

# Annual Report 2008-2009



**GAIN's mission is to reduce malnutrition through the use of food fortification and other strategies aimed at improving the health and nutrition of populations at risk, particularly women and children.**

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# ENDING MALNUTRITION



**T**he current global financial crisis has aggravated an already severe situation of world hunger and poverty. Children and the world's poor – unwilling participants in the speculative and volatile global commodity markets – are adversely affected by the knock on effects of constrained economies.

The impact of failed markets on food security has meant that families with reduced income now have even less food at their disposal; and that which is affordable, is invariably less varied and less nutritious. An additional penalty borne by children is that they are more likely to be withdrawn from school and forced into work in order to offset the impact of reduced income.

Climate change exacerbates the consequences for malnutrition of the global financial and food crises; the results are devastating - and will be felt for a lifetime. The United Nations estimates it could cost up to US\$ 12 billion a year by 2030 to mitigate the health consequences of climate change. Consequently, in May 2008, a UN resolution declared that member states should integrate health measures into their plans for adapting to climate change.

In the past year, the prevalence of hunger in developing countries has increased. In 2009 100 million more people are hungry every day than was the case in 2008. 195 million children under age five in the developing world are not reaching their growth potential, some will be affected for life.

The Global Alliance for Improved Nutrition (GAIN) believes solutions exist to improve nutrition for those most at risk. We have shown over the years that food fortification is one such example. In 2008 the world's top economists at the Copenhagen Consensus recognized vitamin and mineral supplementation and fortification to combat malnutrition in undernourished children to be the most cost effective development investment. Providing micronutrients in the form of iodized salt, vitamin A in capsules or vegetable oil and iron-fortified flour for 80 percent of the world's hungry would cost US\$ 347 million a year but yield a massive US\$ 5 billion from improved future earnings and reduced healthcare spending.

Improving the diet of those most at risk, particularly mothers and children, is integral to addressing the global targets of the Millennium Development Goals (MDGs). The Millennium Declaration set 2015 as the target date to eradicate extreme poverty, achieve universal primary education and make significant progress on other development challenges including gender equity, maternal health, child mortality and infectious diseases.

These challenges are complex and interconnected, but collectively we have much of the knowledge and technology required to address malnutrition. Partnerships and political will are required not only to raise nutrition higher on the global agenda, but also to scale up models that work, including our model of global alliance (GAIN) aimed at ending malnutrition. I wish to thank Marc Van Ameringen and his team for their dedication and commitment to our cause and GAIN's Board of Directors for its strategic guidance over the past year.



**Jay Naidoo** - Chair, GAIN Board of Directors



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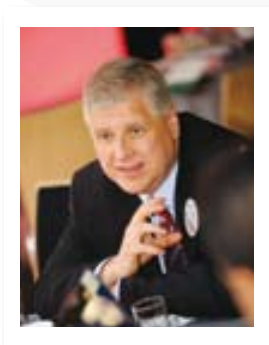
## INTRODUCTION

**This Annual Report appears only six months after the 2007-2008 Annual Report. It is the first to be produced on a new timetable aligned more closely with the end of the financial year on June 30. Subsequent reports will be published each December.**

I am proud that the GAIN Alliance, in its relatively short life, has changed the nature of the debate about nutrition. For the first time the food industry is recognized as a key player in the fight against global malnutrition. Our attention to measuring the impact of our programs has brought a more rigorous approach to program design. Our multi-stakeholder national food fortification projects are reaching large scale populations, more than 200 million people in 2009.

At the end of June 2009 we are poised to achieve much more as a result of major new grants received from the Bill & Melinda Gates Foundation, the Children's Investment Fund Foundation, the Wellcome Trust, and other donors. This year has therefore seen GAIN invest resources in the development of a medium term strategy to guide its work from 2010 to 2015. We have also put in place a robust infrastructure and operations platform, redesigned our program structure and reinforced our human resources so we can deliver expanded programs in collaboration with our partners in the countries which suffer the highest burden of malnutrition.

As we scale up our programs, GAIN's approach will unite critical program components – including procurement of premix, advocacy, technical assistance and impact assessment – to ensure that national food fortification programs are sustainable. At the same time we will implement a new model to target vulnerable populations; complementary approaches will draw on market mechanisms to reach low income consumers with nutritious products supplemented by public sector delivery systems to reach those most in need.



**Marc Van Ameringen** - GAIN Executive Director

Next year's annual report will show how successful we have been in redesigning GAIN to match a much increased demand for the delivery of nutritious food. In the meantime, this report records a number of successes in 2008-2009.

In partnership with GAIN and the UN World Food Programme (WFP), the Egyptian Ministry of Social Solidarity reached an estimated 9.5 million Egyptians with widely-consumed government subsidized fortified Baladi bread, nearly three times as many people as in 2008. Morocco demonstrated it could reach millions of people vulnerable to malnutrition with fortified vegetable oil and wheat flour. GAIN will continue its support to projects in these two countries to extend the reach and deepen the impact of these programs. In early 2009, GAIN invited Expressions of Interest for its National Food Fortification Program which resulted in 37 proposals from Africa, Asia, Latin America and the Caribbean, Eastern Europe and the Middle East.

GAIN's joint funds with investment banks and venture philanthropists, the International Finance Corporation-GAIN Nutrition Trust and the GAIN-Acumen Nutrition Fund Portfolio, made their first investments in our Infant and Young Child Nutrition Program. GAIN also directly approved large public private partnerships that will produce complementary foods and supplements in Bangladesh, Côte d'Ivoire, Ghana, India and the Philippines for children 6 to 24 months of age.

The GAIN-UNICEF Universal Salt Iodization Partnership Project completed its analysis of bottlenecks in national salt production and identified ways of addressing them through business approaches. At the same time, the GAIN premix facility, an innovative initiative that provides producers of fortified food a cost competitive and simple way to procure certified premix, completed preparations to launch on 1 July 2009. Despite the financial crisis, the GAIN Business Alliance, a global business network dedicated to addressing malnutrition through market-based solutions, continued to attract new members.

Our Alliance partners and our donors have been critical to the achievements we have made through growth and transformation over the last year. With them we will continue to respond to ever increasing demands from the ground and in the face of economic crisis, unstable food prices and climate change.

# HIGHLIGHTS 2008 - 2009

## August 2008

For World Breastfeeding Week GAIN draws attention to the urgent need to promote breastfeeding to give every child the best possible start in life. Empowering mothers to breastfeed gives millions of children a healthier future. Breastfeeding is one of the most cost-effective interventions to promote child health. A wide range of measures is needed to help mothers to breastfeed, including: empowering women; improving support at the workplace; increasing counselling; improving marketing practices; and improving complementary feeding.

