

Executive summary

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. In particular, we aim to improve the consumption of safe and nutritious foods for, at a minimum, 1 billion people over the next five years and target major improvements to food systems, resulting in more diverse and healthier diets for vulnerable people in countries where we work.

We began 15 years ago with a belief that fortifying staple foods such as flour, oil and salt could help tackle poor nutrition, and since then we have worked with many partners to make fortified staple foods available to more than 1 billion people. GAIN has achieved much progress toward that goal. Now, it is increasingly clear that **food systems, which shape the demand, availability, affordability, convenience and desirability of foods, actually contribute to the poor diets that result in poor nutrition** and have become the number-one risk factor for ill health.

To help transform food systems so that they enable people's consumption of safe, nutritious foods, we have adopted three interlinked strategic objectives:

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

WHAT WE WILL DO

To carry out these strategic objectives, GAIN will work in alliances to provide technical, financial and policy support to the key participants in food systems - governments, the private sector (including farmers), and consumers - to make these systems more nutrition sensitive. Our work is organised into programme areas that include not only largescale food fortification, but also appropriate diets for women and young children, workplace nutrition initiatives, technical and financial assistance to help small and medium-sized businesses deliver more healthy foods at a lower price, initiatives to reduce spoilage and loss of nutritious food during storage and transportation, programmes to promote healthy food choices among adolescents, and more.

HOW WE WILL WORK

We will work in partnership with governments, businesses, development partners, universities and think tanks, and others who are seeking to improve the demand for and supply of safe, nutritious food and a food system environment that supports consumption of these foods. Among the many organisations working globally to improve nutrition, we bring to the table a tight focus on improving the consumption of safe,

nutritious foods uniquely combined with a capacity to engage and connect a wide range of actors in the food system, including businesses.

We are committed to making our work **country focused, context driven, alliance based, gender sensitive, critically engaged and independent**. We will adhere to our values, which assert that our work must **have an impact, be ethical and sustainable** in every sense, show innovation when needed, and be open and collaborative.

1. Impact on diet where we work;
2. Impact on the demand, availability and affordability of safe, nutritious food where we work;
3. Innovative ways of working that bring stakeholders together;
4. Programme delivery performance; and
5. Organisational performance;
6. We plan to measure our performance using five sets of indicators.

Our organisation, financing and governance are aligned to support our strategic objectives. To achieve our stated impact goals, we expect to expand at a significant rate over the next five years achieving a diversity of donors and innovative funding sources, while keeping our core costs below 15% of our overall budget.