

# ANNUAL REPORT

2018–2019



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#BetterNutrition4all

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# GAIN in 2018–2019



**Catherine Bertini**  
Chair of GAIN's Board



**Lawrence Haddad**  
Executive Director

**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 2018 to 30 June 2019, GAIN furthered the objectives of its five-year strategy (2017–2022). This strategy aims to advance nutrition outcomes by improving the consumption of nutritious and safe food for all people, especially those most vulnerable to malnutrition. In particular, we aim to improve the consumption of safe and nutritious foods for – at a minimum – one billion people over the next five years and target major improvements to the food system – more diverse and healthier diets – for vulnerable citizens in countries where we work.

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. GAIN's approach to this key challenge takes a unique approach of productively linking public and private sectors for 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.

# Programmes

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

GAIN is on-track to meet its strategy reach target of increased access to nutritious, safe foods through large scale food fortification. In 2018–2019, GAIN's Large-Scale Food Fortification (LSFF) programme saw overall reach increase to 894 million individuals (from 593m in 2017–2018). Though important, reach numbers do not fully capture the nature of most LSFF interventions – which are now seeking to improve fortification quality as well as adding new fortification vehicles. We also continue to advocate for and support the adoption of legislation and regulation for fortification. In 2019, the new fortification legislation was finally passed by parliament in Tajikistan – the fruit of many years of intense efforts by GAIN and others. LSFF is now a key component of the recently launched 'Eat Right India' Campaign by the Food Safety Standards Authority of India. In Ethiopia, the National Food Fortification Steering Committee, of which GAIN Ethiopia is a member, advocated for mandatory fortification of edible oil and wheat flour, with indication from the Ministry of Trade and Industry of readiness to pass this.

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. 2018–2019 has seen a 50% increase in the number of businesses signed up to alliances and networks run by GAIN and its partners. Nearly half of these (470 businesses) have made commitments to improve quality, price and/or volume of nutritious, safe food.

During 2019, GAIN was commissioned by the Ministry of Foreign Affairs in the Netherlands to lead their programme of reconstruction of the food system for the regions affected by the devastating cyclones, Idai and Kenneth. We have also taken a step closer to launching an investment fund to support the expansion of companies in nutritious and safe food value chains, with the imminent appointment of a fund manager. Through 2018–2019, engagement around the fund concept has raised significant interest from potential investors.

The rigorous measurement of reach described below is derived from the Fortification Assessment Coverage Toolkit developed by GAIN. In 2019, we launched the FACT Manual, which enables wide sharing of over 20 FACT surveys and extends that work by facilitating the utilisation of the survey modules by others. Elements of this manual have been picked up in a range of surveys and have been proposed

for the latest Demographic and Health Surveys (DHS) updates. GAIN members also contributed to a **systematic review**<sup>1</sup> on large-scale food fortification which confirmed the evidence of the effectiveness of large-scale food fortification on micronutrient and health status of women and children.

GAIN has impact through its programme work but also, and equally importantly, via its influencing work. The programme work gives us both the direct impact on people's lives that drive so many of us on, and the insight and credibility to have a greater chance of indirect impact via effective influencing of ideas, policy action and resourcing decisions. Through 2018–2019, GAIN has advanced 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.

In GAIN's Making Markets Work (MMW) programme, this year, we have developed a number of new tools to stimulate more effective public-private engagement in nutrition including **Nutrition Connect** (a resource hub for what works for nutrition in the public-private space, [www.nutritionconnect.org](http://www.nutritionconnect.org)) and a Food Systems Dashboard: a new tool to bring together public and private data on different components of the food system to assess where it needs most attention to strengthen nutrition

outcomes. MMW is currently supported by six development partners: the Ministry of Foreign Affairs, Netherlands; the Federal Ministry of Economic Cooperation and Development, Germany (BMZ); Irish Aid; the Swiss Agency for Development and Cooperation; the International Development Research Center (Canada); and the Bill & Melinda Gates Foundation (BMGF).

We have also developed the first ever Executive Course on public-private engagement in nutrition, which was positively assessed by its 25 participants from public and private sectors globally (delivered July 2019). During 2018–2019, GAIN also completely refreshed its website and branding to appeal to a broader audience (launched September 2019), and launched a new series of papers to disseminate the learning from GAIN's programmes to diverse stakeholders in tailored formats.

<sup>1</sup> *Improved micronutrient status and health outcomes in low- and middle-income countries following large-scale fortification: evidence from a systematic review and meta-analysis*, Emily C Keats, Lynnette M Neufeld, Greg S Garrett, Mduduzi N N Mbuya, Zulfiqar A Bhutta, The American Journal of Clinical Nutrition, Volume 109, Issue 6, June 2019, Pages 1696–1708, <https://doi.org/10.1093/ajcn/nqz023>

# Assessing impact and effectiveness

GAIN's goal is ambitious and so is the challenge of demonstrating the impact of all of our work. We are committed to building a stronger evidence base, enforced by external evaluations of our work and rigorous indicator development, to show how our work makes a difference to the beneficiaries we serve.

