



VITAMIN ANGELS 2030:

Science. Systems. Scale.

Vitamin Angels Strategic Plan

Summary: A roadmap to saving lives and improving the health of women and children most at risk through proven nutrition solutions.



SEPTEMBER 2026



Vitamin Angels envisions a world where every woman and child has the health they need to thrive.

Our mission is to save lives and improve the health of women and children most at risk through proven nutrition solutions.

2030 Strategy: The Future We are Building Together



Jim Hamilton

Chairman of the Board
Vitamin Angels



Ana Céspedes

President and CEO
Vitamin Angels

For more than 30 years, Vitamin Angels has been driven by a powerful conviction: every woman and child deserves the health they need to thrive. Together with an extraordinary community of donors, partners, governments, health workers, and advocates, that belief has enabled us to save lives and improve the health of millions of women and children most at risk through proven nutrition solutions.

Today, the global health and development landscape is undergoing profound change. Funding models are evolving, technologies including AI are transforming how we work, and health systems are navigating the growing complexities of climate change, supply disruptions, and geopolitical uncertainty. Expectations for evidence, accountability, and sustainable impact are also rising—and rightly so. At Vitamin Angels, we believe change is the only constant. We embrace the responsibility to evolve with it, building on the strengths and legacy that brought us here while responding to what this new reality demands.

The Vitamin Angels 2030: Science. Systems. Scale. strategy is our response to this moment. We will deepen our commitment to evidence and implementation science, strengthen the systems and partnerships that turn proven interventions into sustainable impact, and scale what works so more women and children can benefit.

Even as we evolve, our essence remains unchanged: women and children are at the center of every decision we make, and our Guiding Principles and Behaviors define how we work. Vitamin Angels 2030 honors the extraordinary legacy of our founder, Howard Schiffer—his roots as a midwife, his belief in the power of partnership, and the integrity and humanity that have shaped Vitamin Angels from the beginning.

Vitamin Angels 2030 was shaped through close partnership between our Board and leadership, the expertise of colleagues across 11 countries, and insights from our global community of more than 500 partners. We are profoundly grateful to the donors and partners whose trust, generosity, and shared commitment make our work possible.

As we look to 2030, we invite all who share our belief in a healthier future for women and children to build that future with us.



Three Principles at the Core of Vitamin Angels 2030



SCIENCE

Because every decision Vitamin Angels makes must be guided by evidence, learning, and a relentless pursuit of better outcomes.



Guided by evidence

We ground our programs in the best available science.



Commitment to learning

We continuously learn, adapt, and apply new insights.



Pursuit of better outcomes

We are driven to improve outcomes for women and children.



SYSTEMS

Because impact does not happen through good intentions alone. It requires building the capabilities, partnerships, processes, technology, financing, measurement, and organizational excellence that enable effective implementation and lasting change, inside and outside the organization.



Capabilities



Partnerships



Processes



Technology



Financing



Measurement



Organizational Excellence



SCALE

Because the women and children Vitamin Angels serves cannot wait for isolated successes. They deserve proven solutions delivered consistently, sustainably, and at the magnitude that the challenge demands.



Proven solutions

We deliver interventions that save lives and improve health.



Consistent delivery

We ensure quality and reliability across every community.