## November 2008

GAIN organizes a high-level meeting in Accra, Ghana to secure a commitment from West African leaders to fight malnutrition in the region. According to the UN Children's Fund (UNICEF), one in three children under five years of age in West Africa is undernourished and many are affected by acute and chronic malnutrition. GAIN supports long-term nutrition programs in food fortification, infant and young child nutrition and salt iodization in West Africa.

## January 2009

GAIN issues an invitation for expressions of interest for its National Food Fortification Program and receives 37 proposals from countries in Africa, Asia, Latin America and the Caribbean, Eastern Europe and the Middle East. They are screened against eligibility criteria and capacity to contribute to significant reductions in vitamin and mineral deficiencies.

## May 2009

At the Micronutrient Forum in Beijing, China, DSM, an international company that develops nutrition solutions, is announced as the winner of the 2008 GAIN Business Award for Innovation in Nutrition for its innovative efforts in rice fortification. Shijiazhuang Zhenji Brew Group Co., Ltd, a company successfully marketing iron-fortified soy sauce to vulnerable rural populations in China, is the first runner up. Valid International is selected as second runner up for its approach to addressing acute malnutrition at scale in developing countries through community-based therapeutic care combined with a range of ready-to-use foods.

In partnership with the Flour Fortification Initiative, the U.S. Agency for International Development (USAID), the World Health Organization (WHO), the World Bank, UNICEF and the Micronutrient Initiative, GAIN contributes to the publication of the 2009 report "*Investing in the Future: A united call to action on vitamin and mineral deficiencies*". The report calls on governments and other partners to increase investments in life-saving vitamins and minerals and provides concrete recommendations to improve the delivery of supplements and fortified food to women and children around the world.

At the 2009 GAIN Business Alliance Global Forum in the Netherlands, the Amsterdam Initiative on Malnutrition (AIM) is launched by GAIN, the Government of the Netherlands, Unilever, DSM, AkzoNobel and Wageningen University. The initiative aims to eliminate malnutrition for 100 million people in Africa by 2015 and will grow through public private partnerships.

In May and June, GAIN is profiled in a series of three feature stories on malnutrition that is broadcast on CNBC's World Business, a program that has a global audience of 350 million households in over 100 countries. The first segment, entitled 'Food Fortification,' focuses on South Africa's Food Fortification Program and features interviews with South Africans representing different stakeholder groups including the Chair of GAIN's Board of Directors, Jay Naidoo. The second and third programs feature the GAIN Business Alliance Global Forum, an interview with GAIN's Executive Director, Marc Van Ameringen, and GAIN's work in Bangladesh.



# HIGHLIGHTS 2008 - 2009

## June 2009

GAIN convenes the first consultation of the South Africa Alliance against Malnutrition in Cape Town. The initiative, launched by the Minister of Trade and Industry, brings together the South African government, civil society, academic organizations and business partners to begin to address the full nutrition agenda in South Africa. Key action areas include: fortification; coordinated public health messaging; infant and young child feeding; specialised programs targeting people living with HIV/AIDS and school children; and capacity development.

*“The South African Government supports the South Africa Alliance against Malnutrition as it corresponds with new agricultural and manufacturing sector strategies focusing on rural development, poverty reduction, and food security. The latter has been worsened by the global food crisis.”*  
– Rob Davies, Minister of Trade and Industry, South Africa

GAIN supports the publication of formulations for fortified complementary foods and supplements in the June 2009 Supplement to the *Food and Nutrition Bulletin*. The Maternal, Infant and Young Child Nutrition Working Group of the Ten Year Strategy to Reduce Vitamin and Mineral Deficiencies, hosted by GAIN, drafted the formulations. They are being widely circulated as a reference for complementary food and food supplement product development.



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## NUTRITION PROGRAM

**“Phase I of GAIN’s project in Morocco was completed successfully. As of June 2009, the project was fortifying 33 percent of the national wheat flour market and more than 71 percent of the national vegetable oil market. In spite of the fact that the project has come to an end, the production of fortified oil and flour is increasing. But these successes require continued support. It is of upmost importance to maintain GAIN’s support through a second phase.”** – Dr Khalid Lahlou, Director of Population, Ministry of Health, Morocco

## NATIONAL FOOD FORTIFICATION

### OVERVIEW: PROMOTING SUSTAINABLE NATIONAL PROJECTS

As of June 2009 large-scale food fortification projects were underway in 17 countries in Africa, Asia and Latin America bringing fortified staple foods and condiments to more than 200 million people. Projects delivered fortified wheat and maize flour, vegetable oil, milk, sugar, soy sauce and fish sauce. GAIN's national food fortification projects are guided by a broad coalition of governments, businesses, international organizations and civil society partners working together in National Fortification Alliances. GAIN grants support: development of policy, legislation and regulation; monitoring and evaluation activities such as impact surveys; purchase of premix and fortification equipment; consumer awareness campaigns; and training on fortification techniques and quality assurance for government officials and staff in mills, refineries and plants. Projects are sustainable once fortification is mandated by government and adopted by industry.

### KEY ACHIEVEMENTS

#### NEW PROJECTS

In May the GAIN Board approved a new project in Egypt fortifying vegetable oil with Vitamin A. The project, to be implemented by WFP in partnership with the Egyptian Ministry of Social Solidarity, complements the GAIN-supported project fortifying Baladi bread.

- The Egypt Vegetable Oil Fortification Project aims to reach over 63 million Egyptians, including more than 24 million women of reproductive age and children. The project will provide equipment, premix and technical support in production and quality control to 25 oil producers and will also train regulatory agency personnel in quality assurance.

Fiscal year 2008-2009 was the first year that GAIN offered additional funding to food fortification projects that had completed their first phase of implementation but required further support to achieve full implementation and long-

term sustainability. Both the Morocco Vegetable Oil and Wheat Flour Fortification Project and the China Soy Sauce Fortification Project benefited from continued support.

- The first phase of the Morocco Wheat Flour and Vegetable Oil Fortification Project aimed to reduce micronutrient deficiencies (particularly vitamin A, vitamin D and folate deficiencies, and iron deficiency anemia) among women of reproductive age. It was implemented by Morocco's Ministry of Health in collaboration with UNICEF and was managed by the World Bank. The project achieved a number of results including: fortifying 33 percent of the national wheat flour market and more than 71 percent of the national vegetable oil market. The first phase of the project reached more than 22 million people. The second phase of the project plans to equip and train remaining mills, complete the process of making vegetable oil fortification mandatory and improve quality control of the fortified foods.
- The first phase of the China Soy Sauce Fortification Project implemented by the China Centre for Disease Control and Prevention aimed to make iron fortified soy sauce available at an affordable price. Through the project, twenty one large soy sauce producers began fortifying soy sauce. The companies produced 96,400 metric tons/year of fortified soy sauce. More than 62 million people were reached. A second phase of the project will aim to increase production expand marketing and reach more vulnerable women and children. While advocacy for government policy support

### GAIN'S WORLDWIDE PRESENCE

GAIN's Regional Offices in Johannesburg and New Delhi and representative offices in Beijing and Cairo serve as a platform to support GAIN projects in the field. Their activities include:

- Developing, implementing and monitoring country projects and activities across all areas of GAIN programming;
- Providing expert advice on the design of food fortification programs and projects;
- Representing GAIN with key national stakeholders;
- Carrying out research and advocacy activities that raise public awareness around nutrition;
- Convening events that bring together a wide range of stakeholders in the fight against malnutrition;
- Assessing trends in the nutrition industry within the region and their impact on GAIN initiatives.

at the national and provincial levels will continue, the project will explore innovative approaches to distribution including promotion among wholesalers, dealers and retailers through the China Condiment Association, and expanded sales through supermarket chains.

