a focused initiative to create a locally sustainable vitamin A supply and distribution system serving the non-profit sector in India – a country in which 37% of all the vitamin A deficient children in the world reside and a target country for Vitamin Angels during the next strategic plan period – with assistance of a consultant public health physician and Indian national engaged to perform the assessment and manage Vitamin Angels activities in-country.
- Created a scope of work for and engaged a long-term monitoring and evaluation consultant to assist Vitamin Angels in implementing an ongoing system of project monitoring and evaluation rationalized with Vitamin Angels’ overall quality assurance framework.

Chapter 07: Special Initiatives in FY 2009

Building Evidence-based Programs.

During FY 2010, Vitamin Angels concluded a two-year effort to create key technical guideline documents (that are evidence-based and consistent with international best practices) for use internally, with manufacturers of gift-in-kind products destined for donation to Vitamin Angels, and/or for use by our grantees and implementation partners. All documents are now being maintained by Vitamin Angels’ Manager for Technical Services whose role is in part to regularly monitor peer-reviewed literature and update Vitamin Angels’ technical documents based upon information published by relevant technical agencies.

In addition, Vitamin Angels completed:

- A comprehensive review of peer-reviewed literature to assist Vitamin Angels in shaping its understanding of cause marketing partnerships with global business partners.
- Creation of a quality assurance framework and planning for a major new initiative to commence in FY 2011 pertaining to monitoring and evaluation of Vitamin Angels programs.
- Creation of a scientific and technical briefing book on vitamin A programs for use with the formation of cause-marketing partnerships with global business partners.



CHAPTER 08

Financial Performance

Despite continued economic difficulties in the United States, Vitamin Angels enjoyed remarkable financial performance in FY 2010. The key accomplishments for FY 2010 include:

- Increased total revenues (including both cash and gifts-in-kind).
- Recognition by Charity Navigator reflected in Vitamin Angels achieving a third consecutive 4-star rating.

Financial Performance.

Vitamin Angels’ financial performance is summarized in Table 4.

Financial Performance in FY 2009 and FY 2010		
	FY 2009	FY 2010
Cash Revenues	\$1,986,143	\$2,656,827
Gifts-in-Kind Revenues	\$22,029,913	\$23,237,282
Total Revenues	\$24,026,474	\$25,894,109
Total Expenditures	\$23,876,798	\$22,601,251
Program Expenditures	\$23,139,787	\$21,401,432
Program Expenditures as a % of Total Revenues	≥ 95%	≥ 94%
Charity Navigator Rating	★★★★	★★★★

Table 4. Vitamin Angels’ Financial Performance by Fiscal Year.

Revenues.

Table 4 shows Vitamin Angels experienced a 33% increase in cash revenues in FY 2010 as compared to FY 2009, an increase that is attributable to improvements in Vitamin Angels’ Development operations. Vitamin Angels also experienced a modest 5% increase in gifts-in-kind (GIK) during FY 2010 and maintained the levels achieved in FY 2009 which resulted from a sizeable one-time anonymous donation.

Expenditures.

As reflected in Table 4, Vitamin Angels’ total expenditures decreased 5% and its program expenditures decreased 8% in FY 2010 as compared to FY 2009. The modest increase in program expenditures resulted from a product shipment delay caused by unforeseen geo-political activities. It is also not an insignificant matter that Vitamin Angels spent over 94% of its total expenses on programs – representing sound and efficient fiscal management for which it was recognized once again by Charity Navigator with a 4-star rating.

Charity Navigator

Vitamin Angels is again pleased and honored to receive a 4-star rating from Charity Navigator in FY 2009. Please see Attachment II: Award Notification Letter from Charity Navigator.



CHAPTER 09

Looking Forward

Context.