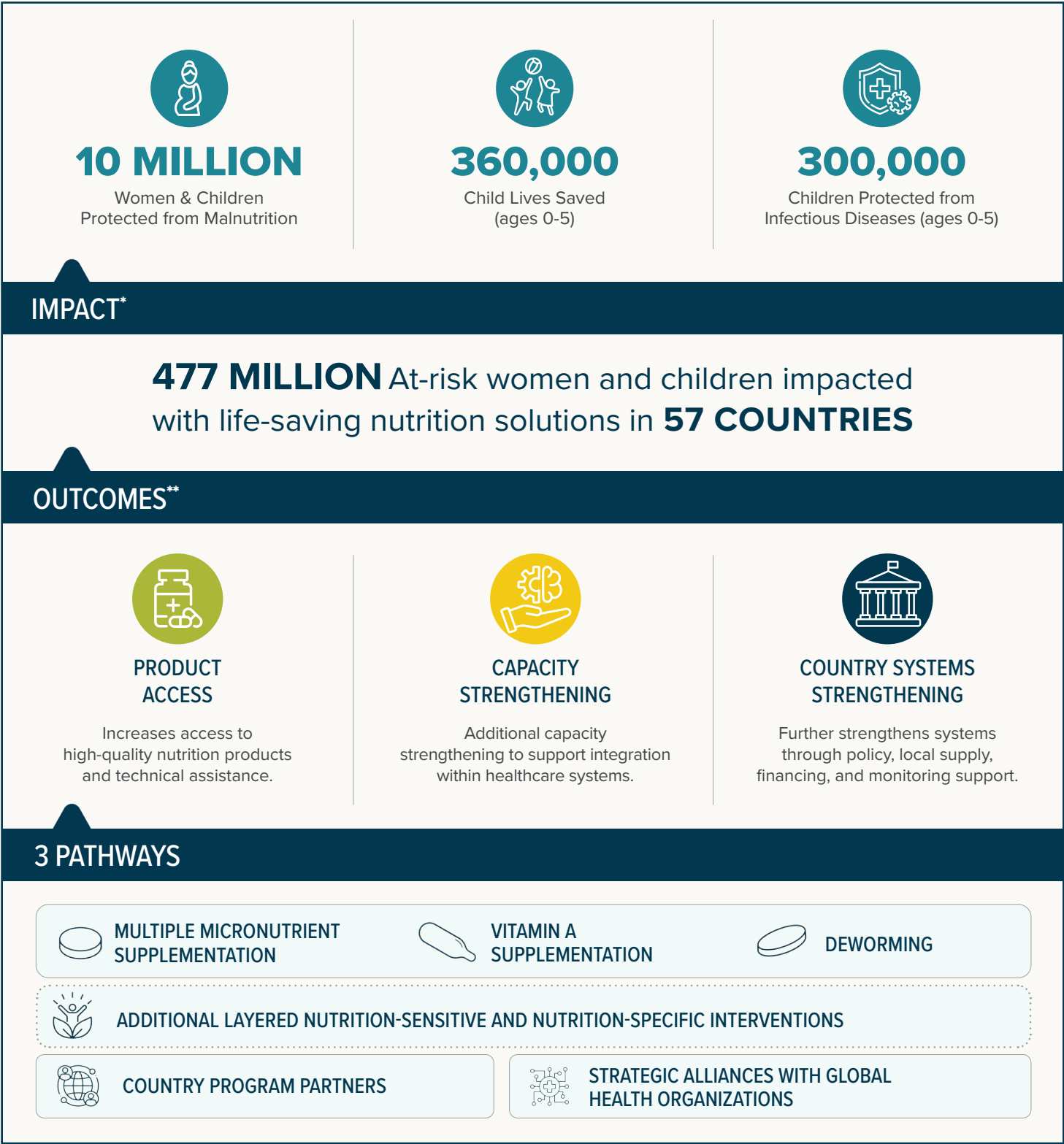
Sustainable impact

We build solutions that last and grow.



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Our **Pathway to Impact** Reflects Our Systematic Approach to Delivering on Our Mission.



**Impact is estimated using the Lives Saved Tool (LlST), which was developed by the Institute for International Programs at Johns Hopkins Bloomberg School of Public Health and funded by the Gates Foundation. It is housed within Spectrum, a software package maintained by Avenir Health. livesavedtool.org **Direct outcomes for Product Access. Additional indirect outcomes estimated for Capacity Strengthening and Country Systems Strengthening.*

Core Nutrition Programs: Addressing the critical window of opportunity from pregnancy through age five.



MULTIPLE MICRONUTRIENT SUPPLEMENTATION*: WOMEN

Over 1 billion women and children worldwide experience micronutrient deficiencies, a largely preventable threat to survival and lifelong health. Pregnant women are among those at greatest risk and more than one-third of pregnant women globally are affected by anemia, which is associated with an increased risk of adverse pregnancy outcomes for both mothers and babies. Yet, an affordable and highly effective intervention exists.



29% reduction in infant mortality, along with lower rates of preterm birth, low birth weight, small-for-gestational-age birth, and stillbirth



Every \$1 invested generates an estimated **\$37** in economic returns



Costs just **\$2-\$3** per pregnancy**

Vitamin Angels will continue partnering with national and subnational governments to introduce, strengthen, and scale MMS programs. Guided by an implementation science approach, the organization will continue to provide country-tailored technical assistance that strengthens policies, service delivery, supply systems, financing, and monitoring to support high-quality, sustainable national programs.