## ONGOING PROJECTS

Other projects, which are closely monitored by GAIN's offices on the ground, also achieved positive results in both scale and quality, particularly in Egypt, Francophone West Africa, India and Pakistan.

- In partnership with the Egyptian Ministry of Social Solidarity and WFP, GAIN helped improve the nutrition of millions of Egyptians through providing fortified wheat flour used in the production of Baladi bread, the staple food of Egyptians. The project had reached more than nine million low income Egyptians with the fortified bread as of June 2009, three times as many people as in 2008. GAIN funding also enabled 43 mills to begin fortification of wheat flour.
- GAIN's investment in Francophone West Africa, which focuses on the fortification of vegetable oil with Vitamin A, also made notable progress. Benin and Burkina Faso started fortifying vegetable oil with vitamin A while Niger and Togo installed equipment to begin vegetable oil fortification. At the end of the project in 2010, 70 percent of the population is expected to receive almost 30 percent of their recommended daily need for vitamin A from fortified vegetable oil.
- In India, GAIN continued to support the Naandi Foundation, a non-governmental organization, to fortify government sponsored midday meals in the states of Andhra Pradesh, Rajasthan and Madhya Pradesh through central kitchens. 800,000 children between five and 12 years of age are benefitting from the meals. All the meals use fortified wheat or fortified lentils. The government supported noon meal scheme supplies free meals to 120 million primary school children daily.
- 25,000 people living with HIV/AIDS in the southern state of Tamil Nadu receiving antiretroviral therapy (ART) from government ART centres benefited from a GAIN-supported

pilot project that provides nutrient dense blended food to people living with HIV/AIDS. The initiative has become a model for integrating nutrition and nutrition counseling into existing HIV prevention, treatment and mitigation efforts. As a result of its success, the National AIDS Control Organization has already taken steps to include nutrition as part of the National AIDS Control Program.

- During 2008-2009, GAIN also began to support a pilot project implemented by the Naandi Foundation to supply fortified rice (Ultra Rice) for midday meals reaching 50,000 school children. The Ultra Rice technology is developed by PATH, an international non-profit organization that is leading coordination, quality control and monitoring and evaluation.
- In Pakistan, "atta" wheat flour is a major staple food with a very high rate of consumption. GAIN is supporting the Ministry of Health, the Pakistan Flour Mills Association and privately-owned flour mills to add iron and folic acid to flour and thus reduce anemia and the occurrence of neural tube birth defects. As of May 2009, 80 flour mills were fortifying wheat. By June 2009, more than 12.7 million people were consuming the fortified wheat flour, three times as many people as in 2008. A new initiative will fortify all wheat production at 40 more mills supplying Utility Stores Corporation, which is mandated to reach the poor and vulnerable.

## SUPPORT OF NEW REVISED INTERNATIONAL GUIDELINES FOR FOOD FORTIFICATION

In 2008-2009 GAIN undertook a thorough review of its large scale food fortification projects, following the emergence of revised international guidelines for vitamin and mineral fortification of wheat and maize flour.<sup>1</sup> The purpose of the review was to assess project adherence to the guidelines and to make preliminary recommendations for change where appropriate. GAIN also began to implement the guidelines by:

- Requiring that all new projects adhere to the revised guidelines;
- Supporting the convening of a Joint Expert Committee on food additives by World Health Organization (WHO) and the UN Food and Agriculture Organization (FAO) since, in certain countries, national legislation does not yet accept the recommended fortificants as food additives.

<sup>1</sup>World Health Organization, *Recommendations on Wheat and Maize Flour Fortification Meeting Report: Interim Consensus Statement*. 2009



Over the next year, GAIN will work with involved stakeholders to advocate for the adoption of the new guidelines to governments, in particular in countries where GAIN has large scale fortification programs. Adherence to the new fortification guidelines was a requirement for respondents.

In February 2009, GAIN issued an invitation for expressions of interest for a new round of national food fortification projects. In response GAIN received 37 proposals from countries in Africa, Asia, Latin America and the Caribbean, Eastern Europe and the Middle East and screened them against eligibility criteria and capacity to contribute to significant reductions in vitamin and mineral deficiencies.

Eligibility criteria included:

- Evidence of a micronutrient deficiency prevalence rate considered to be a national public health problem;
- A selected food or condiment vehicle for fortification that is consumed by a significant proportion of the population;
- Adherence to new revised international guidelines for food fortification – the actual vitamin and mineral compound used to fortify the food or condiment must follow the latest recommendations;
- An ability to partner across public, private and civil society sectors;
- A strong capacity for national ownership.

An Independent Review Panel made up of public health/nutrition and private sector experts recommended a selection of projects. GAIN has begun working with applicants to develop these promising projects.

## **INFANT AND YOUNG CHILD NUTRITION**

### **OVERVIEW: REACHING VULNERABLE INFANTS THROUGH LOCAL SOLUTIONS**

Infants under the age of two are most vulnerable to the long term consequences of malnutrition. The first 24 months of life represent the period of highest vulnerability but also the greatest window of opportunity for investments in healthy development. The goal of GAIN's Infant and Young Child Nutrition Program is to improve nutrition and reduce anemia in at least ten million children aged six to 24 months through

optimal feeding practices that combine breastfeeding and appropriate introduction and use of complementary foods. The program supports national capacity to manufacture and deliver high quality fortified complementary feeding products that are affordable for low-income families. It also works with governments to ensure that an enabling environment is in place for markets to reach the poor with these products.

## **KEY ACHIEVEMENTS**

### **NEW PROJECTS**

During this year, the GAIN-Acumen Nutrition Fund Portfolio and the IFC-GAIN Nutrition Trust made their first investments in Africa and Latin America. The funds made their first disbursements to Favorita Fruit Company, an Ecuadorian company that develops and markets a dairy-based fortified complementary food and to Insta Products, a Kenyan company developing and distributing a low cost porridge product. In May 2009 the GAIN Board approved new grants in Bangladesh, Côte d'Ivoire, Ghana, India, and the Philippines.

