

Annual Report

2019–2020

#BetterNutrition4all



GAIN in 2019-2020

GAIN's purpose is to advance nutrition outcomes by improving the consumption of nutritious and safe food for all people, especially those most vulnerable to malnutrition.

The Global Alliance for Improved Nutrition (GAIN) was launched at the United Nations in 2002 to tackle the human suffering caused by malnutrition. GAIN is a global, Swiss-based foundation that mobilises public-private partnerships and provides financial and technical support to deliver nutritious foods to those people most at risk of malnutrition.

During the year 1 July 2019 to 30 June 2020, GAIN refreshed its five-year strategy (2017–2022) and met the target to improve the consumption of safe and nutritious foods for – at a minimum – one billion people over the next five years.

GAIN believes that transforming our food systems to make them work better for people's nutrition and health in a sustainable way is one of the biggest challenges facing humanity in the 21st Century. Our unique approach to this key challenge productively integrates public and private sectors in generating new scalable and sustainable solutions to achieve our three interlinked strategic objectives:

1. to improve the demand for safe and nutritious foods;
2. to increase the availability and affordability of safe and nutritious foods; and
3. to strengthen the enabling environment to improve the consumption of safe and nutritious foods.

GAIN pursues these goals through supporting countries and key stakeholders in implementing proven and new solutions to malnutrition while engaging in national and global arenas to influence the context of broader food, health and development strategies that contribute to the achievement of the Sustainable Development Goals, as established by the United Nations, as well as other objectives set by the international nutrition community.

During the period of this annual report, GAIN pursued its goals in accordance with its statutes and bylaws, and with governance best practices for the non-profit sector.

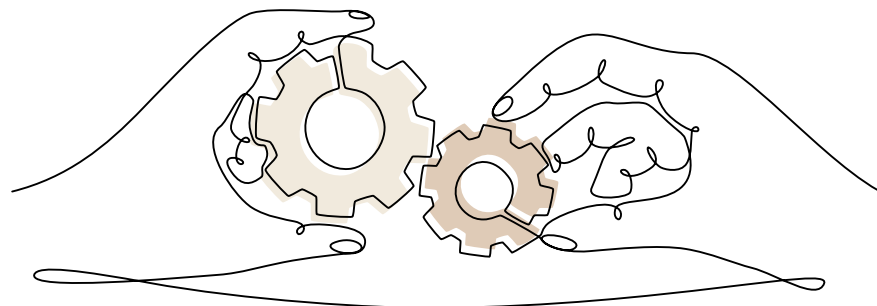
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Strategy Refresh

As the mid-point of the current strategy, 2019-2020 was the appropriate time to review GAIN's direction and ways of working in light of changing circumstances. Views were canvassed from stakeholders across GAIN's global and in-country partners and staff. The feedback validated GAIN's current purpose – to advance nutrition outcomes by improving the consumption of nutritious and safe food for all people, especially those most vulnerable to malnutrition. GAIN's niche as a mobiliser of both private and public sectors to achieve this purpose was also confirmed.

The refresh highlighted a number of areas to strengthen over the remaining term of the strategy to achieve our goals and position GAIN for the next period. In recognition of the broad scope of food systems, we need to communicate with a wider set of audiences beyond the traditional nutrition sphere, and to recognise the interplay of multiple factors in transforming food systems, including climate, environment, health and livelihoods. This needs to be balanced with retaining the success of focused and concentrated efforts to deliver concrete results, at scale, around nutrition indicators. The refresh pointed to a need for strong focus on gender transformation and reaching the poorest. We will continue to reinforce working through alliances and developing the tools to improve systems, particularly innovating in influencing diverse actors to invest in the sector.



Programmes

GAIN's programmes operated in the following countries: Bangladesh, Burkina Faso, Côte d'Ivoire, Ethiopia, Ghana, Haiti, India, Indonesia, Kenya, Lao Republic, Mali, Mongolia, Mozambique, Myanmar, Nigeria, Pakistan, Rwanda, Senegal, South Africa, Tajikistan, Tanzania, and Zambia.

