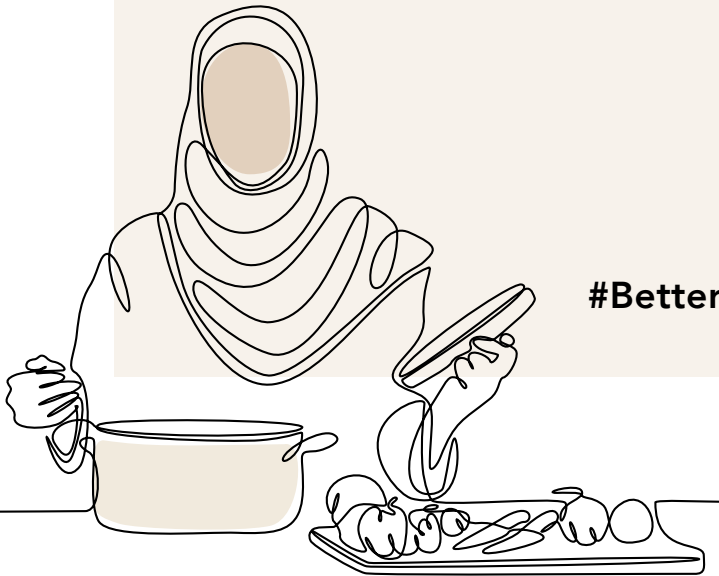


Annual Report

2020–2021



#BetterNutrition4all

GAIN in 2020-2021

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.

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 aligns 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.

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During the year 1 July 2020 to 30 June 2021, GAIN played an active leadership role in the UN Secretary General's Food Systems Summit which aimed to galvanise and accelerate meaningful transformation of global food systems to achieve the Sustainable Development Goals by 2030. GAIN also completed a refresh of its five-year strategy (2017–2022) which validated our purpose and distinctive contribution, with input from external stakeholders. We further exceeded our strategic target of one billion people with access to safe and nutritious foods (fortified foods) by reaching 1.24bn people in our large-scale food fortification programme.

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.



Programmes

GAIN's programmes operated in the following countries: Bangladesh, Egypt, Ethiopia, Ghana, Haiti, India, Indonesia, Kenya, Malawi, Mozambique, Nigeria, Pakistan, Rwanda, Senegal, and Tanzania.

GAIN's fortification programme has exceeded its 5 year reach target of one billion people with increased access to nutritious, safe foods. In 2020-2021, 1,239 million individuals have access to fortified foods, including salt, edible oil, and flours, through GAIN's programmes. Of this, 1.2bn is based on the amount of fortified food produced and common consumption patterns in countries, and a further 30m individuals were reached through other organisations benefitting from credit through the GAIN Premix Facility. In addition over 7m fortified meals/rations were distributed to needy families in Pakistan as part of GAIN's COVID-19 response efforts.

Our Commercialisation of Biofortified Crops programme in partnership with HarvestPlus has to date provided over 100,000MT of nutrient-enhanced grains to consumers, secured government commitment to support biofortification in Pakistan, India and Bangladesh, expressed in national policies, and inclusion of biofortified meals in school feeding guidelines in Tanzania.

GAIN's business support programmes significantly increased the number of people who consume nutritious, safe food produced by SMEs receiving technical and financial support. 1,036,000 people benefitted from these interventions in 2020-2021 (up from 656,000 in 2019-2020) in Mozambique, Kenya and Rwanda. In response to the severe disruptions experienced by many food SMEs caused by the COVID-19 pandemic, GAIN's multi-donor funded Keeping Food Markets Working programme directly supported 160 SMEs (over one third women-owned) to weather the storm with small grants (nearly \$2m total). In addition, 100 small mills and 350 salt producers were subsidised or supported to access micronutrient premix for fortification.

Preliminary findings from the impact evaluation of the Marketplace for Nutritious Foods programme in Kenya completed in 2021 showed how SME support to increase nutritious food access and consumption was effective in launching new food products, increasing purchase and consumption (using peanut butter as a sentinel food) and improving consumer perceptions around desirability and willingness to pay for healthier food products.

