



Annual Report 2016–2017



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GAIN in 2016–2017

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 mobilizes public-private partnerships and provides financial and technical support to deliver nutritious foods to those people most at risk of malnutrition.

During the reporting period (1 July 2016 to 30 June 2017), the GAIN Board conducted a wide-ranging consultation and adopted a new five-year strategy (2017–2022). This strategy confirmed GAIN's purpose 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, delivering more diverse and healthier diets for vulnerable citizens in countries where we work.

GAIN believes the challenge is to transform food systems so that they do much more to improve the consumption of safe, nutritious food by the people who need it the most. Indeed, transforming our food systems to make them work better for people's nutrition and health is one of the biggest challenges facing humanity in the 21st century. This challenge has framed 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.**

In 2017, GAIN reached 248.9 million people with nutritious foods and an additional 59.8 million through behavior change communication



Vinita Bali
Chair of GAIN's Board



Lawrence Haddad
Executive Director

To attain these goals, GAIN supports countries and key stakeholders in implementing proven solutions to malnutrition undertaken in the context of broader 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 good governance best practices for the non-profit sector. In 2017, GAIN reached 248.9 million people with nutritious foods and an additional 59.8 million through behavior change communication (BCC), totaling 308.7 million reached overall through GAIN activities. GAIN's programs operated in the following countries: Afghanistan, Bangladesh, Burkina Faso, Cambodia, Cape Verde, Côte d'Ivoire, Egypt, Ethiopia, Ghana, India, Indonesia, Kazakhstan, Kenya, Kyrgyzstan, Lao Republic, Mali, Morocco, Mozambique, Nigeria, Pakistan, Rwanda, Senegal, Tajikistan, Tanzania, Turkmenistan and Vietnam.

In Central Asia, we saw an increase in fortified flour in Kazakhstan to over 800,000 metric tons and in exported fortified flour to Afghanistan to 50,000 metric tons. In Africa, the companies that GAIN supports under the Marketplace for Nutritious Foods (MNF) program produced eight million servings of nutritious foods.



We also focused on improving processes across GAIN. The Program Services Team (PST) supported country teams with the Baduta program in Indonesia, the home fortification programs in Mozambique and Ethiopia, and the GSMA mNutrition project. We also adopted improved design processes using the QUAD system, which includes PST, Country, Knowledge Leadership, Finance, and Development Office representatives, and followed recommendations coming out of discussions on the use of impact pathways. The Dutch Direct award was closed in the last six months.

In the field of food fortification, we launched the Global Fortification Data Exchange (GFDx) and finalized the GAIN Project Healthy Child (PHC) online Management Information System for national fortification monitoring. We published the roadmap for scaling up folic acid fortification, part of a Bill and Melinda Gates Foundation-funded consultation with the Micronutrient Forum, and we completed the regional harmonization of standards guidelines for Central Asia.

Under the Postharvest Loss Alliance for Nutrition (PLAN) program, we conducted business-to-business matches for six Nigerian companies working in the tomato cold chain to increase capacity for cold storage from 0 to 99 metric tons of tomatoes.

We launched the Global Fortification Data Exchange (GFDx) and finalized the GAIN Project Healthy Child (PHC) online Management Information System

Impact and/or process evaluations were completed for the Baduta program in Indonesia as well as the micronutrient powder programs in Mozambique and Ethiopia. While all three were contracted to external evaluators, the Knowledge Leadership team remained closely involved, ensuring progress as per plans, and supporting the evaluators in translation of the findings for the programs, in collaboration with the country and program teams. Fortification Assessment Coverage Toolkit (FACT) surveys were completed in an additional five countries including Pakistan. At the same time, we have been working closely with Oxford Policy Management to prepare to make the FACT publicly available. The results of the FACT surveys to date have been disseminated immediately following the survey in each country, and are in two journal supplements: Journal of Nutrition and PLOS One. Also coming to an end in 2017 is the Marketplace Assessment. While designed to support the development of methods for assessing potential for impact of market-based programs, the work has

provided many insights into the impact, potential, strengths and limitations of the Marketplace that are now all being used to strengthen the design moving forward.

GAIN is actively involved in the nutrition community. During this period we continued to provide leadership through participation on Boards and Advisory Committees to the Micronutrient Forum, Society for Implementation Research in Nutrition, International Union of Nutritional Sciences, BRINDA, Becoming Breastfeeding Friendly Technical Advisory Group, among others. We published 11 peer reviewed journal articles (in addition to the 11 mentioned for FACT), and made more than 40 presentations in nutrition and related meetings.

In assessing impact, GAIN is refining its performance indicators to go beyond simple availability, to measure:

- **improved diet diversity for infants, women and households;**
- **nutrient adequacy (not just improvement);**
- **actual consumption of foods that have been adequately fortified;**
- **affordability of safe, nutritious foods; and**
- **measurable improvements in the enabling environment to improve the consumption of safe, nutritious food.**

This work is further detailed on our website, www.gainhealth.org.