VITAMIN A SUPPLEMENTATION: CHILDREN UP TO AGE 5

Up to half a million children become blind every year because of vitamin A deficiency, and half die within one year of losing their sight. Yet, vitamin A supplementation remains one of the most affordable and impactful child survival interventions available.



Reduces child mortality by up to **24%**



Prevents blindness and improves immune function



Approximately **\$1** for twice-yearly supplementation

Vitamin Angels will elevate its vitamin A program, coordinating program delivery with governments within an implementation science framework to ensure this powerful intervention is delivered effectively, sustainably, and at scale.



DEWORMING: CHILDREN UP TO AGE 5

Over 260 million preschool-age children are affected by intestinal parasites that impair nutrient absorption, contribute to poor health and development, and place children at greater risk of disease. Deworming is an effective, highly affordable intervention.



Improves nutrient uptake, which helps prevent infection, malnutrition, and stunting



Increases educational outcomes and economic productivity later in life



Costs just **\$0.50** per treatment

Vitamin Angels will continue to focus on delivering deworming alongside vitamin A supplementation, helping governments and partners strengthen delivery systems so children consistently receive these proven interventions as part of comprehensive child health services.

**Vitamin Angels distributes MMS that follow the [UNIMMAP](#) formulation developed by WHO, UNICEF and the United Nations University. The \$2-\$3 estimate reflects the average manufacturing cost of the supplements needed for one pregnancy. It excludes transportation and program delivery costs, including health worker training, nutrition counseling, supervision and monitoring. These investments are essential to effective use, and the additional resources required vary with country context and existing services and systems.

Vitamin Angels Will Continue at the Forefront: Advancing Implementation Science in Nutrition

Vitamin Angels uses implementation science, a rigorous scientific methodology, to implement proven nutrition interventions through effective, scalable programs that work within the context in which they are being delivered. Implementation science is central to how we create impact, and it helps bridge the gap between evidence and action by identifying what works and under what conditions. Working alongside governments, health workers, researchers, and community partners, we identify barriers to access and adherence, strengthen health systems, and generate evidence that improves program quality and performance.

Through our collaboration with the **Center for Human Nutrition at the Johns Hopkins Bloomberg School of Public Health**, we advance the evidence base for maternal, infant, and young child nutrition. Together, we generate and apply findings that inform policy, improve program implementation, and help ensure proven nutrition interventions reach the women and children who need them most.



Visit Johns Hopkins Bloomberg School of Public Health's [website](#) to learn more.



INNOVATION

Vitamin Angels will continue investing in collaborations with leading academic institutions to strengthen our programs and advance maternal and child nutrition. These partnerships bring together research and implementation expertise to deepen our understanding of what works and translate evidence into stronger programs, policies, and practices.



OUR APPROACH TO ENSURING PROVEN NUTRITION INTERVENTIONS HAVE THE HIGHEST IMPACT



EVIDENCE

Grounded in the latest science and real-world evidence



COLLABORATION

Partnering with local and global institutions and researchers



IMPLEMENTATION SCIENCE

Applying an implementation science approach to drive impact



LEARNING & ADAPTATION

Continuously learning from experience and emerging insights



BETTER OUTCOMES

Stronger programs and systems that improve lives

Amplifying the Impact of Our Work: Integrated Programming

As countries strengthen their nutrition programs, opportunities often emerge to address multiple nutrition challenges through coordinated approaches. Vitamin Angels will continue working with governments and partners to layer complementary interventions where they improve program quality, efficiency, and health outcomes.



LAYERED FOR GREATER IMPACT

Vitamin Angels will continue building on successful examples of integrated programming by layering complementary nutrition-specific and nutrition-sensitive interventions onto existing delivery platforms where they respond to country priorities and create greater impact. Depending on country context, these may include:



Nutrition Education



Breastfeeding Promotion



Infant and Young Child Feeding Counseling



WASH



Acute Malnutrition Screening and Treatment



Small-quantity Lipid-based Nutrition Supplements (SQ-LNS)



Agricultural Production



Small Market Enterprise Development



CASE STUDIES

Integration with Other Public Health Organizations

Transforming Lives Through Nutrition is a consortium of nonprofit organizations, including Helen Keller Intl, Vitamin Angels, and iDE, established to offer an impactful way to improve the nutrition of at-risk pregnant women, infants, and young children globally.