The next generation of SME support programmes will draw on lessons learnt from the evaluation to consolidate support in specific value chain commodities and/ or geographical areas (e.g., traditional markets), and work on translating increased access and consumption into improved diets.



GAIN's business support programmes significantly increased the number of people who consume nutritious, safe food produced by SMEs receiving technical and financial support.

A man with short dark hair and a beard, wearing a white long-sleeved shirt and a brown leather belt, stands with his arms crossed in front of large industrial food processing machinery. The machinery is made of stainless steel and has a large hopper at the top. A yellow warning sign is visible on the machine. In the background, another person wearing a white hard hat and a green safety vest is partially visible.

“An important element of the design of interventions in the markets was working closely with **market associations, vendors and local city governments.**”

GAIN's work to improve consumption of nutritious, safe food through increased consumer demand was particularly challenging in the context of the COVID-19 pandemic. In Nigeria, a demand creation campaign on the consumption of eggs in children aged 6-59 months was unable to increase consumption due to COVID-19 related price increases and income loss. However, the project evaluation showed intent and motivation to feed eggs to children increased, and the observed reduction in egg consumption was smaller in those areas where the campaign was rolled out.

In Indonesia, GAIN received a new grant from the Botnar Foundation to develop an innovative new approach to support young people to make healthier food choices through development of an online Food Investigator game. This gives adolescents the opportunity to learn more about the nutritious quality of food by collecting point of purchase information about snack foods, while at the same time motivating retailers and governments to do more to provide and regulate healthier food options.

In addition to supporting fortification and SMEs, GAIN's Keeping Food Markets Working COVID-19 response programme working in partnership with the USAID EatSafe project supported urgent practical interventions to minimise health and safety risks in traditional markets in 6 countries (Kenya, Tanzania, Nigeria, Ethiopia, Bangladesh, and Mozambique). As the primary food source for large numbers of urban consumers, it was essential to keep these markets operating safely. Actions included provision of health and safety equipment, information campaigns and hygiene training. For longer term food safety and sustainability, GAIN also supported the installation of cold storage equipment, WASH facilities and began work on market infrastructure upgrades in Kenya, Ethiopia and Tanzania.

An important element of the design of interventions in the markets was working closely with market associations, vendors and local city governments. GAIN's Urban Food Systems Governance programme developed a toolkit of practical policy options for improving urban food environments through a participatory process with multiple city level stakeholders in selected cities in Mozambique, Kenya and Pakistan. This programme also launched the Food Action Cities Platform in partnership with the Milan Urban Food Policy Pact and the RUAF Global Partnership on Sustainable Urban Agriculture and Food Systems to encourage cities around the world to initiate and improve actions to share urban food systems for improved nutrition. <https://foodactioncities.org>

Influencing and Alliances

GAIN has impact through its programme work, but drives this to a wider scale through its influencing and alliances. Through 2020-2021, 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.

Advocacy for the adoption and implementation of fortification is a critical underpinning of GAIN's fortification impact. In 2020-2021 advocacy in Nigeria supported the co-development of e-learning certification on micronutrient testing to improve quality of compliance data; in India, contributed to draft notification on national mandatory fortification of edible oil and milk issued by the Food Safety and Standards Authority of India; and in Bangladesh, supported the passage of the Iodised Salt Bill 2021, and commitment of the Ministries of Industries and Commerce to phase out bulk oil due to safety and quality concerns for fortified edible oil.

The USAID EatSafe project has built a foundation for GAIN advocacy on the issue of food safety which has included convening FAO, WHO, the Codex Secretariat and others on how to create international guidelines to improve the safety of nutritious foods in traditional markets in Low and Middle Income Countries (LMIC) and documented the need for guidance targeted to those markets. In Nigeria, EatSafe convened over 100 Nigerian stakeholders to solicit their input for improving the food safety conditions in local markets including the Kebbi State Commissioner of Agriculture and Natural Development and Four Permanent Secretaries.

