

Leading Locally, Fortifying Futures

Delivering for Children and Families in FY2026–FY2028

Executive Summary

Helen Keller Intl's *Leading Locally, Fortifying Futures* strategy launches in July 2025, a time of profound global disruption and shocking need as billions of people are affected by preventable or treatable conditions related to poor vision, undernutrition, and neglected tropical diseases. Those suffering are the world's most underserved children and families.

The *Leading Locally, Fortifying Futures* strategy advances a different **vision** of the world: A world where every person can live a healthy life filled with potential.

The *Leading Locally, Fortifying Futures* strategy affirms a **mission** built for these times: Guided by our founder's remarkable legacy, Helen Keller Intl works with global partners and communities to protect vision, improve nutrition, and fight disease.

The *Leading Locally, Fortifying Futures* strategy aligns with our **values**: compassion, courage, integrity, and rigor.

Over the next three years, Helen Keller will sustain our **Core Program Areas** because they address some of the most persistent *yet solvable* public health challenges affecting those families and communities who are systemically left out of good health around the world. These Core Program Areas are:

- 1. Sound Nutrition:** Malnutrition drives 45% of child deaths and compromises the futures of children who survive. Globally, more than 2.8 billion people cannot afford a healthy diet; 1.2 billion women of reproductive age and 372 million young children are deficient in at least one essential nutrient; and 150 million young children are stunted, and nearly 43 million are wasted. **We will focus on five life-saving nutrition actions delivered at scale through the health system and five food system domains that improve access to nutritious foods.**
- 2. Clear Vision:** Globally, 1.1 billion people live with avoidable sight loss due to a lack of access to eye care. **We will focus on the two leading causes of blindness and low vision in today's world: cataracts and uncorrected refractive error.**
- 3. Vibrant Health:** Globally, nearly 1.5 billion people require prevention or treatment services for a group of devastating illnesses labeled "neglected tropical diseases." **We will focus on controlling and eliminating five core neglected tropical diseases that are scientifically well-understood and treatable, while continually assessing others for potential large-scale public health impact.**

Delivering Impact

In three years, we will:

1) Improve the reach and quality of health services for underserved families in every country where Helen Keller works, with focus on nutrition, vision, and neglected tropical diseases.

We will move the needle on arguably the most important component of the health systems in nearly 20 countries: *health services*. Helen Keller will enhance the quality and coverage of health services, aiming to ensure that these services are more integrated, reliable, and responsive to the needs of the families and communities most likely to be left out.

2) Expand access to safe, nutritious, and fortified foods for underserved communities in nine countries.

The most cost-effective way to deliver vital nutrients at scale to families and communities living in poverty is through fortified foods. Helen Keller will put foods fortified with lifesaving, sight-saving nutrients into the hands of millions of people by strengthening regional and national leadership, supporting large-scale producers to comply with current standards, re-designing programs based on updated evidence, and expanding impact with new combinations of food vehicles and nutrients. We will drive national and regional standards for processed complementary foods and support small and medium enterprises to improve production scale and fortified food quality.



Helen Keller Intl works with global partners and communities to **protect vision, improve nutrition, and fight disease** for millions of children and families around the world.

In our **Leading Locally, Fortifying Futures Strategy**, we will:



Improve
the reach
and quality
of **health
services**.



Expand
access to
safe, nutritious,
and **fortified
foods**.

Strategic Choices

We will organize ourselves to stay on track through six Strategic Initiatives—multi-year packages of activities that drive impact:

- A. Health Services
- B. Food Fortification

- C. Fundraising and Visibility
- D. Operating Model and Organizational Design
- E. Systems and Applications
- F. Employee Experience

Operating Model and Footprint

Helen Keller's *Leading Locally, Fortifying Futures* strategy will deliver results in the 20 countries where we work, while advancing a new operating model that enhances quality and anchors our work more deeply in local contexts. We will continue our trusted partnership with Helen Keller Europe, and the people and communities we serve will be ever more at the center of our work—their knowledge, priorities, leadership, and agency will shape every aspect of Helen Keller's model. We will purposefully elevate the roles of local people, organizations, networks, and systems. Our new *Leading Locally, Fortifying Futures* strategy will not only embrace but powerfully lift local voices and prioritize their solutions.

You are welcome here. Building a healthier world for billions of children and family members will take all of us!