

Our Purpose and Rationale

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 work¹.

We began 15 years ago with a belief that fortifying staple foods such as flour, oil and salt would make a critical contribution to tackling poor nutrition. Over the past 15 years, working in alliances with many partners, we have made fortified staple foods available to more than 1 billion people, we have increased young children's consumption of nutritious complementary foods, and we have begun to work with farmers and food businesses to increase their ability to improve consumers' access to nutritious foods. Independent evaluations of some of our most important projects show high coverage and impact in programs that we support.

Now, new evidence suggests that poor-quality diets have become the number-one risk factor for ill health. The quality of people's diets depends on food systems—that is, the actors and relationships that govern every decision between what is grown and what is eaten. These food systems shape the demand, availability, affordability, and desirability of safe, nutritious foods. Instead of contributing to the nutrition problem, food systems need to become a bigger part of the nutrition solution. We at GAIN believe 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 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, 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 its 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 and consumers—to make these systems more nutrition sensitive. Working at the intersection of the various elements in food systems, GAIN is well positioned to advance progress in developing food systems for a healthy world.

To get more nutritious food into the food value chain and to minimise the nutritious food exiting the food value chain, we will

- highlight opportunities and bottlenecks within food systems to improve nutrition;

¹ GAIN has offices in the following focus countries: Bangladesh, Ethiopia, India, Indonesia, Kenya, Mozambique, Nigeria, Pakistan, and Tanzania.

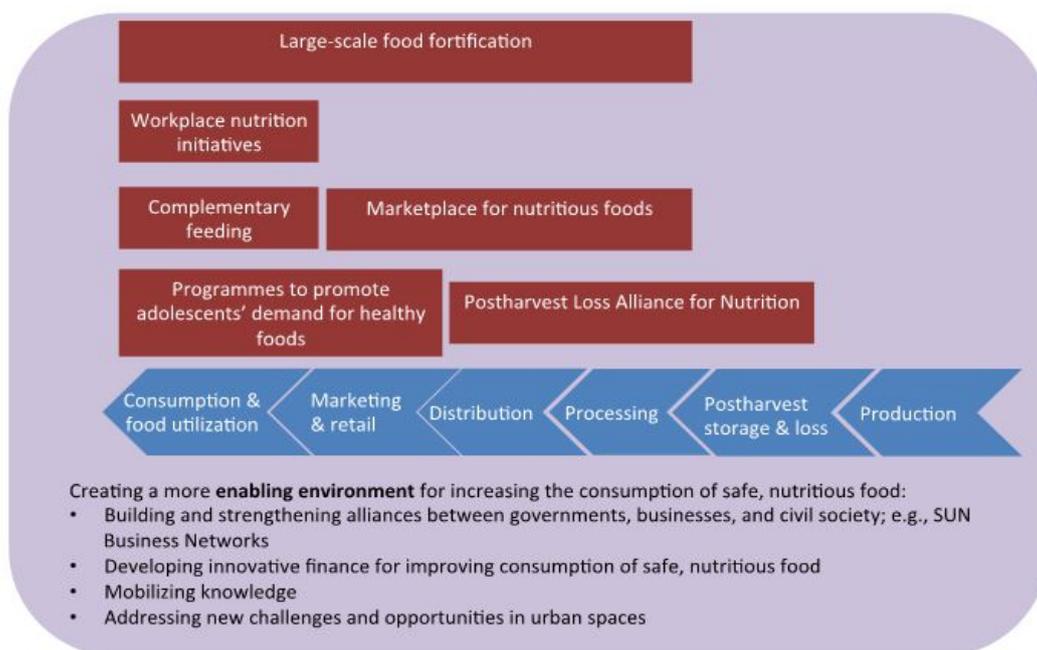
- catalyse collective action to seize the opportunities and relax the constraints; and
- expand and share knowledge of what works and does not work in food systems for nutrition, thereby reducing risk for all actors.