GAIN has met its strategy reach target of one billion people with increased access to nutritious, safe foods through large scale food fortification. 2019-2020 saw overall reach of people who have access to fortified foods through GAIN's large-scale food fortification (LSFF) programmes increase to 1,089 million individuals, with a further 143m reached through other organisations benefitting from credit through the GAIN Premix Facility (total 894m in 2018-2019).

The importance of fortification was highlighted by the COVID-19 pandemic as an inexpensive and efficient way to ensure vitamin and minerals are available for consumption even when supply chains and food markets for fresh produce were interrupted. GAIN was able to work with its established premix suppliers and in-country fortification partners to minimise disruption in fortification programmes and build up local premix facilities to increase resilience for the future. Our Commercialisation of Biofortified Crops partnership with HarvestPlus moved into implementation phase in this period. This was also timely, for example, through awareness raising of the benefits of zinc in strengthening immune systems, the Government of Bangladesh was prompted to purchase zinc rice for distribution to vulnerable groups in response to the pandemic.

We continue to advocate for and support the adoption of legislation and capacity for regulation for fortification. In Ethiopia, GAIN contributed to successful influencing efforts to secure the mandating of vitamin A fortification of imported edible oil, and provided technical assistance to one of the largest national oil companies to start fortification. Meanwhile fortification advocacy saw budget allocations to food safety and fortification at county level in Kenya and adoption of legislation supported by GAIN guidelines in Rwanda.

GAIN continues to expand consumer access to nutritious foods through technical support to businesses producing food, with an impact beyond the immediate set of supported businesses through the quality of engagements. Alliances and networks of SMEs run by GAIN and its partners continue to expand with 658 businesses currently signed up (470 in 2018/19) and more than half making commitments to improve quality, price and/or volume of nutritious, safe food. Through GAIN's business support programmes, 656,000 people in 2019-2020 benefitted from nutritious safe food produced in Mozambique, Kenya and Rwanda.

“GAIN has met its strategy reach target of **one billion** people with increased access to nutritious, safe foods through **large scale food fortification**.”

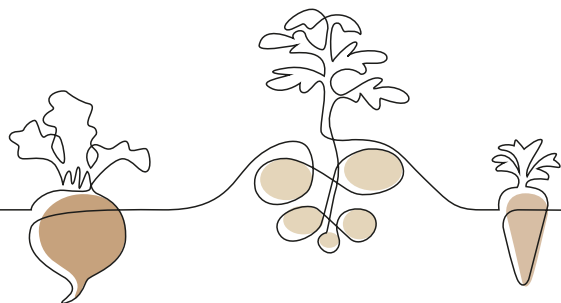


Many of these SMEs were adversely affected by the COVID-19 pandemic, with supply chain interruptions, input price increases, sharp declines in customers and workers forced to stay at home. GAIN maintained contact with its networks, carrying out assessments and surveys to understand needs and put in place appropriate support measures. These included provision of protective equipment, technical assistance and small grants to build business resilience.

In 2019, GAIN launched EatSafe, a new USAID funded programme to support evidence and action towards safe, nutritious food. EatSafe will consolidate and add to knowledge about food safety, develop and test new communication tools for vendors and consumers, and generate evidence on empowering consumers to demand safe, nutritious food in partnership with the International Livestock Research Institute and Pierce Mill Media. In response to COVID-19, this programme mobilised market level associations and vendor groups to explore and act on the particular challenges of maintaining safe practices to keeping food markets open and functioning while minimising the risks of spread of disease.

UNICEF's State of the World's Children report released in late 2019 focused for the first time in many years on children, food and nutrition, and drew on contributions from GAIN on how to transform the food system to improve diets of children and adolescents. In Pakistan, GAIN contributed to the National Adolescent Strategy (launched October 2020) and to national guidelines on adolescent nutrition. During the early phase of the pandemic, GAIN was able to quickly adapt to maintain its programmes working with children and adolescents, including scaling out the Baduta behaviour change training to local health workers in 180 districts in Indonesia through virtual delivery platforms and incorporating public health messaging into our outreach to Bangladeshi adolescents through the Bhalo Khabo Bhalo Thakbo (Eat Well Live Well) online campaign which mobilises young people to pledge to eat nutritious and safer foods (with over 1million signatories as at November 2020).