As FY 2010 closes, so too does our first Strategic Plan period (FY 2008-2010). Vitamin Angels experienced significant growth over the past three years. Our successes accomplished during the current Strategic Plan period resulted in a greatly strengthened organizational and operational platform on which to build future growth. As a result, Vitamin Angels reached more beneficiaries in each year of the plan, culminating in FY 2010 during which Vitamin Angels deployed vitamin A to more than 22 million beneficiaries – well beyond the projected average annual 2.5 million beneficiaries anticipated to be reached in each year of the plan. Consequently, during the last three years, Vitamin Angels emerged as a leading partner in the global effort to alleviate vitamin A deficiency by mobilizing and deploying more vitamin A than all but three other agencies. Importantly, Vitamin Angels achieved this milestone exclusively with the assistance of private sector resources. Through FY 2010 and given our significant successes in the prior three years, Vitamin Angels made a concerted effort to systematically examine our “cause”, unmet needs, and options for where we might advance in the next three years. The result is that an exciting new Strategic Plan FY 2011-2013 and a new Operational Plan for FY 2011 have been approved by Vitamin Angels’ Board of Directors. With these roadmaps in place, Vitamin Angels looks to the future with a renewed sense of energy, confidence, enthusiasm and purpose of cause.

Our Strategic Evolution.

Vitamin Angels’ program model to date centered on Vitamin Angels managing all elements of its own system for sourcing and distribution of micronutrients to support ongoing deployment of essential micronutrients to at-risk populations. While this “assistance” model served Vitamin Angels and its stakeholders well over past years, experience suggests that there is an opportunity and a need for Vitamin Angels’ role to evolve away from one focused solely on ongoing distribution of micronutrients (i.e., an assistance agency model). Vitamin Angels must evolve to incorporate, where appropriate, a “development” model through which Vitamin Angels acts to catalyze locally sustainable micronutrient supply/distribution systems. Notwithstanding this added “development” role, Vitamin Angels will also need to continue to operate in an “assistance” role as it has traditionally done in a significant numbers of countries.

Rationale for Evolution – What Remains the Same and What Changes.

The need for Vitamin Angels to evolve is essential, and pertains to the nature in which Vitamin Angels interacts with:

- **Beneficiaries.**
- **Grantees, implementation partners and counterpart technical agencies.**
- **Sponsors.**

Chapter 09: Looking Forward

The evolution of Vitamin Angels’ operating model does not impact our vision, mission, goals or objectives. In this sense, our evolution not only preserves, but builds upon Vitamin Angels’ existing foundation of successes, and our organizational and operational platform to create an even more relevant model through which we can continue to contribute towards the alleviation of micronutrient deficiency. Specifically, then, what will change is how Vitamin Angels delivers results. How Vitamin Angels will achieve programmatic and financial results is described in our new strategic plan.

Preview of Organizational Objectives for FY 2011-2013.

As Vitamin Angels moves to fulfill its new Strategic Plan (FY 2011-2013), Vitamin Angels’ three-year organizational objectives are to:

- 1. Strengthen its capacity to generate revenues, including both cash and gifts-in-kind (GIK) and deliver more revenues.** Vitamin Angels seeks to greatly strengthen its development function and secure significantly more revenues that are foundational to Vitamin Angels’ ability to execute all other organizational goals. In this effort, cause marketing will be an organizing influence in how we generate revenues.
- 2. Expand its technical capacity to support programs.** Vitamin Angels seeks to add additional skilled human resources (full time and consultant advisors) to do what it already does to reach more beneficiaries, and to better support Vitamin Angels’ current and evolving roles. Vitamin Angels seeks to build its capacity in: monitoring and evaluation, technical design and implementation of projects, deployment of technical assistance – while identifying innovations and bringing these into everyday practice.
- 3. Expand its corporate services functions.** Vitamin Angels seeks to continue to define and expand the role of the Corporate Services Division as a support unit servicing the needs of the other divisions; and continue to introduce or strengthen core corporate services and systems that facilitate the work of the other divisions of Vitamin Angels – including financial reporting, legal analysis, contracts administration, and logistics support.
- 4. Fine-tune organizational structures and their function.** Vitamin Angels seeks to continue examining the Board of Directors, Board of Advisors, management and operational level organization and structures; identify ways to strengthen collaborative functioning among structures; identify new competencies needed to support Vitamin Angels’ evolution; engage individuals with the identified competencies; and provide for on-going professional development of staff.
- 5. Consolidate and promote the Vitamin Angels Brand.** Vitamin Angels seeks to establish its core positioning and messaging and calibrate its messaging for key stakeholders (i.e., both internal and external to Vitamin Angels); and to promote and build the Vitamin Angels Brand into a vibrant and sustainable experience that reinforces Vitamin Angels vision and mission.