Funded by The Church of Jesus Christ of Latter-day Saints, the consortium brings three like-minded organizations together to amplify their collective impact, reach more program participants more effectively, and tackle complex challenges more effectively than could be achieved individually.

Visit transformingnutrition.org to learn more.

Integrating Our Programming with Intersecting Issues Like Climate Change

Climate-Inspired Nutrition Through Action (CINTA) is a five-year initiative that will strengthen climate-resilient health systems and expand access to maternal and child nutrition across Indonesia. Funded by Takeda Pharmaceutical Company Limited through its Global CSR Program, Vitamin Angels will work in coordination with the Indonesian government to train nearly one million health workers and deliver climate-responsive nutrition solutions to 12 million women and children most vulnerable to malnutrition.

To learn more, click [here](#).



VITAMIN ANGELS 2030:
SCIENCE. SYSTEMS. SCALE.

Meeting Countries Where They Are: Scaling Impact Through Three Pathways of Engagement



Every country has unique needs, priorities, and opportunities to improve maternal and child nutrition. In some contexts, expanding access to life-saving nutrition interventions remains the greatest need. In others, the opportunity lies in strengthening health systems, building local capacity, and supporting governments to deliver high-quality nutrition programs.

Rather than taking a one-size-fits-all approach, Vitamin Angels tailors its support through three pathways of engagement. These pathways represent different combinations of activities that allow Vitamin Angels to respond to each country's context, priorities, and opportunities. The approach allows Vitamin Angels to maintain broad global reach while investing more deeply in countries where long-term partnerships and systems strengthening can accelerate sustainable impact.

All three pathways of engagement are equally important to achieving Vitamin Angels' strategy. Together, they provide a flexible framework for partnering with governments and local organizations to expand access to life-saving nutrition interventions, while strengthening the systems that enable long-term, country-led impact.

ACROSS THESE THREE PATHWAYS, VITAMIN ANGELS WORKS IN 57 COUNTRIES, INCLUDING DELIVERING COUNTRY SYSTEMS STRENGTHENING IN 9 CORE COUNTRIES.



PRODUCT ACCESS

In some settings, expanding access to high-quality nutrition products represents the greatest opportunity to improve health outcomes. In this context, Vitamin Angels works with governments and program partners to increase product availability and provide technical assistance, supporting the systems needed for effective delivery.

Key activities include:

- Access to high-quality nutrition products
- Sustainable supply
- Partner training and capacity strengthening
- Monitoring, evaluation, and learning to support program quality



CAPACITY STRENGTHENING AND PRODUCT ACCESS

In addition to the activities included in Product Access, this pathway focuses on strengthening the delivery of nutrition interventions through existing health and community systems. In this context, Vitamin Angels works with governments and partners to improve the quality, consistency, and effectiveness of program implementation.

Additional activities include:

- Localized training and capacity strengthening for healthcare providers
- Nutrition counseling and community engagement
- Supportive supervision to strengthen service quality
- Integration of complementary nutrition interventions into routine service delivery



COUNTRY SYSTEMS STRENGTHENING, CAPACITY STRENGTHENING, AND PRODUCT ACCESS

In countries where there is an opportunity for deeper engagement, this pathway builds on Product Access and Capacity Strengthening to support long-term, country-led nutrition programs. Here, Vitamin Angels partners with governments across policy and regulation, health system delivery, supply systems, monitoring, and financing to support the introduction, scale, and long-term sustainability of proven nutrition interventions.