- GAIN provided US\$ 2.9 million to Renata Limited, a manufacturer of human and animal health products, and BRAC, one of the biggest NGOs in the developing world, to build and operate an innovative business model to produce and deliver multi-nutrient powders to vulnerable infants in Bangladesh.
- In Côte d'Ivoire GAIN awarded US\$ 3.1 million to Protein Kissèe-La, a privately owned agro-industrial company, and Helen Keller International, to build a partnership to deliver a high quality fortified porridge product that is locally produced and affordable for low-income families.
- In India GAIN signed a US\$ 1.8 million grant with Andhra Pradesh Foods, a government-owned food company, to improve the quality of the company's complementary food that is distributed to large populations of vulnerable children through the Integrated Child Development Service (ICDS) in the state of Andhra Pradesh. ICDS, a national development program started by the Government of India in 1975, aims to improve the health of mothers and children less than six years old by providing health and nutrition education, health services, supplementary food and pre-school education.

Discussions are underway with Yedent Agro Processing Ventures Limited, one of the key cereal producers in the Ghanaian market, to produce high quality fortified complementary foods that meet the nutritional requirements of infants. A grant with WFP in India, to be carried out in close partnership with the Government of Rajasthan, will aim to provide technical support to women's groups to produce complementary foods for children served by ICDS. In the Philippines, GAIN is in negotiations with the not-for-profit organization Nutrition Centre of the Philippines to develop and market an existing porridge product fortified with vitamins and minerals and make it available in affordable single serving sachets.

*“GAIN provides the needed resources to evaluate innovative ways of improving nutrition. It invests in developing the capacity of national and regional institutions and offers new perspectives on public health interventions. GAIN inspires us with its high standards of scientific excellence in research, program development and implementation.”*  
**– Dr. Florentino Solon, President, Nutrition Centre for the Philippines**

### **SUPPORT TO STANDARDS AND GUIDELINES FOR COMPLEMENTARY FEEDING PRODUCTS**

One of the major constraints to fortification of complementary feeding products is the lack of harmonized international guidelines related to product formulation and the associated weakness of national policies and standards to regulate the market for complementary feeding products. GAIN encouraged progress on this issue by:

- Publishing a review of product formulations for fortified complementary foods and supplements in the June 2009 *Food and Nutrition Bulletin* (these formulations are being widely circulated as a reference for complementary food and food supplement product development);
- Developing and testing a product formulation calculator to assist GAIN-supported companies with product development;
- Drafting, with partners, a review of the Code of Marketing of Breast Milk Substitutes and related World Health Assembly resolutions. The review is serving as a background document for the development of guidelines that companies can use to ensure their compliance with the Code;
- Assisting Ghana's leadership with revising guidelines of the Codex Alimentarius (an international food regulatory body

administered by the FAO and WHO) on supplementary food for infants and young children. These guidelines cover the formulation of fortified complementary foods. The proposed revisions will decrease serving size to ensure adequate breast milk intake, encourage consumption of local foods and ensure reference nutrient intakes (recommended amount of vitamins and minerals children need each day) are up to date.

## **UNIVERSAL SALT IODIZATION**

### **OVERVIEW: ACHIEVING UNIVERSAL SALT IODIZATION THROUGH A BUSINESS-ORIENTED APPROACH**

According to UNICEF, every year 38 million children are born at risk of impaired mental abilities due to iodine deficiency. The main reason is that their mothers' diets during pregnancy did not contain enough iodine. Iodine deficiency significantly reduces future generation's mental capacity to perform well in school and lead healthy and productive adult lives. Iodization of all salt for human and animal consumption (Universal Salt Iodization - USI) is the simplest, safest and most inexpensive intervention to ensure an adequate iodine intake. The World Bank reports that this measure would cost approximately US\$ .05 per child per year.

After more than two decades of work, it is estimated that approximately 70 percent of households globally use adequately iodized salt. By 2007, over 120 countries were implementing salt iodization programs – an increase of one third in just six years over the 90 countries with such programs in 2000. While progress has been significant, some countries still have a distance to go. New models are needed to reach higher levels of coverage and to assure that achievements are sustained. The GAIN-UNICEF USI Partnership Project responds to this requirement for new models.

The Partnership contributes to global efforts to eliminate iodine deficiency through salt iodization in 13 countries with the lowest coverage of iodized salt and the greatest burden of iodine deficiency. The project aims to reach with adequately iodized salt 90 percent of the population in these 13 countries: Bangladesh, China, Egypt, Ethiopia, Ghana, India, Indonesia, Niger, Pakistan, Philippines, Russia, Senegal and Ukraine. By the end of the project, the Partnership will have helped to reach more than 790 million people not yet covered by worldwide

salt iodization programs, including more than 19 million new born infants every year. A five year partnership between GAIN and UNICEF, this initiative builds on the complementary skills of the two organizations – GAIN’s expertise in supply and monitoring and evaluation and UNICEF’s know-how in advocacy and demand creation.