In 2018-2019, GAIN completed three impact evaluations and commissioned six further external evaluations across a number of complex programmes. In India, our work with tea workers in Assam and Tamil Nadu delivered significantly improved dietary diversity through a behaviour change intervention (up to 24% increase). Among workers in Bangladeshi garment factories, interventions including behaviour change and iron folic acid supplementation were shown to reduce anaemia prevalence by 31.8% when a nutritious lunch was also provided, and by 11.9% in factories that did not provide the lunch. BRAC, with support from GAIN created the largest commercial model for micronutrient powder (MNP) distribution in the world, selling over

145 million sachets over 5 years. According to the external evaluation funded by CIFF and led by ICDDR,B and GAIN's Knowledge Leadership department, coverage targets were exceeded, with most families (90%) having heard of MNP; 69% having tried them; and 12% of children having consumed a full course, with the result that anaemia prevalence was reduced by 16 percentage points in children under 5 years of age.

GAIN continues to challenge itself and the nutrition community to assess the impact of difficult to measure programmes, by commissioning external evaluators to develop new approaches and test them across our portfolio. Studies are underway to assess the Marketplace for Nutritious Foods (Kenya), Better Diets for Children interventions (Ethiopia/Nigeria), the SUN Business Network (global and 3 country case studies), creating demand and improving supply (of eggs in Mozambique) and innovative action to improve adolescent nutrition (Bangladesh).



# Partnerships and alliances

Partnership is key to GAIN's approach in implementing and influencing. In October 2018, GAIN launched a major new partnership with **HarvestPlus** ([www.harvestplus.org](http://www.harvestplus.org)), to work to expand the reach of their nutritious varieties of staple crops through commercialisation. GAIN Tanzania's partnership with FAO facilitated the development of the Dar es Salaam Multisectoral Nutrition Strategic Plan with key national and local government stakeholders. GAIN Indonesia's ongoing partnership with the Ministry of Health and the Provincial Health Office of East Java has been expanded to support the scale up the "emo-demo" (emotional demonstration approach to behaviour change) activities in 5 additional areas, towards the goal of becoming the national standard for infant and young child feeding protocols for local health centres.

We have signed several new MOUs in the year, including with the Alliance for a Green Revolution in Africa (AGRA) (to link our SME work better with smallholder farmers); Euromonitor (to access retail sales data); the Food and Agriculture Organisation (FAO) (on our urban and SME programmes), and the Sustainable Trade Initiative (IDH) (workforce). GAIN has been invited to be a core partner of two important influencing initiatives, the Food Systems Dialogues, and the Food and Land Use Coalition (FOLU).

At a global level much of our influencing in 2018–2019 has focused on shaping the agenda and coordinating the stakeholders to ensure that the Japan Global Nutrition Summit of 2020 is ambitious and sets us on the trajectory to meet the 2030 Sustainable Development Goals. We are working actively with the Government of Japan, the hosts, to support the Summit. In June 2019, the Hague Conference on Building Business Commitments (convened by GAIN with the Government of The Netherlands and the Access to Nutrition Foundation (ATNF)) defined the private sector's thinking on the 'road to Tokyo' and, increasingly looking beyond, to the planned United Nations Global Food Systems Summit of 2021.

Further details on all of this work can be found on our website, [www.gainhealth.org](http://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 2019, GAIN had 198 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



# Principles

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.

In the past year, GAIN has updated its Code of Conduct to ensure our staff and partners work in line with and to promote our values and principles in respecting human and labour rights and to operate at the highest standards of professional behaviour. This includes updating our policies on safeguarding, gender, equality and diversity, anti-harassment, and whistleblowing. These updates have been accompanied by training and staff awareness raising.

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 2019, GAIN has been actively convening companies in the food sector to encourage engagement in the Japan 2020 Nutrition for Growth Summit. The goal of this Summit is 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.

In our work providing support to the Scaling Up Nutrition Movement as Secretariat for the 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.

# Summary of audited accounts

Consolidated Balance Sheet			Consolidated Statement of Operations		
	2019 US\$	2018 US\$		2019 US\$	2018 US\$
Current Assets	37,079,057	32,484,851	Income *	44,715,309	50,111,217
Non-current Assets	511,435	2,514,055	Direct and administrative expenses	46,361,834	40,003,507
<b>TOTAL ASSETS</b>	<b>37,590,491</b>	<b>34,998,906</b>	<b>Intermediate net surplus/(deficit)</b>	<b>(1,646,525)</b>	<b>10,107,710</b>
Current Liabilities	7,764,201	3,867,918	Net financial income	341,828	259,083
Capital of the Foundation	4,935,982	4,927,888	Change in restricted funds	1,312,791	(10,252,879)
<b>TOTAL LIABILITIES, FUNDS AND CAPITAL</b>	<b>37,590,491</b>	<b>34,998,906</b>	<b>Net surplus/(deficit) for the year prior to allocations</b>	<b>8,095</b>	<b>113,914</b>
			Allocation to	(8,095)	(113,914)
			Unrestricted funds		
			* of which is restricted	38,283,921	42,318,781

These financial statements were approved by GAIN's Board on 6 December 2019.