Additional activities include:

- Policy and regulatory support: advocacy, policy development, and implementation planning
- Health system delivery support: provider training, nutrition counseling, supportive supervision, and implementation support
- Supply systems support: supply assessments, procurement planning, and local manufacturing where appropriate
- Monitoring and information systems: routine monitoring, indicator integration, and data use
- Financing and transition planning: including cost analyses, budgeting, and sustainability planning



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Delivering Programs Closer to the Need



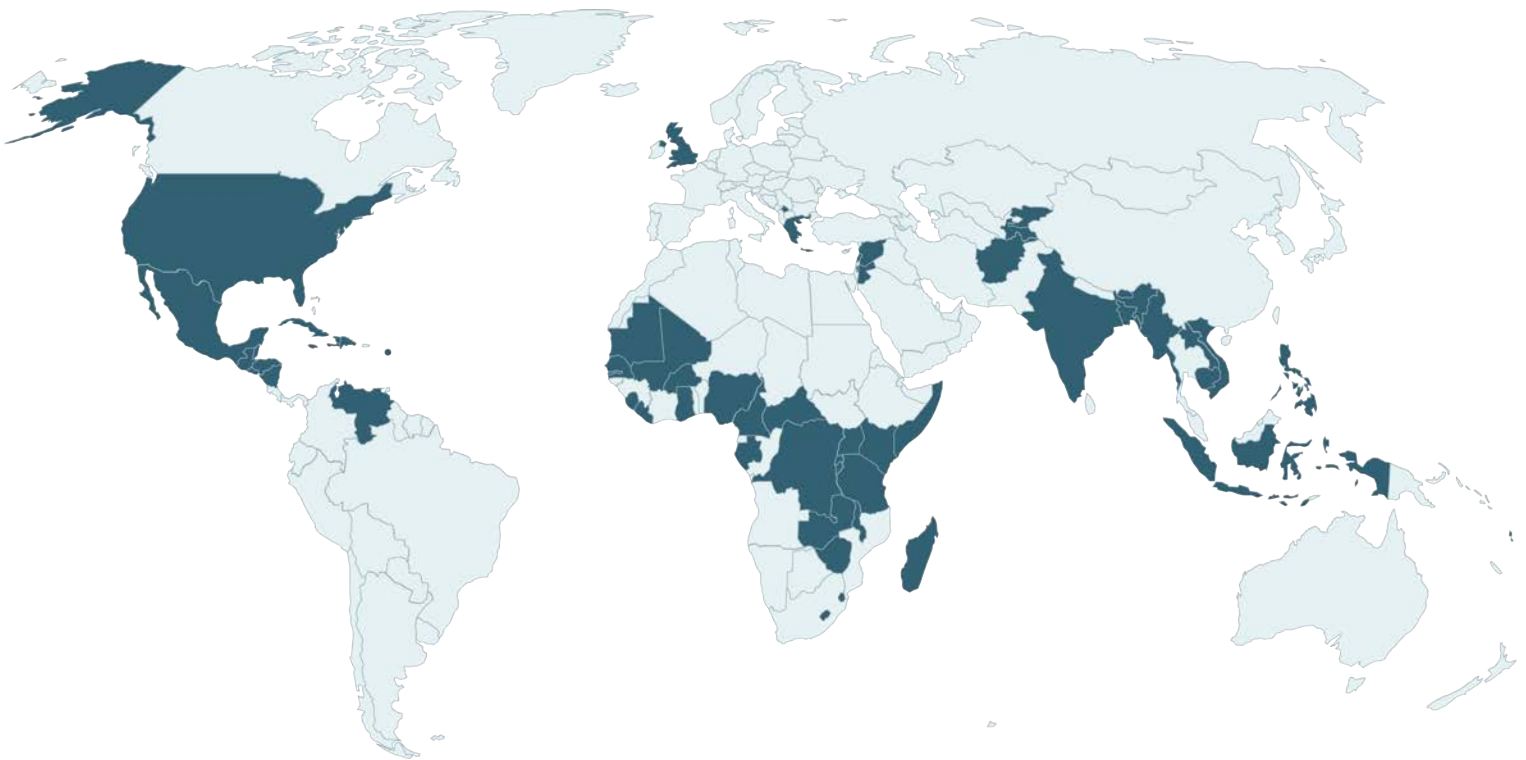
STRENGTHENING COLLABORATION WITH LOCAL PARTNERS

From its earliest days, Vitamin Angels has worked alongside local organizations to improve the health of women and children. Today, it collaborates with more than 500 program partners around the world, integrating its products, services, and technical expertise into existing health and community systems. As Vitamin Angels' strategy evolves, so too will its partnerships. It will deepen collaborations with partners who share its commitment to innovation, learning, and continuous improvement.