Our work is organized into the following programme areas, operating in an interlinked way along the food value chain, always working in partnerships and alliances:

- **Large-Scale Food Fortification:** improving the consumption of adequately fortified foods for all people who consume staple foods such as flour, edible oil and salt—without increasing the price to consumers.
- **Appropriate Diets for Women and Children:** finding sustainable ways of improving the diets and nutrient content of foods that are complements to breastmilk for infants 6–24 months old, as well as for their mothers.
- **Workplace Nutrition:** changing the workplace environment to make it easier for employees to know about nutritious foods and practices and to access them.
- **Marketplace for Nutritious Foods:** providing technical assistance and catalytic financial support to small and medium-sized enterprises to enable them to deliver more safe and nutritious foods to more people at a lower price.
- **Postharvest Loss Alliance for Nutrition:** supporting business-to-business solutions to reduce spoilage and loss of nutritious food during storage and transportation.
- **Promoting Healthy Food Choices among Adolescents:** working with adolescents—boys and girls—to understand food consumption behaviours and to design programmes to shape current and future choices towards more nutritious foods.
- **Innovative Finance:** linking finance institutions to businesses that have vetted business plans for improving the supply of and demand for safe nutritious foods.
- **New Challenges and Opportunities in Urban Spaces:** developing new programme approaches to rapidly urbanising food value chains, embracing new actors and new opportunities.

Figure 1 shows how these programme areas fit into the food value chain and the larger food system environment.

Figure 1: GAIN products and services along the food value chain



What This Work Will Look Like on the Ground

In support of our three strategic objectives—(1) to improve the demand for safe, nutritious foods, (2) to increase the availability and affordability of safe, nutritious foods, and (3) to strengthen the enabling environment to improve the consumption of safe, nutritious foods—our work will take a wide range of forms. The following are examples of how we can re-energise food systems for human health and development.

Improving the Demand for Safe, Nutritious Foods: Often it is assumed that if nutritious foods are more available and affordable, they will be consumed. Experience tells us otherwise—the demand for such food must be present and must outcompete less healthy options. We will work to strengthen demand in several ways, including the following:

- Building awareness among women and adolescents on why and how to access healthy diets for themselves and the infants in their families, using innovative campaigns such as “Healthy Gossip” in Indonesia
- Influencing policymakers via our advocacy work on the benefits of adequately fortified staple foods such as wheat flour, edible oil and salt
- Empowering employee nutrition choices via workplace behaviour change initiatives such as working with factory canteens to improve the nutritional quality of foods served
- Changing perceptions among businesses, via our business platforms, on the business benefits of building markets for more safe, nutritious foods

Increasing the Availability and Affordability of Safe, Nutritious Foods: Food systems do not automatically deliver these types of foods, especially to those who most need it. Businesses need help in meeting the demand for more nutritious foods and can play a role in shaping that demand through improved convenience and desirability. We will work to strengthen their ability to do this in several ways, including the following:

- Expanding the reach of adequately fortified foods through public distribution channels and private markets
- Increasing the ability of small and medium-sized businesses to increase their delivery of safe, nutritious foods to the market via the Marketplace for Nutritious Foods and to develop novel approaches to improving the convenience and desirability of those foods
- Generating business-to-business solutions to minimize the loss of nutritious foods in storage and distribution channels through the Postharvest Loss Alliance for Nutrition (PLAN)

Strengthening the Enabling Environment for Consumption of Safe, Nutritious Foods: Governments need to make it as easy as possible for all food system actors to do positive things for nutrition. Here are some examples of what we will do to help:

- Providing technical support to government efforts to legislate, monitor and enforce mandatory food fortification
- Generating and sharing high-quality data—via the Fortification Assessment Coverage Toolkit (FACT), for example—to enable governments and other stakeholders to map the availability, coverage and utilization of safe fortified foods
- Generating and sharing evidence of what works and what does not work in the public-private space, helping to build models for replication and improving accountability
- Building governments’ capacity to set meaningful standards and businesses’ capacity to credibly comply with those standards, such as those related to mycotoxins

How We Will Work

We are committed to conducting this work according to the following principles:

Country focused. We have a strong—and growing—presence in the countries that account for a large proportion of the world's malnutrition. Half of our staff is based in Africa and Asia, and this proportion will grow because we want to directly support the countries that grapple with the largest burdens.

Context driven. Governments' stated needs and preferences are the starting point in guiding our work. We take into account the current nutrition situation and existing activities by the landscape of actors, and we carefully identify areas where we can add value, working with others.

Alliance based. We aim to work in alliances because overcoming malnutrition in a sustainable way requires contributions from all corners of society.

Gender sensitive. We are neither gender blind nor gender blinded. Power asymmetries within the food system often run along gendered lines: men tend to have better access to land, water, finance, information and decision-makers. This represents a violation of human rights and, as research has shown, leads to poorer outcomes not only for girls and women but also for men. Our diagnoses and partner choices will be influenced by sensitivity to gendered power asymmetries, as well as to other imbalances such as those related to wealth, ethnicity, caste and geography.