GAIN's achievements for children and young people in 2020-2021 included approval by 16 member states of the South African Development Community (SADC) of the Infant and Young Child Feeding social behaviour change communications (SBCC) "Campaign in a Box", co-funded by UNICEF and Ministry of Foreign Affairs of the Netherlands. GAIN co-led the Lancet series on adolescent nutrition which compiles knowledge on the role of nutrition in adolescent growth and the drivers of adolescent food choice and provides recommendations on how to achieve better nutrition outcomes for this generation. The Pakistan adolescent nutrition strategy and operational plans drawn up with GAIN support were launched, and we supported the [Act4Food Act4Change](#) campaign convening youth leaders on understanding food systems and leading national Act4Food efforts.

Alliances and networks of SMEs run by GAIN and its partners expanded to exceed strategic targets with over 1 million businesses currently signed up (929 businesses, plus 485 in non-GAIN SBN networks, 658+324 in 2019/20) and nearly half making commitments to improve quality, price and/or volume of nutritious, safe food.

The SUN Business Network which we co-covene with the World Food Programme continues to provide support for businesses in nutritious food value chains to influence policies and resource allocations, while strengthening capacities to increase the affordability and accessibility of nutritious foods. In Kenya, 3 SBN chapters were founded to provide opportunities for SMEs to influence county level governments. The Nutrition Business Monitor (NBM), developed with the Access to Nutrition Initiative, was launched with self-assessments evaluating the performance of 22 companies in Bangladesh and 27 in Nigeria on their commitments and practices related to nutritious foods. From the recommendations, some priority topics emerged for training (e.g. business development in Nigeria and food safety and handling in Bangladesh). A second tool to support businesses looking to improve supply of nutritious foods is the [Innovative Food Systems Solutions Portal](#) developed and launched in 2021 preloaded with 100 innovative solutions for the production and distribution of foods. Developed in collaboration with a number of partners, the portal is an online space to share innovations, test your ideas and understand how they could be financed.

GAIN's workforce nutrition project in Bangladesh provided training guidelines which were approved by a technical curriculum committee led by the Ministry of Health and Family Welfare, providing the first ever training for government and ready-made garment factory personnel in conducting quality monitoring of nutritious and safe foods for workers. The World Benchmarking Alliance has used the Workforce Nutrition Alliance framework to score and track 350 agriculture and food businesses on workforce nutrition efforts.

GAIN recognises that for improved nutrition, nutritious foods must be not only available but also desirable to consumers. In 2021, we launched the Demand Generation Alliance with 6 other organisations: EAT Foundation, World Food Programme, World Business Council on Sustainable Development, Consumer Goods Forum, Global Business School Network, and the Thunderbird Business School in Arizona to explore and test how to drive societal preferences towards nutritious and sustainable food by leveraging social and cultural strategies.

GAIN recognises that for improved nutrition, nutritious foods must be not only available but also desirable to consumers.

The Global Agenda



2021 was a sentinel year for nutrition on the global stage with the United Nations Global Food Systems Summit (September), the Japan Global Nutrition for Growth (N4G) Summit (December) and Climate COP26 (October), at the same time as the world continued to deal with the ongoing impacts of the COVID-19 crisis.

GAIN worked through 2020-2021 on shaping these global events, through leadership of the UN Food Systems Summit Action Track 1: Ensure access to safe and nutritious food for all, continued convening of the Business Constituency Group to ensure business engagement in the N4G summit and formation of partnership with World Wide Fund for Nature (WWF) to bring food and nutrition into the climate conversation at COP26 and beyond.

To enable stakeholders to engage in and shape the UN Food Systems Summit discussion, GAIN supported an intense process to raise awareness and identify solutions to address the urgent need for food systems transformation. This included a 10-month public consultation process that contributed over 40 game-changing ideas to transform food systems, focusing on ending hunger, promoting access to healthy food and making food safer. Each idea is actionable, sustainable and with significant potential for impact at scale across all food systems outcomes. The Pre-Summit in Rome in July provided an opportunity to consolidate progress, bringing together stakeholders from across the world of food systems, including governments, youth, the private sector, civil society, academics and farmers, to link with dialogues at national level and discuss the latest evidence-based and scientific approaches from around the world towards formulation of a set of new commitments, new coalitions of action, and the mobilisation of new financing and partnerships.