GAIN produces Financial Statements under SWISS GAAP FER21 (Accounting for charitable, social non-profit organisation) as the most appropriate for a growing non-profit to correspond to the charitable status of the organisation. 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

[www.gainhealth.org/financials/financial-statements](http://www.gainhealth.org/financials/financial-statements)

# Leadership

As of 30 June 2019

## Board members

**Vinita BALI,**  
Chair of GAIN's Board  
(term completed 31 December 2018)

**Catherine BERTINI,**  
Chair of GAIN's Board  
(appointed as of 1 January 2019)

**Dominic O'NEILL,**  
Chair of the Finance and Audit Committee

**Guillaume TAYLOR**

**Kaosar AFSANA**

**Tom ARNOLD,**  
(appointed as of 1 November 2018)

**Kathryn DEWEY**

**Ajai PURI**

**Felia SALIM**

**Joachim VON BRAUN,**  
Vice Chair of GAIN's Board and Chair of  
the Nomination and Remuneration Committee

**Stanley ZLOTKIN,**  
Chair of the Board Programme Committee

## Ex-officio Members

**Mauricio ADADE,**  
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

**Saul MORRIS,**  
Director, Programme Services

**Elizabeth MADDISON,**  
Director, Strategic Operations

**Lynnette NEUFELD,**  
Director, Knowledge Leadership

**Eamonn BAMBURY,**  
Acting Chief Financial Officer  
(term completed 28 October 2018)

**Paul YOUNG,**  
Chief Financial Officer  
(appointed as of 29 October 2018)

**Charl VAN DER MERWE,**  
Director, Country Programmes  
(appointed as of 10 September 2018)

## Country Directors

**Katia Santos Dias,** Mozambique

**Ton Thomas Haverkort,** Ethiopia

**Leah Kaguara,** Kenya

**Sofiya Khan,** Pakistan Officer in Charge  
(from 31 May 2019)

**Rudaba Khondker,** Bangladesh

**Ravi Menon,** Indonesia

**Enock Musinguzi,** Tanzania

**Michael Ojo,** Nigeria

**Qaiser Munir Pasha,** Pakistan  
(until 31 May 2019)

**Tarun Vij,** India

## Programme Leads and Heads of Function/Office

**Daniel Alberts,**  
Supply Chains for Nutritious Foods (acting),  
Marketplace for Nutritious Foods

**Eamon Bambury,**  
Head of Finance, Head of London Office  
(until 8 March 2019)

**Patricia Chale,**  
Head of HR (from 29 April 2019)

**Sofia Condes,**  
Nutritious Foods Financing (from June 2019)

**Greg Garrett,**  
Director, Food Policy and Finance

**Catherine Gee,**  
Head of Development Office,  
Head of London Office (from March 2019)

**Bonnie McClafferty,**  
Director, Supply Chains for Nutritious Foods  
(on secondment), Head of US Office  
(until December 2018)

**Penjani Mkambula,**  
Large Scale Food Fortification

**Christina Nyhus-Dhillon,**  
Workforce Nutrition

**Charlotte Pedersen,**  
Head of Danish Office

**Nathalie Perroud,**  
Head of Communications

**Sharelle Polack,**  
Urban Governance for Nutrition

**Alia Poonawala,**  
Better Diets for Children

**Herbert Smorenburg,**  
Senior Manager for the Netherlands Office  
(until 24 October 2018)

**Jonathan Tench,**  
Senior Manager, SUN Business Network,  
Head of US Office (from January 2019)

**Alison Tumilowicz,**  
Targeted Dietary Improvement  
(until 27 June 2019)

**Mieke van Rheen,**  
Dutch Office Manager (from 24 October 2018)

**Teale Yalch,**  
Post-Harvest Loss Alliance for Nutrition

**Firas Zuhairi,**  
Head of IT/IS

# GAIN offices

## Headquarters

### Geneva, Switzerland

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### Addis Ababa, Ethiopia

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### Copenhagen, Denmark

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### Nairobi, Kenya

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### New Delhi, India

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### Utrecht, Netherlands

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The Netherlands  
**T +31 30 760 3828**

# Financial support

**GAIN would like to thank all those individuals and institutions that made a financial contribution to our work in 2018/2019.**

The following donors provided support over \$100,000 during the year:

- Bestseller Foundation
- Bill and Melinda Gates Foundation (BMGF)
- Children's Investment Fund Foundation (CIFF)
- Department for International Development of the Government of the United Kingdom (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)
- Irish Aid of the Department of Foreign Affairs and Trade of the Government of Ireland
- L'Agence Française de Développement (through partnership with WFP)
- 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
- Partners of the Americas (Lead for programme funded by United States Agency for International Development (USAID))
- Rockefeller Foundation
- The Horace Goldsmith Foundation
- The Swiss Agency for Development and Cooperation (SDC)
- Wageningen University (Lead for program funded through the Agriculture for Nutrition and Health CGIAR Research Program)
- World Food Programme
- The World Bank
- United Nations Children's Fund (UNICEF)
- United States Agency for International Development (USAID)