Monitoring Progress and Measuring Results.

Vitamin Angels will monitor and track the progress of the organization toward fulfilling its organizational goals and targets by measuring results at three levels, including:

- **Program results.**
- **Financial results.**
- **Organizational results.**

Specific Fiscal Year 2011 Beneficiary Targets.

As Vitamin Angels concludes the last year of its current strategic plan period and looks forward to the next strategic plan phase, we are optimistic about the achievements that can be fulfilled in the coming year. Table 5 shows key targets established for FY 2011.

Vitamin Angels' 2011 Combined Programs Targets		
	Beneficiaries	Doses
Operation 20/20	25,000,000	50,000,000
Thrive to Five	200,000	73,000,000
Total	25,200,000	123,000,000

Table 5.
Vitamin Angels Program
Targets for FY 2011.

This story was brought to us by Believers Church. Through their Bridge of Hope project and our partnership, Vitamin Angels reaches 50,000 women throughout India with prenatal multi-vitamins.

Cradling her sleeping 2 month-old daughter Asha says, "For my first pregnancy, I had no money and no nutrition to speak of. I would eat either once or twice a day - usually rice with some dal and may be some nuggekai (tiny green leaves of the drumstick tree- a good source of Iron) leaves which we made into a curry or a vegetable side dish. I hardly had any meat and I was thin, weak and anemic, as was my daughter. She was born at home and she died soon after." As she speaks, her eyes reflect her pain and tiny lines etch themselves on her face.



follow traditional medical practices and superstition and go to the local temple. I refused to listen to them because through the teaching at the center, I had learned about real causes for disease, and how a trained gynecologist can handle difficulties during pregnancies and childbirth completely. Besides BOH staff allayed all my fears about my pregnancy. I was confident they would recruit my child in the Holenarsipur BOH Project when he becomes 4 years. My daughter was born healthy and alive only because of these multivitamin tablets.

As she spoke, Asha laid her as of yet unnamed baby girl down on the mat. It is a small house that is home for Asha and Manjunatha. Patting the little one to sleep she continues, "The Holenarsipur Bridge of Hope center has really been a blessing to me and my village. Earlier, I had not a clue about health and good hygiene practices I could adopt for myself and for my baby, but now I do. I have learned about the importance of immunization, breastfeeding, how to maintain hygiene. The most useful lessons were on nutrition and regular food habits. My husband and I are very happy that we have a child who is alive and well. My prayer for her is that she should do well in life. I lost my first baby and now I have this one. Seeing her smile and knowing she is healthy and fit makes me very happy."

Kishore
Bengaluru Diocese

As she talks, the pain lines smooth out and looking down at her baby, she smiles and Says, "I even had a normal delivery at the hospital. Initially, I was uneasy for my baby because villagers frightened me saying that I would lose this child too. They wanted me to

Attachment I: Detailed Allocation of Vitamin A (Operation 20/20) and Multivitamins (Thrive to Five) by Country

Attachment I: Detailed Allocation of Vitamin A (Operation 20/20 p. 34-35) and Multivitamins (Thrive to Five p. 36) by Country.