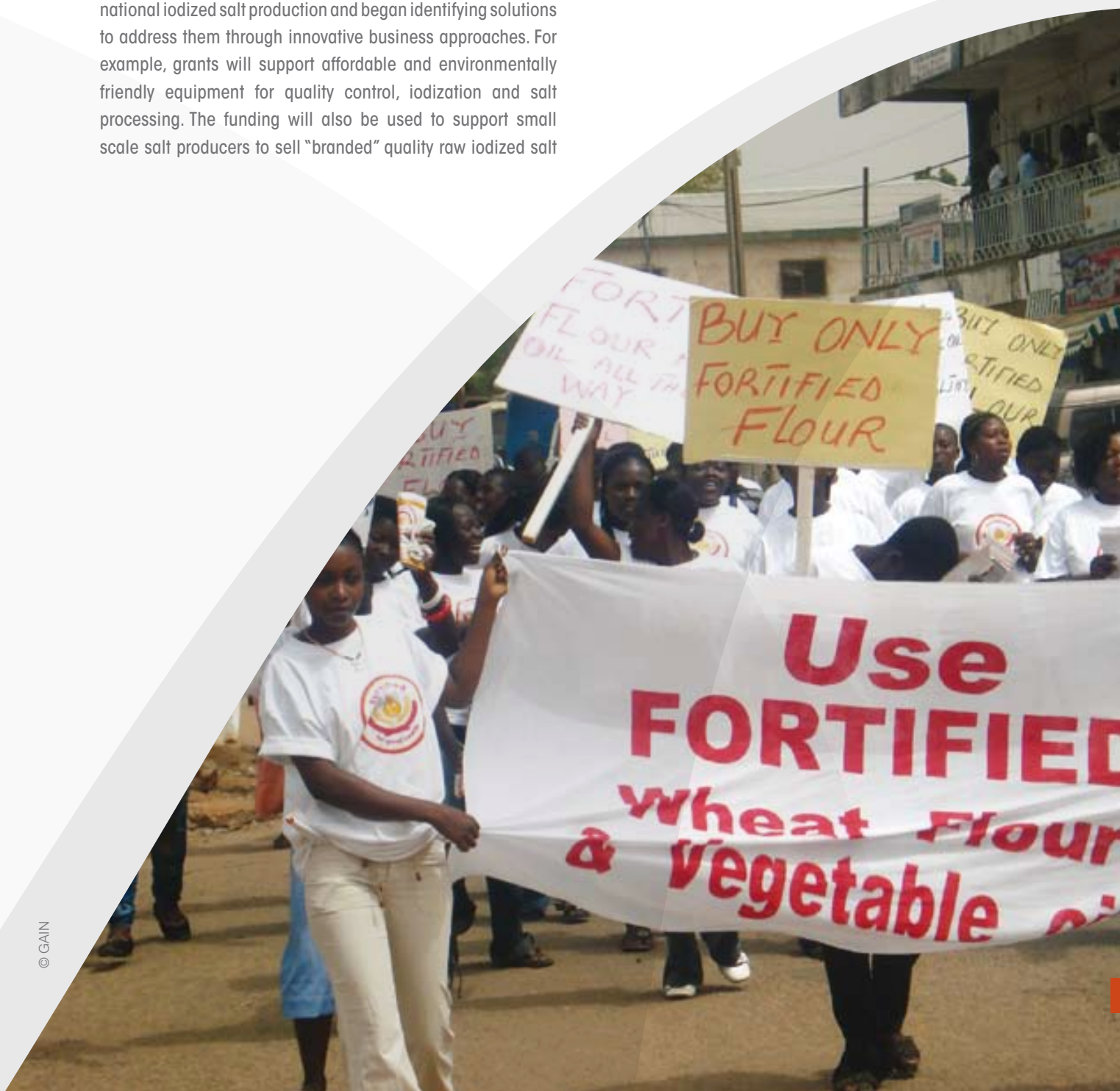
through salt banks. The Partnership is currently completing strategic plans, which define actions necessary to achieve project goals, in collaboration with national partners which include Ministries of Health, Industry and Mines, National Food and Drug Boards, and local associations of salt producers.

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## KEY ACHIEVEMENTS

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The GAIN-UNICEF Partnership completed introductory missions to target countries as well as country reviews. GAIN, as part of its contribution to the Partnership, analyzed bottlenecks in national iodized salt production and began identifying solutions to address them through innovative business approaches. For example, grants will support affordable and environmentally friendly equipment for quality control, iodization and salt processing. The funding will also be used to support small scale salt producers to sell “branded” quality raw iodized salt



## **GAIN PREMIX FACILITY**

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### **OVERVIEW: SIMPLIFYING PREMIX PROCUREMENT FROM EVERY ANGLE**

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Micronutrient premix is a commercially prepared blend of vitamins and minerals used by food producers to fortify staple foods. Getting the right high quality premix at the right cost is critical to achieving the nutritional objectives of large-scale food fortification programs, while also ensuring that recurrent costs of these programs are sustainable. A number of barriers exist for programs in procuring premix: access to suppliers can be difficult; prices for premix are not always competitive; funding the upfront capital for large purchases is a challenge; and a lack of quality assurance and monitoring of delivered products means it is difficult to check premix quality.

The GAIN premix facility (GPF) is an innovative solution to address these barriers, led by GAIN and supported by its partners Crown Agents and Intertek. The objective of the GPF is to provide a cost competitive, simple way for customers involved in food fortification to procure the premix required to achieve their nutritional objectives. Customers are connected through the GPF to a group of leading global and regional suppliers, and can leverage the scale of the GPF customer pool to achieve better cost and service outcomes for their own projects.

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### **KEY ACHIEVEMENTS**

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In preparation for its launch on 1 July 2009 GAIN completed a review of best practices in procurement, certification and financing mechanisms across numerous private, public and development organizations. The objective of this review was to develop a robust process and technology design blueprint for the GPF. Based on this blueprint, GAIN ran a public selection process for specialist partners. Crown Agents was selected to handle operational procurement and logistics activities. Intertek was chosen to certify the manufacturing practices of

suppliers and to monitor the quality of premix shipments on an ongoing basis. Through the combined efforts of these partners, the GPF was successfully launched and is now fulfilling orders for premix to customers around the world. Early results have been encouraging with substantial reductions in premix costs, as well as a growing pipeline of customer orders.

Looking ahead to 2009-2010, the GPF team will focus on ensuring consistent, reliable delivery which satisfies the needs of its customers. The team will also prioritize communication of the GPF offering to new potential customers in order to further grow the volume of premix sourced through the facility. Additionally, GAIN will be looking to enhance financing support offered through the GPF by providing low interest loans through a third party banking partner for customers to finance their premix purchases. Further work will also be done to develop the Grant Facility of the GPF, which will specifically focus on the provision of premix for fortified food aid distributed in emergency relief situations.



**“GAIN has been instrumental in bringing together various national and international partners to make progress towards achieving sustainable elimination of iodine deficiency disorders in India. The International Council for the Control of Iodine Deficiency Disorders (ICCIDD) in South Asia is a partner in the Secretariat of the National Coalition for Sustained Iodine Intake, which is funded through the GAIN-UNICEF Universal Salt Iodization Partnership Project. GAIN is also supporting ICCIDD to strengthen the capacity of India’s Salt Commissioner to control the quality of iodine. The proactive approach of the GAIN representative was instrumental in realizing this long delayed initiative.”**

– Dr Chandrakant Pandav, Regional Coordinator, South Asia ICCIDD





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## PARTNERSHIPS

**“GAIN is an example of a platform that is turning into a movement for better food and nutrition security. With GAIN playing a key convening role, we have moved beyond public private partnerships based on corporate social responsibility to opportunities for businesses to make a real impact in ways that also contribute to their markets and profitability. I am referring to both local and global businesses.”**

– David Nabarro, Coordinator, UN System High Level Task Force on the Global Food Crisis

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## OVERVIEW: MOBILIZING INNOVATIVE PARTNERSHIPS TO FIGHT MALNUTRITION

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The Partnerships Program plays an instrumental role in facilitating GAIN's alliance function by developing innovative partnerships to mobilize new investments and resources for nutrition. In 2008-2009, the program continued to support GAIN programs and maintain and develop partnerships within both public and private sectors.

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## KEY ACHIEVEMENTS

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GAIN continued to work closely with a variety of institutional partners including international organizations within the UN family, international and national NGOs and universities in the implementation of its large scale fortification program and related activities, including research and the development of case studies. For more detailed information about all GAIN's partnerships see: <http://www.gainhealth.org/partnerships>. This year GAIN formalized new partnerships with the global non-profit organization Ashoka, the University of Geneva and New York University's Wagner School. GAIN is working with Ashoka to implement a competition focused on identifying social entrepreneurs and innovative approaches to delivering improved nutrition for all.