Critical engagement. We engage critically with all stakeholders, including businesses. We know there are controversies to be navigated and managed when working with businesses, but we believe that critical engagement is much better than no engagement.

Independence. We treasure our independent voice. Our work is evidence based. We have a wide set of donors. We have a refreshed and strong governance structure with a diverse and independent Partnership Council.

Skills. We have a staff skill set that is fit for purpose, with technical experience in nutrition, food systems, business and programme delivery, monitoring and management, research and evaluation for program improvement.

Values. Our values are clear: our work must have an impact, be ethical and sustainable in every sense, show innovation when needed, and be open and collaborative.

Our Partners

Transforming food systems so that they promote people's consumption of safe, nutritious foods is a complex challenge that demands contributions from governments, businesses and civil society both locally and globally. GAIN's approach to this challenge centres on working in partnerships and alliances. In country, we will work with

- governments that are actively working to improve the demand for and supply of safe and nutritious foods;
- businesses seeking to develop and supply markets for safer and more affordable nutritious foods and food products;
- NGOs that want to work more effectively with businesses in food systems;
- development partners that are actively working to help governments improve the demand for and supply of safe and nutritious foods; and
- national universities and think tanks working on filling in key evidence gaps on food systems, businesses and nutrition.

Globally, we will work with

- development partners that are investing in making food systems work better for nutrition;

- development partners that are expanding their engagement with businesses in food and nutrition;
- businesses that are developing and implementing corporate strategies to create and to meet greater demand for healthier foods for lower-income consumers;
- international NGOs that want to become involved in food systems for improved diets;
- partners looking to better integrate nutrition goals into their core business or primary areas of intervention; and
- world-class universities and think tanks working on food systems and nutrition.

What Makes Us Different

Many excellent organisations form the nutrition ecosystem—globally, regionally, nationally, sub-nationally and at the community level. We work with hundreds of them. What makes GAIN different?

What we bring to the table is the following: a tight focus on improving the consumption of safe nutritious foods combined with a capacity to engage and connect a wide range of actors in the food system, including businesses. GAIN has a unique and proven record of facilitating practical solutions that increase the safety and nutritional value of foods in ways that work for consumers, businesses and governments. In addition, our commitment to linking action to evidence means we are well positioned to draw on and contribute to knowledge generation and mobilization about what works, why and how—based on our work and that of our partners. We will bring this practical and evidence-based approach to the broader challenge of sustainably transforming food systems.

How We Will Measure Performance

To date, we estimate that GAIN has contributed to making fortified food *available* to more than 1 billion individuals. Looking forward, we will refine our performance indicators to go beyond availability to include

- 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.

To measure GAIN's performance along these broader parameters, we will use five sets of indicators related to our work:

1. impact on diets where we work;
2. impact on the demand for, availability of and affordability of safe, nutritious food where we work, and the enabling environment that fosters these;
3. ways of working that build and sustain impact;
4. programme delivery performance; and
5. organisational performance.

Our Organisation, Financing and Governance

GAIN is a Swiss foundation and an international NGO. Our organisation, financing and governance are aligned to support our work to meet our three strategic objectives.

GAIN is organised into six teams: Programme Services, Country Programmes, Knowledge Leadership, External Influencing, Corporate Services and Strategic Operations. This organisation reflects our emphasis on impactful and sustainable programme design, driven and informed by national priorities and context, positioned for scalability, all embedded within a strong learning and knowledge mobilisation culture.

We have a new leadership team that is well respected for its commitment to impact, integrity, creativity and transparency.

Our annual budget is currently approximately \$45m. To achieve our stated impact goals, we expect to expand at a significant rate over the next five years. Our fundraising is currently well diversified, with more than 19 funders. We aim to maintain this diversity but to achieve a better balance in volume between funders. We also aim to raise significantly more funds in innovative ways.

We are committed to keeping our core costs below 15% of our overall budget. Our cost control has been strong in the past two years, and we intend to maintain this performance.

Our independent Board has undergone a renewal in the past two years, and its membership represents a diverse set of skills and experiences drawn from all corners of the globe and from the public and private sectors. All Board members serve in their individual capacity. Advising the Board and the leadership is an independent Partnership Council of 24 individuals, drawn from government, civil society, business, development partners and the research community. Our due diligence protocols ensure that we partner with organisations and individuals that are aligned with our aims and values.