VITAMIN ANGELS HAS MORE THAN **500 PROGRAM PARTNERS** IN **57 COUNTRIES**

Over the next five years, Vitamin Angels will strengthen and expand collaboration across the global nutrition community to accelerate learning, improve implementation, and support sustainable country-led programs.



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Five Strategic Priorities



HIGH-IMPACT SCIENCE
Vitamin Angels will prioritize high-impact, cost-effective, evidence-based nutrition solutions for women, infants, and children, and apply evidence, implementation learning, and innovation to introduce, strengthen, and scale nutrition programs across diverse contexts.



PROGRAM SYSTEMS AT SCALE
Vitamin Angels will focus its work on geographies where it can achieve the greatest and most sustainable impact. Its programs are advanced through long-term partnerships that enable government and local partner ownership. They are implemented within existing structures, and are adapted to local contexts.



SUSTAINABLE GROWTH
Vitamin Angels will invest in partnerships that fuel innovation, scalable impact, and sustained growth while strengthening its role as a thought leader and trusted partner in advancing maternal and child nutrition.



ENABLING SYSTEMS AT SCALE
Vitamin Angels will operate through a unified execution framework characterized by well-defined decision rights, governance, and accountability and supported by clear organizational priorities, objectives, and expected results.



ONE TEAM
Vitamin Angels' workforce will operate as one team across regions, guided by its **Five Guiding Behaviors**, which create a high-performing culture that engages and retains diverse and outstanding talent across the organization.

A Commitment to Work the Vitamin Angels Way

A strong culture has always been central to Vitamin Angels' way of working. The organization is committed to continuing to strengthen *The Vitamin Angels Way*, with Guiding Principles informing each decision and thoughtful Guiding Behaviors shaping how employees show up, always keeping the women and children Vitamin Angels serves at the core.



VITAMIN ANGELS' FIVE GUIDING PRINCIPLES

The strategy is about more than what the organization will do. It is equally about the standards that will guide the way. Five Guiding Principles shape decision-making and act as the lens through which every decision is made. At the center of all of them is the conviction that everything Vitamin Angels does must be in the best interests of the women and children it serves.

BEST INTERESTS OF WOMEN AND CHILDREN

At the center of everything Vitamin Angels does is the conviction that everything must be in the best interests of the women and children the organization serves.

HIGH-IMPACT SCIENCE

Vitamin Angels invests in evidence-based interventions that deliver measurable health outcomes for women and children.

AGILITY WITH PURPOSE

Vitamin Angels stays rooted in its mission while adapting to changing contexts and partner needs.

PARTNERSHIPS AND COLLABORATION

Vitamin Angels works through existing health systems to strengthen locally led nutrition solutions.

SUSTAINABILITY AND SCALABILITY

Vitamin Angels develops sustainable, scalable solutions that use resources responsibly and maximize impact.

VITAMIN ANGELS' FIVE GUIDING BEHAVIORS

Equally important are Vitamin Angels' Five Guiding Behaviors, which shape how the organization brings this strategy to life. Innovation and Learning; Collaboration and Inclusivity; Integrity, Kindness and Respect; Solutions/Action Oriented; and Accountability and Growth Mindset represent the culture Vitamin Angels aspires to strengthen throughout its organization.

INNOVATION AND LEARNING

Vitamin Angels learns from and grows with the surrounding environment.

COLLABORATION AND INCLUSIVITY

Vitamin Angels achieves more together, honoring diverse perspectives and backgrounds.

INTEGRITY, KINDNESS, AND RESPECT

Vitamin Angels prioritizes honesty, compassion and respect.

SOLUTIONS/ACTION ORIENTED

Vitamin Angels focuses on solutions and takes action to create meaningful impact.

ACCOUNTABILITY AND GROWTH MINDSET

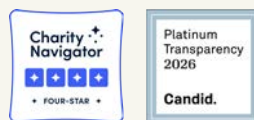
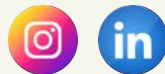
Vitamin Angels holds itself accountable and embraces continuous growth.



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Vitamin Angels is committed to the highest standards of financial accountability and transparency, earning Charity Navigator's top 4-star rating for more than a decade and 10 consecutive Candid Platinum Seals.

Vitamin Angels is a 501(c)(3) tax-exempt organization. | Tax ID 77-0485881