GAIN welcomed Ajinomoto, Fortitech and AkzoNobel as new members of the GAIN Business Alliance, an expanding global business network dedicated to addressing malnutrition through market-based solutions. Despite the financial crisis, the GAIN Business Alliance grew to 12 fee-paying members in 2009, signalling that companies are still interested in investing in product development for the world's most vulnerable populations.

The program continued to mobilize innovative partnership models through its flagship event - the GAIN Business Alliance Global Forum. GAIN convened more than 170 business leaders and representatives of government, civil society, academia and international agencies at the GAIN Business Alliance Global Forum in May 2009 in Amsterdam.

Working together using interactive technologies, Global Forum participants explored two broad topics: how to accelerate action to fight malnutrition and how to increase investment in nutrition. Actions they identified to scale up business models that have a nutrition impact included: building local capacity by strengthening management and financial systems in all sectors; implementing innovative distribution channels to reach the rural poor more effectively; and sharing success stories and lessons learned within a network of company champions. To attract new investments in nutrition investors, consumers and governments need to be educated on the opportunities surrounding nutrition; and the financial community needs to develop more tailored investment models.

## AMSTERDAM INITIATIVE ON MALNUTRITION: AN EXAMPLE OF INNOVATIVE GAIN PARTNERSHIP MODELS

"This initiative is not about corporate responsibility but about the core business of companies around the table," explained Bert Koenders, Minister for Development Cooperation of the Government of the Netherlands at a panel during the 2009 GAIN Business Alliance Global Forum. "For businesses the effort has to be profitable in the medium and long-term and that makes it profitable for us as the public sector accountable to people in the poorest countries," he emphasized.

The Amsterdam Initiative on Malnutrition (AIM) is a new effort designed to test how government and business partners can jointly mobilize new resources to improve nutrition in targeted African countries. In this innovative model, GAIN will serve as the Secretariat for AIM and the Government of the Netherlands will provide financial support. Unilever, DSM and AkzoNobel will offer the know-how of food and ingredients producers and Wageningen University will provide expertise in nutritional science.

Sub-Saharan Africa has the highest proportion of undernourished people in the total population; one in three people are chronically hungry. AIM will support local partners to market and distribute low cost, high quality products that improve the nutritional quality of local diets in Ghana, Kenya, South Africa, Ethiopia, Mozambique and Tanzania.

During the event, GAIN announced its participation in a partnership with the Ministry of Foreign Affairs of the Government of the Netherlands, Unilever, DSM, AkzoNobel and Wageningen University. The collaboration, referred to as the Amsterdam Initiative on Malnutrition, aims to eliminate malnutrition for 100 million people in Africa by 2015.

The event also provided the opportunity to award the 2008 GAIN Business Award for Innovation in Nutrition to DSM, a company that creates products and services for human nutrition and health. DSM's technology to incorporate vitamins and minerals into rice kernels was the winning entry. The rice kernels retain the added vitamin levels after washing and cooking and taste and look like normal rice, thus ensuring consumer acceptance. They can also be transported over long distances at high temperatures without losing their nutritional content. The kernels are already being produced in China in a joint venture called Wuxi NutriRice Ltd. "In the past, rice fortification efforts have not been very successful due in part to cultural and dietary preferences," said Will Oulton, Director, Responsible Investment, FTSE Group and Chair of the award's judging panel. "DSM's work to make a fortified rice product acceptable across low income communities is a significant nutritional product innovation."

GAIN was also involved in this period in the launch of the South Africa Alliance against Malnutrition which brought together 75 participants from government, business, professional and academic bodies and NGOs to renew their commitment to work together in the fight against malnutrition.





© Reuters/Rupak De Chowdhuri

# INNOVATIVE FINANCE



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## OVERVIEW: ATTRACTING CAPITAL TO MALNUTRITION THROUGH FINANCIAL INNOVATIONS

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The fight against malnutrition demands a significant increase in funding from current levels of investment. Through its Innovative Finance Program launched in 2008, GAIN is committed to pioneering new innovations in finance and financing structures to attract capital for the fight against malnutrition.

This includes finding new ways to leverage capital markets to encourage food and beverage companies in the US\$ 226 billion food sector to implement best practices.

GAIN is adding its resources to those of financial institutions, not-for-profit global venture funds and venture capitalists to establish funds that encourage local businesses to develop new products, distribution channels and marketing approaches. These products are aimed at improving the nutrition of low-income families, particularly infants and young children. Both the GAIN-Acumen Nutrition Fund Portfolio and the IFC-GAIN Nutrition Trust have made their first investments in businesses seeking to develop nutritious products for infants and young children in Africa and Latin America.

Industry research is underway to produce a landscape analysis of the food and beverage industry, including best and worst practices in addressing nutrition issues. This research, along with information gathered from a wide range of stakeholders, will underpin the development of new activities to attract additional private capital to the fight against malnutrition.

*“We believe that local entrepreneurs with a knack for providing smart, effective and sustainable solutions will add tremendously to the fight against hunger. Our partnership with GAIN enables our projects to access capital and high quality technical support as well as build bridges with national and international public agencies. The collaboration has given us the means to make an impact on a major public health problem.” – Dr. Ajay Nair, Portfolio Associate, Acumen Fund*



© GAIN

# PERFORMANCE MEASUREMENT AND RESEARCH

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## OVERVIEW: ASSESSING PROJECT IMPACT, PERFORMANCE AND POTENTIAL

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GAIN's Performance Measurement and Research (PMR) Program assesses the impact of GAIN programs and works with implementing partners to collect evidence of project progress and impact against specific targets and indicators. The PMR program supports baseline and endline surveys, independent reviews of GAIN projects and end-of-project evaluations. It also funds research that provides evidence of the benefits of investing in nutrition programs that address vitamin and mineral deficiencies.

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## KEY ACHIEVEMENTS

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During the year, the PMR program supported baseline and endline surveys to measure the impact of large-scale national food fortification projects in Côte d'Ivoire, Ghana and Jordan. In Côte d'Ivoire and Ghana a new device is being tested to measure the levels of micronutrients in fortified foods while in the field to help speed up the delivery of project results data.

GAIN commissioned an external review of its food fortification project portfolio to elicit lessons learned prior to the expansion of the program. The review, which took place from June to September 2008, was conducted by independent consultants and involved interviews with over 100 stakeholders and country project visits to Côte d'Ivoire, Mali and Uzbekistan.

The consultants found that despite project delays, changes already being implemented by GAIN staff in the management of these projects were moving in the right direction. These changes include increased regional presence of GAIN staff to better oversee projects on the ground and a shifting away from a purely competitive model of grant giving to one that actively engages and supports high burden countries.