“In 2019, **GAIN** launched **EatSafe**, a new USAID funded programme to support **evidence and action** towards **safe, nutritious food**.”



Influencing and Alliances

GAIN has impact through its programme work, but drives this to a wider scale through its influencing and alliances. Through 2019-2020, GAIN has continued to advance the data, capacities and knowledge needed to strengthen the enabling environment, that is the incentives and regulations shaping the decisions of critical actors to make food systems work better to deliver nutritious, safe food to those who need it most.

Under GAIN's Making Markets Work (MMW) programme, this year, a review of Nutrition Connect (a Resource Hub for what works for nutrition in the public-private space, <https://nutritionconnect.org/>) found that the site has a unique space of thought leadership in providing evidence on public-private engagement which has strong potential to reduce barriers across sectors and build trust.

With Johns Hopkins University, GAIN launched the Food Systems Dashboard (foodsystemsdashboard.org) in June 2020. This tool brings together public and private data on different components of the food system to assess where most attention is needed to strengthen nutrition outcomes. It aims to be the first place that decision makers from government, business, donors, UN and researchers go to find curated, high-quality, filtered data and analytics on their country's food system.

In February 2020, GAIN announced its partnership with Incofin Investment Management to take forward the Nutritious Food Financing Facility (N3F). The Facility will provide financing and technical assistance to SMEs producing and distributing nutritious food in sub-Saharan Africa. The partnership is in the process of securing investment from public and private sources to launch the investment fund.

The Workforce Nutrition Alliance formed in partnership with the Consumer Goods Forum was launched in October 2019. This partnership promotes improved nutrition for workers in larger companies and their supply chains. It provides a toolkit for employers to self-assess their provision of healthy food, nutrition education, nutrition-focused health checks and breastfeeding support, and guidance to improve. 20 companies have endorsed the Alliance and it will provide a platform for companies to make SMART commitments in the global summits. In response to the pandemic, GAIN has provided guidance, and in some cases small grants, to companies to provide for their workers faced with food shortages. In Bangladesh, GAIN drew on our experience working with garment factories to support workforce nutrition, to inform the Ministry of Labour recommendations for the inclusion of workforce nutrition action in collective labour regulation instruments. In an innovative partnership in India, Kenya and Malawi, we have successfully secured funding from a consortium of tea companies with the Ethical Tea Partnership to support a sector-wide workforce nutrition programme.



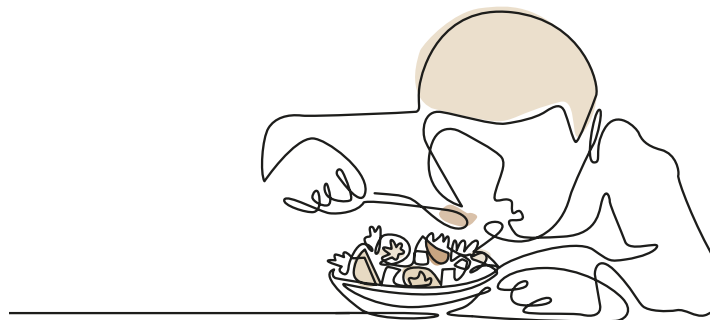
The Global Agenda

At a global level much of our influencing in 2019-2020 has focused on shaping the agendas and coordinating the stakeholders to ensure nutrition retains global attention in the trajectory to meet the 2030 Sustainable Development Goals. 2021 will be a critical year with the United Nations Global Food Systems Summit, Climate COP26, UN Biodiversity COP15 and the Japan Global Nutrition for Growth (N4G) Summit, at the same time as the world deals with the ongoing impacts of the COVID-19 crisis of 2020.

GAIN was invited by the Government of Japan to convene the Business Constituency Group to ensure business engagement in the N4G summit. From this convening has come the drafting of responsible business commitments and a subsequent expansion to form the Private Sector Guidance Group for the UN Food Systems Summit, which GAIN continues to coordinate under the Summit process. GAIN also worked with FAO to convene the virtual roundtable: Everyone around the table: Private sector on healthy diets, to bring together a diverse set of stakeholders from public and private sectors to explore the challenges and opportunities in making healthy diets available to all.