Country-level engagement was critical for the success both of the Summit and for the potential to put words into action, and so GAIN actively facilitated Member State Dialogues, Food System Gamechanger and National Pathways development in all GAIN countries with direct support from GAIN Policy Advisors and Country Directors. These events helped to identify national priorities with all countries recognising nutritious foods and healthy diets as essential and many countries identifying priorities for action in the areas of fortification and biofortification, food safety and demand generation. This engagement expanded and strengthened GAIN's relations with relevant Ministries and other government bodies such as Bappenas in Indonesia, NITI Aayog in India and the Ministry of Finance, Budget and Planning in Nigeria and strengthened relations with UN country offices, such as FAO in Bangladesh, WFP and IFAD in Pakistan and UNEP in Tanzania.

During the year we worked closely with the Government of Japan to prepare for the delayed 2020 Nutrition for Growth Summit held in Tokyo, December 2021. GAIN convened a group of leading international business structures, the Business Constituency Group (BCG).

The BCG was a first in bringing together different business associations around a common goal to improve nutrition. GAIN was asked by the Government of Japan to convene business input for the Summit through the BCG, and the Group worked to develop a joint statement and undertook different initiatives to prepare for commitments at N4G including:

- Drafting of a Responsible Business Pledge for Better Nutrition (RBP) as a framework to support private sector leadership and SMART commitment-making for the N4G Summit.
- Forming an Investor Coalition to set criteria for institutional investors in food and beverage companies around their nutrition governance, strategy and disclosure and drive investment.
- Identifying options for companies to promote better nutrition such as product reformulation to reduce sodium levels and set guidelines for marketing their products to children.
- Supporting the Workforce Nutrition Alliance co-led by CGF and GAIN which engages employers to adopt and expand workforce nutrition programmes and will impact 3 million employees in their organisations and supply chains by 2025.

GAIN also participated together with leading business organisations in co-developing the Zero Hunger Private Sector pledge under the Zero Hunger Coalition and contributed to the formation of the Coalition of Action for Healthy Diets from Sustainable Food Systems for Children and All.

With the Micronutrient Forum, GAIN submitted a statement to the 2021 World Health Assembly on the findings of the Standing Together for Nutrition initiative which analysed the impacts of the COVID-19 pandemic on nutrition indicators.

Adapting to the necessities of a global pandemic, GAIN's Second Global Summit on Food Fortification went ahead in 2021 in the form of monthly online interactive [#FutureFortified](#) sessions to build consensus around the most important actions that should be pursued for staple food fortification. In partnership with the Micronutrient Forum and HarvestPlus, the series addressed topics on rice fortification, digitisation, fortifying the supply chain, the full-power of large-scale food fortification and the mightiness of nutrients to help in all areas of vulnerability and more. This was reinforced at country level, for example, the Kenya Food Fortification Summit convened 100 participants where industry players and stakeholders assessed progress in fortification, challenges faced and how to address them, concluding with making new commitments which were incorporated in the national UNFSS Food Systems Transformation Pathway report, including support for counties to set up multi-sectoral food safety coordination committees and draft food safety policies.

GAIN was successful in mobilising new funding throughout the year in which we were able to sign contracts with 11 new donor partners.

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 2021, GAIN had 241 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



“**GAIN** was successful in mobilising **new funding** throughout the year in which we were able to sign contracts with **11 new donor partners.**”

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 updated in 2021 on safeguarding, gender, equality and diversity, anti-harassment, and whistleblowing. These policies are accompanied by training and staff awareness raising. In 2021, 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 2021, 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. With the Business Constituency Group (BCG), GAIN participated together with leading business organisations in co-developing the Responsible Business Pledge as part of the Nutrition for Growth commitments and the development of the Zero Hunger Private Sector pledge under the Zero Hunger Coalition.

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.

GAIN promotes workforce nutrition in global and national companies in alliance with the Consumer Goods Forum and works in partnership with UNGC signatories such as Unilever and VF Corporation to promote better nutrition for workers in their supply chains in the tea and garments sectors in India, Kenya and Bangladesh.

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.