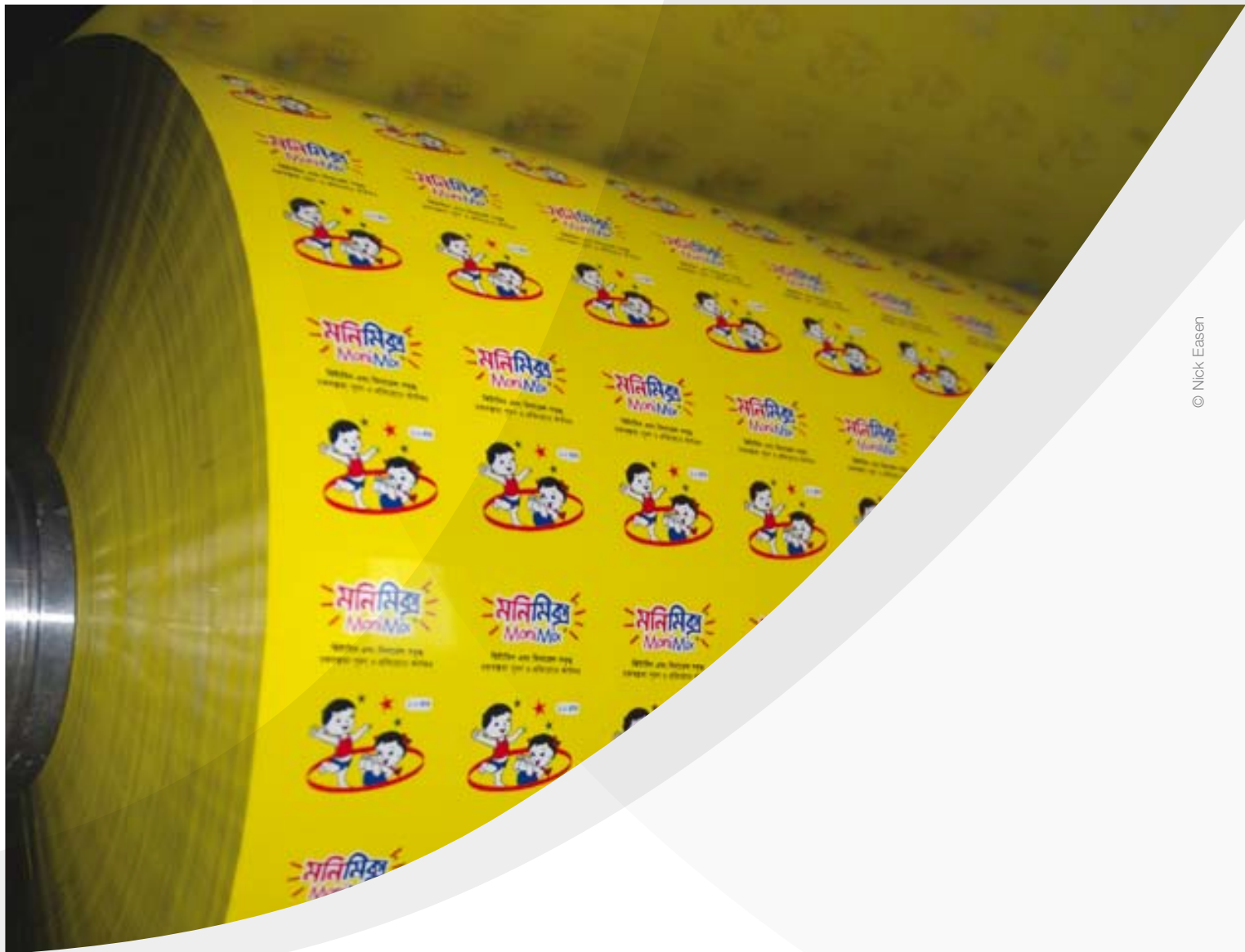
In addition to the mid-term review, GAIN also coordinated end-of-project evaluations for projects in Morocco, Pakistan, Vietnam and Uzbekistan. The evaluations were conducted by independent consultants and reviewed programmatic

achievements, project and financial management, and project sustainability. The PMR program intends to use these evaluation reports to infer general lessons learned in the implementation of large-scale food fortification projects.

## RESEARCH AND POLICY REVIEWS

GAIN continued to fund a small number of research and policy projects to address knowledge gaps related to the achievement of GAIN's mission. These included:

- *"Investing in the Future: A united call to action on vitamin and mineral deficiencies"* in 2009 in collaboration with the Micronutrient Initiative, the Flour Fortification Initiative, USAID, WHO, the World Bank and UNICEF. The report provides the evidence base and economic rationale for developing large-scale programs to address micronutrient deficiencies. GAIN provided significant input and feedback.
- An evaluation of the effectiveness of the Jordanian Wheat Flour Fortification Project through a national coverage and biochemical survey. This will be a ground-breaking contribution to the food fortification literature as it will test the impact of flour fortification on iron and vitamin A status against a clear baseline in a country with high sustained coverage.
- A study in collaboration with United States Centers of Disease Control and Prevention to examine the safety and effectiveness of micronutrient powders distributed to young children in a malaria-endemic region of Kenya.
- A policy study to help orient the organization's new program in Nutrition and Infectious Diseases. The paper examines experiences with food assistance provided to people living with HIV/AIDS and was completed with UNAIDS and WFP. Lessons learned and issues arising from Food-by-Prescription program models were reviewed and will help support policy development for all three organizations.



© Nick Easen

# PROGRESS AGAINST TARGETS



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## ✓ REACH AND COVERAGE OF GAIN'S PROGRAMS

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**Target 1: Reach one billion people with fortified foods**

**Target 2: Reach 500 million target individuals (ie women and children) with fortified foods**

- As of June 2009, GAIN's national food fortification projects are reaching an estimated 200.3 million people, including 108.3 million women and young children. 55 percent of these individuals are in Africa, 43 percent are in Asia and 2 percent are in Latin America. 65 percent of individuals were reached with multiple micronutrients, which include iron, zinc, folic acid and B vitamins.

When all of GAIN's projects that have currently been approved by the Board are at full-scale, it is projected that the organization will have reached 620 million people, with a coverage of women and children equal to 324 million. Large-scale projects related to The GAIN-UNICEF Universal Salt Iodization (USI) Partnership are still in the design phase and therefore have not been included in these estimates. It is anticipated that with these projects, GAIN will achieve the 1 billion target for reach and the 500 million target for coverage.

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## ✓ ENSURING COST EFFECTIVENESS OF PROGRAMS

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**Target 3: Establish fortification projects which cost US\$ 0.25 or less per person covered**

- With the current coverage of GAIN's projects, fortification costs US\$ 0.30 per person.

GAIN is on track to reduce the cost of its large scale fortification efforts to US\$ 0.25 per person covered, demonstrating once again the cost effectiveness of fortification as a public health intervention.