Operation 20/20 Beneficiaries 2010						
	Projects	Number of Neonates 0-5 months	Number of Infants 6-11 months	Number of Children 12-59 months	Number of Children > 59 months	Number of Lactating Women
		Vitamin A 50,000 IU	Vitamin A 100,000 IU	Vitamin A 200,000 IU	Vitamin A 200,000 IU	Vitamin A 200,000 IU
Africa						
Burkina Faso	1	0	0	0	471,000	0
Burundi	1	0	229,000	860,000	0	0
Chad	1	0	8,500	7,250	0	0
Ghana	2	0	13,500	32,250	0	0
Kenya	1	0	0	1,750	0	0
Madagascar	1	0	500	250	0	0
Mali	1	0	0	0	284,250	0
Mozambique	1	0	0	994,250	0	298,500
Sierra Leone	2	0	13,000	13,000	0	0
South Sudan	1	0	23,500	75,000	126,750	5,500
Tanzania	1	0	500	1,500	0	0
Uganda	3	0	500	2,032,000	30,000	10,000
Zambia	2	0	2,000	1,502,725	41,500	4,500
Subtotal	18	0	291,000	5,519,975	953,500	318,500
Asia						
Afghanistan	1	0	0	0	30,000	0
Bangladesh	1	0	0	0	195,000	0
DPRK (North Korea)	2	0	519,000	2,268,000	0	0
Gaza (OPT)	2	0	130,500	427,250	0	0
India	1	0	1,000	692,500	250,000	250,000
Myanmar	2	0	5,000	25,500	0	0
Pakistan	1	0	0	0	89,500	0
Philippines	1	0	3,000	2,398,000	172,500	3,000
Vietnam	1	0	260,500	1,522,000	0	257,000
Subtotal	16	0	919,000	7,333,250	737,000	510,000
Latin America						
Belize	2	0	500	28,000	0	0
Bolivia	1	0	0	31,500	0	0
Dominican Republic	2	0	1,000	2,750	0	0
El Salvador	1	0	3,500	98,500	0	0
Guatemala	3	0	69,000	341,750	0	0
Haiti	10	30,000	522,000	1,175,250	0	0
Honduras	4	0	217,000	1,227,500	750	500
Jamaica	1	0	0	637,500	0	0
Mexico	1	0	0	1,000	0	0
Nicaragua	3	0	68,500	641,750	0	270,000
Peru	1	0	16,500	66,250	0	0
Subtotal	29	30,000	898,000	4,251,750	750	270,500
Multiple Countries						
Multiple	2	117,000	0	29,775	0	0
Total	65	147,000	2,108,000	17,134,750	1,691,250	1,099,000
TOTAL OPERATION 20/20 BENEFICIARIES: 22,180,000						

Attachment I: Detailed Allocation of Vitamin A (Operation 20/20) and Multivitamins (Thrive to Five) by Country

Operation 20/20 Doses 2010						
Total Doses (1 per neonate)	Total Doses (1 per infant)	Total Doses (2 per child)	Total Doses (2 per child)	Total Doses (1 per mother)	Total Doses (2 per child)	Total Doses (2 per child)
Vitamin A 50,000 IU	Vitamin A 100,000 IU	Vitamin A 200,000 IU	Vitamin A 200,000 IU	Vitamin A 200,000 IU	Albendazole 400mg	Albendazole 400mg
0	0	0	942,000	0	0	771,500
0	229,000	1,720,000	0	0	0	0
0	8,500	14,500	0	0	0	0
0	13,500	64,500	0	0	0	0
0	0	3,500	0	0	0	0
0	500	500	0	0	500	0
0	0	0	568,500	0	0	284,500
0	0	1,988,500	0	298,500	841,000	0
0	13,000	26,000	0	0	0	0
0	23,500	150,000	253,500	5,500	87,000	87,500
0	500	3,000	0	0	0	0
0	500	4,064,000	60,000	10,000	60,000	52,500
0	2,000	3,005,450	83,000	4,500	24,000	0
0	291,000	11,039,950	1,907,000	318,500	1,012,500	1,196,000
0	0	0	60,000	0	0	60,000
0	0	0	390,000	0	0	0
0	519,000	4,536,000	0	0	0	0
0	130,500	854,500	0	0	0	0
0	1,000	1,385,000	500,000	250,000	860,000	500,000
0	5,000	51,000	0	0	0	0
0	0	0	179,000	0	0	179,000
0	3,000	4,796,000	345,000	3,000	96,000	124,500
0	260,500	3,044,000	0	257,000	560,500	0
0	919,000	14,666,500	1,474,000	510,000	1,516,500	863,500
0	500	56,000	0	0	56,000	0
0	0	63,000	0	0	0	0
0	1,000	5,500	0	0	0	0
0	3,500	197,000	0	0	0	0
0	69,000	683,500	0	0	12,000	0
30,000	522,000	2,350,500	0	0	206,000	0
0	217,000	2,455,000	1,500	500	6,000	1,500
0	0	1,275,000	0	0	0	0
0	0	2,000	0	0	0	0
0	68,500	1,283,500	0	270,000	472,000	0
0	16,500	132,500	0	0	0	0
30,000	898,000	8,503,500	1,500	270,500	752,000	1,500
117,000	0	59,550	0	0	0	0
147,000	2,108,000	34,269,500	3,382,500	1,099,000	3,281,000	2,061,000
TOTAL OPERATION 20/20 DOSES: 46,348,000						

Attachment I: Detailed Allocation of Vitamin A (Operation 20/20) and Multivitamins (Thrive to Five) by Country (cont.)