GAIN's leadership in the food systems space was further recognised by the invitation from the UN Secretary General's Special Envoy for the UN Food Systems Summit to convene the engagement around Action Track 1: Ensure access to safe and nutritious food for all. The action tracks enable stakeholders to engage in and shape the summit discussion. GAIN members are also involved in the scientific group (chaired by GAIN Board member Prof. Joachim von Braun and Vice-chair Kaosar Afsana) and three other members serve on the Summit Champions Group – Catherine Bertini, Tom Arnold and Cherrie Atilano. Building on its partnership with the Food Systems Dialogues, GAIN will particularly be seeking to ensure country level voices are brought into this process, as well as raising SME perspectives through our SUN Business Networks. We will also be learning from our new partnership with World Wide Fund for Nature (WWF) about balancing human with planetary health in food systems transformation.

The COVID-19 pandemic dominated global and local agendas for the third trimester of 2020. GAIN was quick to respond programmatically and organisationally. Our Keeping Food Markets Working (KFMW) programme offered targeted support to help sustain core food systems, workers and markets in the countries where GAIN works during the emergency. In addition to the programmatic elements mentioned above, KFMW is working with urban policy makers to empower them to build more resilient food systems, based on evidence generated through research. GAIN's core strategic donors including Ministry of Foreign Affairs,



Netherlands, USAID, Rockefeller Foundation, the Department of Foreign Affairs, Trade and Development of Canada, Children's Investment Fund Foundation and Irish Aid endorsed this programme with financial support (\$17m at November 2020).

Working with the Micronutrient Forum, GAIN helped to convene the Standing Together for Nutrition coalition of researchers and analysts to monitor the impacts of the pandemic on nutrition indicators and advocate to keep global attention on nutrition. This facilitated a call to action signed by the directors of four UN agencies: Child malnutrition and COVID-19: the time to act is now.

Within existing programmes, GAIN was creative in reprogramming to find ways to continue to meet the needs of our beneficiaries in the changing circumstances. While organisationally, GAIN adapted to virtual working with practical arrangements and wellbeing support to keep staff safe and productive during these challenging times. This period has fully demonstrated GAIN living up to its values of passion, innovation, excellence and team spirit.

Further details on all of this work can be found on our website, www.gainhealth.org

This annual report includes a list of serving Board members and senior management, and a list of major financial contributors. As of 30 June 2020, GAIN had 218 full-time staff.

“On behalf of GAIN's Board and staff, we would like to thank all the organisations and individuals who provided financial and technical support to our work during the year.”



Catherine Bertini
Chair of GAIN's Board



Lawrence Haddad
Executive Director

Engaging with the UN Global Compact

In April 2018, GAIN committed to support the ten principles of the UN Global Compact with respect to human rights, labour, environment and anti-corruption. We continue to support the Global Compact advancing these principles in our own work and encourage the implementation of corporate sustainability principles in our alliances with businesses.

GAIN's Code of Conduct ensures our staff and partners work in line with and promote our values and principles in respecting human and labour rights and operate at the highest standards of professional behaviour. This includes policies on safeguarding, gender, equality and diversity, anti-harassment, and whistleblowing. These policies are accompanied by training and staff awareness raising. In 2020, we have particularly focused on staff wellbeing and equality, diversity and inclusion.

We have also refreshed our organisational environmental policy to incentivise actions in our own offices, as well as in our work, to minimise negative environmental impacts.

GAIN is committed to monitoring and reporting progress in all of these areas to our Board.

Throughout 2020, GAIN has been actively convening companies in the food sector to encourage engagement in the United Nations Food System Summit and Japan 2020 Nutrition for Growth Summit. Our goals for these Summits are to mobilise ambitious and wide-reaching multi-stakeholder commitments to transform food and health systems to deliver substantial nutrition gains in a sustainable way. GAIN is working with major private sector and other global stakeholders to define principles of engagement and shape meaningful commitments and accountability mechanisms.