This annual report includes a list of serving Board members and senior management, short-form audited accounts approved by the Board, and a list of major financial contributors. As of 30 June 2017, GAIN had 150 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.

Vinita Bali
Chair of GAIN's Board

Lawrence Haddad
Executive Director

Audited Accounts



Consolidated balance sheet

	2017 US\$	2016 US\$
Current assets	25,955,182	37,523,363
Non-current assets	4,407,247	8,970,756
TOTAL ASSETS	30,362,429	46,494,119
Current liabilities	21,963,778	38,118,300
Restricted funds	3,754,997	6,801,425
Capital of the Foundation	4,643,654	1,574,394
TOTAL LIABILITIES, FUNDS & CAPITAL	30,362,429	46,494,119

Consolidated statement of operations

	2017 US\$	2016 US\$
Income	46,815,702	51,485,722
Direct and administrative expenses	46,968,800	51,137,772
Intermediate net surplus/(deficit)	-153,098	347,950
Net financial income	175,929	121,875
Other income	-	410
Net surplus/(deficit) for the year prior to allocations	22,832	470,235
Release from restricted funds	46,428	
Net surplus for the year	69,260	470,235

These financial statements were approved by GAIN's Board on 1 December 2017. Capital of the Foundation includes a cumulative unrestricted surplus of US\$4,607,467 for 2017 and US\$1,538,207 in 2016.

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 www.gainhealth.org/organization/financial-statements

Board Members

as of 30 June 2017



Vinita BALI, Chair of GAIN's Board

Mauricio MULLER ADADE, Chair of GAIN's Partnership Council**

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

Michèle COSTAFROLAZ, Finance and Audit Committee Chair

Stanley ZLOTKIN, Chair of the Board Program Committee

Omar DARY

Rhoda Peace TUMUSIIME

Kaosar AFSANA

Kathryn Gertrude DEWEY*

Guillaume TAYLOR*

Dominic O'NEILL**

Ajai PURI**

Shawn BAKER***

Michael ANDERSON****

Ex-Officio

Lawrence HADDAD, Executive Director*

Strategic Management Team

Lawrence Haddad
Executive Director*

Steve Godfrey
Chief Investment Officer

Dougal Freeman
Chief Financial Officer

Lynnette M. Neufeld
Director, Monitoring, Learning and Research

Arnold Timmer
Special Advisor, Global Program Management

Senior Management Forum

Firas Zuhairi
Senior IT Manager^

Rudaba Khondker
Country Director, Bangladesh

Herbert Smorenburg
Senior Manager for the Netherlands Office

Geraldine Murphy
Director Business Partnerships for Nutrition^^

Jonathan Tench
Senior Manager, SUN Business Network

Katia Santos Dias
Country Director, Mozambique

Charlotte Cadoux
Senior Manager HR/OD^^

Alex Rees
Director Program Development and UK office^^

Tarun Vij
Country Director

Mohibullah Wahdati
Country Director, Afghanistan

Marti van Liere
Director, Maternal, Infant and Young Child Nutrition

Vincent Tomassacci
Senior Manager IT/IS^^

Enock Musinguzi
Country Representative Tanzania

Dominic Schofield
Director, GAIN Canada and Senior Technical Advisor Policy and Programs

Susan Ni Chriodain
Director, Country Program Operations

Ravi Menon
Country Director, Indonesia

Bonnie McClafferty
Director, Agriculture and Nutrition

Greg S. Garrett
Director, Large Scale Food Fortification

Qaiser Munir Pasha
Country Director, Pakistan

Dominic Dalacha Godana
Acting Country Representative, Kenya

Uduak Igbeka
Acting Country Representative, Nigeria

* New member appointed in 2016

** New member appointed in June 2017

*** Term completed in December 2016

**** Term completed in June 2017

^ Joined in 2016/17

^^ Left in 2016/17

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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 2016/2017.

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

- **African Development Solutions (ADESO)**
- **Bestseller Foundation**
- **Bill & Melinda Gates Foundation (BMGF)**
- **CABI (Centre for Agriculture and Biosciences International)** in partnership with **GSMA** with funding from **UK DFID**
- **Children's Investment Fund Foundation (CIFF)**
- **Department for International Development of the Government of the United Kingdom (DFID – UKAID)**
- **Facility for Sustainable Entrepreneurship and Food Security of the Government of the Netherlands (FDOV)**
- **Global Affairs Canada (GAC)**
- **IDH Sustainable Trade Initiative**
- **Inter-American Development Bank (IADB)**
- **James Percy Foundation**
- **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**
- **Rockefeller Foundation**
- **The Horace Goldsmith Foundation**
- **World Food Programme (WFP)**
- **UNICEF Ethiopia**
- **UNICEF Mozambique**
- **Unilever plc**
- **United States Agency for International Development (USAID)**

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