“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.**”



Leadership for the period 1st July 2020 to 30th June 2021

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

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

Sheryl FOFARIA

Head of the Philanthropy Centre for Europe, the Middle East and
Africa, JP Morgan

Ndidi NWUNELI

Managing Partner, Sahel Consulting
Agriculture & Nutrition Ltd

Andris PIEBALGS

Professor, European University Institute,
Former EU Development Commissioner

Julie WYNNE

Partner MLL

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

Gaspar CUAMBE

Mozambique (from January 2021)

Katia Santos DIAS

Mozambique (until January 2021)

Ton Thomas HAVERKORT

Ethiopia

Leah KAGUARA

Kenya

Rudaba KHONDKER

Bangladesh

Agnes MALLIPU (Acting from September 2020)

Ravi MENON (until September 2020)
Indonesia

Enock MUSINGUZI

Tanzania

Michael OJO

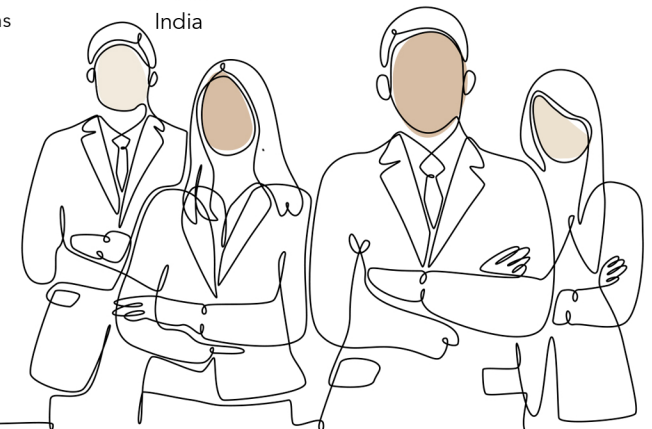
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Financial Support

GAIN would like to thank all those individuals and institutions that made a financial contribution to our work in 2020/2021.

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

- Bill and Melinda Gates Foundation (BMGF)
- Children's Investment Fund Foundation (CIFF)
- Department of Foreign Affairs, Trade and Development of Canada
- Foreign, Commonwealth and Development Office of the Government of the United Kingdom (formerly Department for International Development, DFID – UKAID)
- 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)
- Fondation Botnar
- Good Ventures (working in partnership with GiveWell and Open Philanthropy Project)
- Irish Aid of the Department of Foreign Affairs and Trade of the Government of Ireland
- Directorate General for International Cooperation and Development of the European Commission [EuropeAid] through projects led by Landell Mills Ltd and United Purpose
- EU Initiative on Climate-relevant Development Smart Innovation through Research in Agriculture (and food systems) in developing countries (DeSIRA) through project led by UNICEF
- Ministry of Foreign Affairs, Netherlands
- Rockefeller Foundation
- The Swiss Agency for Development and Cooperation (SDC)
- United Nations Children's Fund (UNICEF)
- United National Office for Project Services (UNOPS)
- United States Agency for International Development (USAID), directly and through projects led by Jon Snow International (Advancing Nutrition programme), Catholic Relief Services (NAWIRI project, Kenya), ADPP Mozambique (Transform Nutrition, Mozambique)
- VF Corporation Asia Ltd
- Waterloo Foundation
- World Food Programme
- World Health Organization

Summary of Audited Accounts for 2020-2021

Consolidated Balance Sheet

	2021 US\$	2020 US\$
Current Assets	43,729,821	35,888,788
Non-current Assets	687,145	651,443
TOTAL ASSETS	44,416,966	36,540,231
Current Liabilities	9,231,261	5,950,056
Restricted Funds	29,034,503	25,722,037
Capital of the Foundation	6,151,202	4,868,138
TOTAL LIABILITIES, FUNDS AND CAPITAL	44,416,966	36,540,231

Consolidated Statement of Operations

	2021 US\$	2020 US\$
Income *	57,432,161	45,175,851
Direct and administrative expenses	53,107,856	45,061,135
Intermediate net surplus/(deficit)	4,324,305	114,716
Net financial result	271,225	114,757
Change in restricted funds	(3,312,465)	(831,729)
Net surplus/(deficit) for the year prior to allocations	1,283,065	(602,256)
Allocation to Unrestricted funds	(1,283,065)	602,255
*of which is restricted	54,354,993	41,652,737

These financial statements were approved by GAIN's Board on 15 December 2021.

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>.