During the COVID-19 pandemic, GAIN has provided support to nutritious food SMEs to assist them in navigating and surviving the market disruptions experienced by our focal countries. This has included promotion of the UN Human Rights Due Diligence and COVID-19 Rapid self-assessment for business tool and gender sensitivity in operations and programming. We have also provided guidance and where necessary small grants to larger companies to safeguard the nutrition of their workforces during times of shutdowns and constraints on food supply.

In our work providing support to the Scaling Up Nutrition Movement as Secretariat for the SUN Business Networks, we continue to promote principles fully aligned with the Global Compact to multinational, national and small and medium-sized enterprises in SUN countries.

GAIN is a member of the Global Compact Network of Switzerland.



Leadership for the period 1st July 2019 to 30th June 2020

BOARD MEMBERS

Catherine BERTINI

Distinguished Fellow, Chicago Council on Global Affairs,
Chair of GAIN's Board

Felia SALIM

Chairperson of the Governing Board of Kemitraan / Partnership
for Governance Reform and the Chairperson of Transparency
International Indonesia, Indonesia, Vice Chair of GAIN's Board

Dominic O'NEILL

Executive Director of the Water Supply and Sanitation Collaborative
Council (WSSCC), Chair of the Finance and Audit Committee

Joachim VON BRAUN

Director, Centre for Development Research, University of Bonn,
Germany, Chair of the Nomination and Remuneration Committee

Stanley Zlotkin

Chief, Global Child Health, Hospital for Sick Children,
Canada, Chair of the Board Program Committee

Kathryn DEWEY

Distinguished Professor Emerita, Department of Nutrition,
University of California

Guillaume TAYLOR

Cofounder and managing Partner of Quadia

Kaosar AFSANA

Director, BRAC James P Grant School of Public Health, Bangladesh

Tom ARNOLD

Former Director General of the Institute of International and
European Affairs (IIEA)

Ajai PURI

Non-Executive Director at Tate and Lyle PLC, Firmenich SA and
Britania Industries Limited

Cherrie ATILANO

Founding Farmer/President and CEO of AGREA Agricultural Systems
International, Inc (appointed as of 1st June 2020)

Sheryl FOFARIA

Head of the Philanthropy Centre for Europe, the Middle East and
Africa, JP Morgan (appointed as of 1st June 2020)

EX OFFICIO MEMBERS

Mauricio ADADE

President Latin America and Global
Malnutrition Partnership, DSM,
Chair of GAIN's Partnership Council

Lawrence HADDAD

GAIN's Executive Director

STRATEGIC MANAGEMENT TEAM

Lawrence HADDAD

Executive Director

Stephen GODFREY

Director, Policy and External Relations

Elizabeth MADDISON

Director, Strategic Operations

Saul MORRIS

Director, Programme Services

Lynnette NEUFELD

Director, Knowledge Leadership

Charl VAN DER MERWE

Director, Country Programmes

Paul YOUNG

Chief Financial Officer

COUNTRY DIRECTORS

Katia Santos DIAS

Mozambique

Ton Thomas HAVERKORT

Ethiopia

Leah KAGUARA

Kenya

Rudaba KHONDKER

Bangladesh

Ravi MENON

Indonesia

Enock MUSINGUZI

Tanzania

Michael OJO

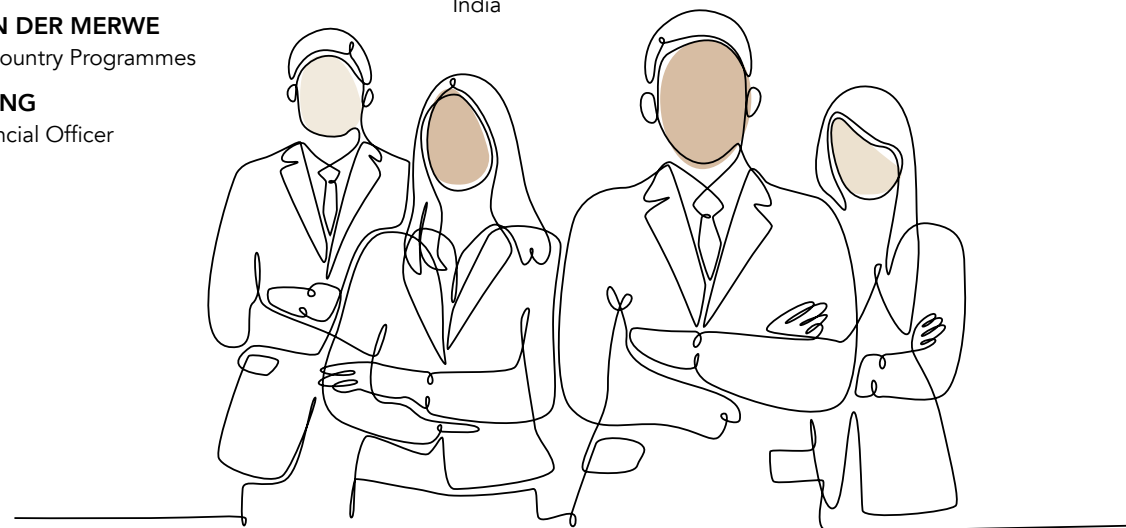
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Farrah NAZ