Thrive to Five Beneficiaries and Doses 2010					
	Projects	Number of Children 12-59 months	Number of Pregnant & Lactating Women	Number of Doses- Children's Multivitamins (365 per child)	Number of Doses- Multivitamins for Pregnant & Lactating Women (365 per woman)
Africa					
Cote d'Ivoire	1	0	14,321	0	5,227,200
Ethiopia	1	1,110	1,302	405,000	475,200
Ghana	1	2,734	5,208	997,920	1,900,800
Kenya	2	888	32,554	324,000	11,882,250
Madagascar	1	0	1,302	0	475,200
Nigeria	2	558	1,420	203,550	518,400
Sierra Leone	1	0	3,728	0	1,360,800
South Africa	1	71	0	26,000	126
Tanzania	1	242	1,302	88,320	475,200
Subtotal	11	5,602	61,137	2,044,790	22,315,176
Asia					
Afghanistan	1	0	19,529	0	7,128,000
Cambodia	1	0	237	0	86,400
India	1	237	0	86,535	0
Laos	1	24,817	0	9,058,260	0
Myanmar	1	0	59	0	21,600
Nepal	3	0	6,528	0	2,382,660
Philippines	1	2,848	1,302	1,039,500	475,200
Uzbekistan	1	0	5,208	0	1,900,800
Subtotal	16	27,902	32,862	10,184,295	11,994,660
Latin America					
Belize	1	0	6,510	0	2,376,000
Dominican Republic	1	231	0	84,240	0
Guatemala	3	1,510	10,593	551,160	3,866,400
Haiti	10	26,108	35,736	9,529,365	13,043,520
Honduras	5	8,877	14,712	3,240,000	5,369,940
Mexico	1	62	0	22,680	0
Nicaragua	2	891	2,663	325,170	972,000
Peru	2	0	3,965	0	1,447,200
Subtotal	28	37,678	74,178	13,752,615	27,075,060
Multiple Countries					
Multiple	1	7,135	1,302	2,604,400	475,200
United States					
Alabama	2		2,237		816,480
Arizona	1		6,214		2,268,000
California	1		1,553		567,000
Idaho	1	65		23,760	
Louisiana	2	329	1,491	120,000	544,320
Mississippi	1		11,185		4,082,400
Multiple	1		3,604		1,315,440
Utah	1		2,983		1,088,640
West Virginia	1		1,491		544,320
Subtotal	11	394	30,758	143,760	11,226,600
Total	67	79,569	259,312	29,042,580	94,648,896
TOTAL THRIVE TO FIVE BENEFICIARIES 2010: 338,881					
TOTAL THRIVE TO FIVE DOSES 2010: 123,691,476					

Attachment II: Award Notification Letter from Charity Navigator



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

July 1, 2010

Howard Schiffer
Vitamin Angels
P.O. Box 4490
Santa Barbara, CA 93140

Dear Howard Schiffer:

On behalf of Charity Navigator, I wish to congratulate Vitamin Angels on achieving our coveted 4-star rating for sound fiscal management.

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

Based on the most recent financial information available, we have calculated a new rating for your organization. We are proud to announce Vitamin Angels has earned our third consecutive 4-star rating for its ability to efficiently manage and grow its finances. Only 14% of the charities we rate have received at least 3 consecutive 4-star evaluations, indicating that Vitamin Angels consistently executes its mission in a fiscally responsible way, and outperforms most other charities in America. This "exceptional" designation from Charity Navigator differentiates Vitamin Angels from its peers and demonstrates to the public it is worthy of their trust.

Forbes, *Business Week*, and *Kiplinger's Financial Magazine*, among others, have profiled and celebrated our unique method of applying data-driven analysis to the charitable sector. We evaluate ten times more charities than our nearest competitor and currently attract more visitors to our website than all other charity rating groups combined, thus making us the leading charity evaluator in America. Our irrefutable data shows that users of our site gave more than they planned to before viewing our findings, and in fact, it is estimated that last year Charity Navigator influenced over \$10 billion in charitable gifts.