Pakistan

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Financial Support

GAIN would like to thank all those individuals and institutions that made a financial contribution to our work in 2019/2020.

The following donors funded activity over \$100,000 during the year:

- Bill and Melinda Gates Foundation (BMGF)
- Children's Investment Fund Foundation (CIFF)
- Department for Aid, Trade and Development (DFATD) of the Government of Australia through the Business Partnerships Platform (administered by the Palladium Group)
- Department for International Development of the Government of the United Kingdom (DFID – UKAID) (as of September 2020, Foreign, Commonwealth and Development Office)
- Development Cooperation of the Ministry of Foreign Affairs of Denmark (Danida)
- Facility for Sustainable Entrepreneurship and Food Security of the Government of the Netherlands (FDOV)
- Federal Ministry for Economic Cooperation and Development, Government of Germany (BMZ)
- Iodine Global Network (IGN)
- International Development Research Center (IDRC), Canada
- Irish Aid of the Department of Foreign Affairs and Trade of the Government of Ireland
- Landell Mills Ltd (lead for project funded by the Directorate General for International Cooperation and Development of the European Commission [EuropeAid])
- Ministry of Foreign Affairs, Netherlands
- Jon Snow International (Lead for Advancing Nutrition programme funded by United States Agency for International Development (USAID))
- PWC UK (administering DFID funded Business Partnerships Fund)
- Rockefeller Foundation
- The Swiss Agency for Development and Cooperation (SDC)
- TechnoServe (with funding from BMGF)
- United Nations Children's Fund (UNICEF)
- United Purpose (lead for project funded by the Directorate General for International Cooperation and Development of the European Commission [EuropeAid])
- United States Agency for International Development (USAID)
- VF Corporation Asia Ltd
- World Food Programme

Summary of Audited Accounts for 2019-2020

Consolidated Balance Sheet

	2020 US\$	2019 US\$
Current Assets	35,888,788	37,079,057
Non-current Assets	651,443	511,435
TOTAL ASSETS	36,540,231	37,590,491
Current Liabilities	5,950,056	7,229,789
Restricted Funds	25,722,037	24,890,308
Capital of the Foundation	4,868,138	5,470,394
TOTAL LIABILITIES, FUNDS AND CAPITAL	36,540,231	37,590,491

Consolidated Statement of Operations

	2020 US\$	2019 US\$
Income *	45,175,851	44,715,308
Direct and administrative expenses	45,061,135	46,361,832
Intermediate net surplus/(deficit)	114,716	(1,646,524)
Net financial result	114,757	341,828
Change in restricted funds	(831,729)	1,312,791
Net surplus/(deficit) for the year prior to allocations	(602,256)	8,095
Allocation to Unrestricted funds	602,256	(8,095)
*of which is restricted	41,652,737	38,283,921

These financial statements were approved by GAIN's Board on 9 December 2020.

GAIN produces Financial Statements under SWISS GAAP FER21 (Accounting for charitable, social non-profit organizations) as the most appropriate for a growing non-profit to correspond to the charitable status of the organization. The use of Swiss GAAP FER improves the transparency of the allocation of the resources that GAIN spends on behalf of donors. For full Swiss (GAAP) disclosures please see our full audited financial statements at <https://www.gainhealth.org/financials/financial-statements>