We believe our service will enhance your organization's fundraising and public relations efforts. Our favorable review of Vitamin Angels' fiscal health will be visible on our website as of July 1st.

We wish you the best in all of your charitable endeavors.

Sincerely,

Ken Berger
President & Chief Executive Officer

www.charitynavigator.org

Attachment II: Award Notification Letter from Charity Navigator

Attachment III: 2009 Contributors to Vitamin Angels

Our work is made possible through the generosity of our corporate sponsors, promotional partners, product donors and the thousands of committed individuals who believe that every child has a right to basic nutrition. It is through the support of our donors that we are able to continue expanding our reach and fulfilling our mission to provide essential nutrients to at-risk infants, children and mothers around the world.

Our heartfelt thanks to those companies and individuals listed here and to all the angels who make our work possible. Through your donations, you are helping build a better tomorrow for children worldwide. To each of you we say, Thanks for being an angel.

Vitamin Angels

Founder's circle: \$200,000 +



Platinum Angels: \$100,000-\$199,999



Gold Angels: \$50,000-\$99,999



Silver Angels: \$25,000-\$49,999



Bronze Angels: \$5,000-\$24,999

Arizona Nutritional Supplements	CYTO Sports	Frank Assuma	Healthwell Ventures LLC	Lightlife Foods, Inc.	Package All Corp	Swanson Health Products
Axel Chemicals	Deloitte	Galaxy Nutritional Foods, Inc.	IDU	Marcia Moeller	Penn Bottle	Topco Associates LLC
Barrington Nutritionals	Divine Health	Gaspari Nutrition	Intuit Go Payments	Martek	Peter van Stolk	Twinlab Corporation/Idea
Body Building.com	Douglas Laboratories	Generichem	Jeffrey Markel and Zita Xavier	Mercola Group	Presence Marketing	Sphere, Inc.
BSN	Dr. Pacheco Naturalmente	Glanbia	Kaneka Nutrients	Michelle Goolsby	Sabinsa	Vibrant Health
Capsugel	Elliott and Cheryl Balbert	Good Health Natural Products	Kyowa Hakko USA, Inc.	NHK Laboratories	Solgar Vitamin and Herb	Vitamin Cottage Natural Grocers
CRN Foundation	Food Matters	Hain Celestial Group	Leiden Cabinet Co.	Northport Printing	SPINS, Inc.	White Wave Foods
						WRG Foundation



vitamin angels®

One third of all childhood deaths are attributable to undernutrition. **We can change that.**

For young children, essential nutrients help build the foundation for good health and give them the opportunity to lead meaningful and productive lives. Vitamin Angels is dedicated to reducing child mortality worldwide by advancing availability, access and use of essential nutrients among at-risk populations in need.

Contact Vitamin Angels:

Mail:
P.O. Box 4490
Santa Barbara, CA 93140

Packages:
111 West Micheltorena Street
Suite #300
Santa Barbara, CA 93101

General correspondence:
info@vitaminangels.org
tel: 805-564-8400
fax: 805-564-8499

Get Involved:
Make a monetary donation.
Visit vitaminangels.org/donate-funds or mail contributions to the address above.

Build a corporate partnership.
Working hand-in-hand with partners in the retail and manufacturing industries, we have created innovative promotions that help achieve our shared goal of connecting children in need with essential nutrients. Contact us at promotions@vitaminangels.org

Make a product donation.
To achieve our mission of providing children with the nutritional foundation to live meaningful and productive lives, it takes more than just financial donations. Through product contributions, we partner with like-minded companies to secure the vitamins that are so vital to our success. For more information visit: vitaminangels.org/contribute-product or contact us at: donate@vitaminangels.org

Become an implementation partner or grantee.
Qualified development organizations in the field can apply to receive supplement grants from Vitamin Angels. For more information visit: vitaminangels.org/field-partners or contact us at: programs@vitaminangels.org

Learn more.
To learn more about global malnutrition, micronutrient deficiencies, and Vitamin Angels' solution for change, visit www.vitaminangels.org

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