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## ✓ ENSURING PUBLIC HEALTH IMPACT

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**Target 4: Reduce prevalence of micronutrient deficiencies by a minimum of 30 percent**

- Neural tube defects fell by 30 percent in South Africa after folic acid was added to maize meal and wheat flour through a national effort. In China, data collected from 21 health

clinics showed that anemia dropped by approximately one third following the fortification of soy sauce with iron. On average, for results data accrued thus far, the reduction in deficiencies is 36 percent but this ranges from 0 percent for iron in South Africa to an estimated 95 percent for folate in the same country.

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## ✓ REDUCING YEARS LOST BECAUSE OF DEATH OR ILLNESS CAUSED BY MALNUTRITION

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**Target 5: Establish fortification projects that effectively reduce morbidity and mortality which cost US\$ 15 or less per person covered (Cost per DALY saved)**

- Estimates of current costs are US\$ 8 to US\$ 15, well below the bench-mark.

GAIN aims to reduce the number of years lost in a population because of death and illness caused by malnutrition. This is a measure known as 'Disability Adjusted Life Year' or DALY.

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## ✓ LEVERAGING ADDITIONAL INVESTMENTS IN NUTRITION

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**Target 6: Raise US\$ 700 million in additional private sector investment in malnutrition**

- GAIN partners with businesses to increase private sector investment in fighting malnutrition - through formal partnerships that provide benefits to companies as well as through less formal strategic partnerships. GAIN has attracted US\$ 42.3 million from the private sector. Investment by the private sector is expected to grow as GAIN builds its portfolio of large scale fortification and infant and young child nutrition projects and expands its partnerships with business.

**Target 7: Raise US\$ 50 million in additional donor investment in GAIN**

- GAIN has raised approximately US\$ 270.5 million, far surpassing the US\$ 50 million organizational target. Support is comprised of grants from donors, including the Bill & Melinda Gates Foundation, the Children's Investment Fund Foundation, the Canadian International Development Agency, Horace W. Goldsmith Foundation, U.S. Agency for International Development, the Dutch Government, the Khalifa Bin Zayef Foundation and the Wellcome Trust.



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## **GAIN IN THE MEDIA**

GAIN received diverse and high quality media coverage in 2008-2009. In October 2008 a GAIN - Action contre la Faim meeting in Paris was covered extensively by the French and Swiss media following a report from Agence France Presse. In Ghana, a high-level meeting convened by GAIN to secure commitment from West African leaders to fight malnutrition received important coverage from the local press. CNBC World Business, which has a global audience of 350 million households in over 100 countries, broadcast a three part series on GAIN's work in May and June 2009.

The convening of the GAIN Business Alliance Global Forum in Amsterdam in addition to the launches of the Amsterdam Initiative on Malnutrition and the South Africa Alliance against Malnutrition led to significant media coverage from CNBC Africa, PeopleTV, BBC World, Reuters Africa, ORF Austria, enews, Al Jazeera and SABC2. Interviews with the Chair of the GAIN Board of Directors, Jay Naidoo, and GAIN Executive Director, Marc Van Ameringen, were aired on CNBC Africa 'Street Talk' and Africa This Week, Al Jazeera English News, BBC World Service Health Check and Radio Netherlands 'Bridges with Africa'.

Media Proof, an independent evaluation company, valued media coverage of the GAIN Business Alliance Global Forum and the South Africa Alliance against Malnutrition at approximately US\$ 22.9 million. The coverage supported GAIN's advocacy strategy built around two axes: raising the profile of malnutrition on the global political agenda and positioning GAIN as the leader in the global fight against malnutrition.



# FINANCIAL STATEMENTS



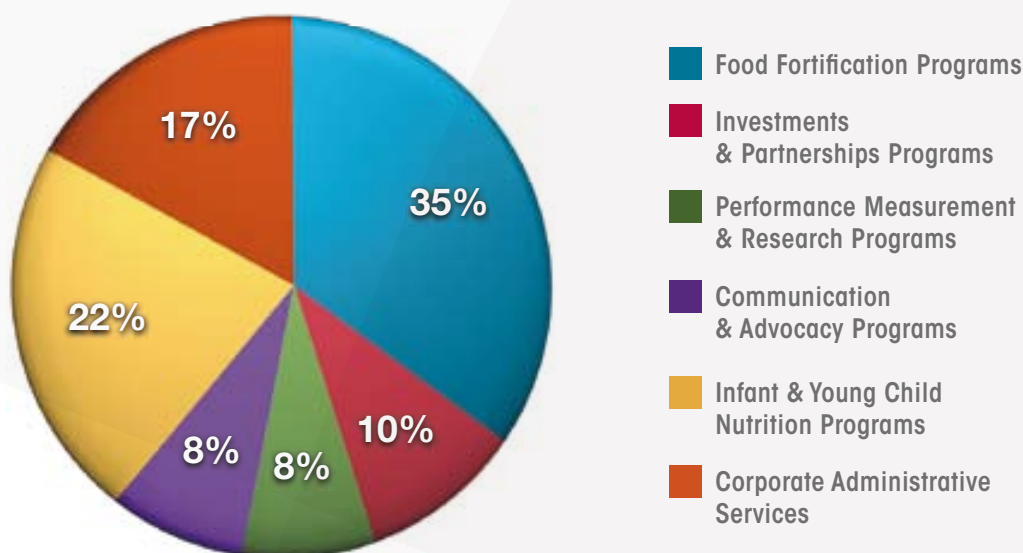
**G**AIN is an independent non-profit foundation governed by Swiss law. The financial statements are prepared in accordance with its statutes and the applicable provisions of the Swiss Code of Obligations. GAIN conducts projects all over the world. They are managed from Geneva with support from regional offices and alliances of national stakeholders.

The following pages contain the Income Statement and Balance Sheet extracted from GAIN's audited financial statements. The full statements including the auditor's report can be found on [www.gainhealth.org](http://www.gainhealth.org).

During the year GAIN adopted and implemented a new financial accounting methodology for grants. All grant donations received and paid are recorded in accordance with the principle of matching related revenues and expenditure thus enabling more accurate recording and reporting of utilization of funds over time.

Total expenditure during the year was US\$ 27.6 million (2007-2008, US\$ 21.5 million). In line with previous years the largest proportion was spent on financial and technical support to national food fortification projects at over 35 percent (2007-2008, 39 percent).

### Financial Year 2008-2009 Expenditures by Program



## BALANCE SHEET AS AT 30 JUNE 2009

ASSETS	2009 US\$	2008 US\$
<b>CURRENT ASSETS</b>		
Cash at bank and short term investments	72,942,007	36,804,815
Other receivables	432,038	576,965
Prepaid expenses	364,865	72,392
Deferred expenditure	1,406,136	-
<b>Total current assets</b>	<b>75,145,046</b>	<b>37,454,172</b>
Fixed assets, net	687,582	386,069
<b>TOTAL ASSETS</b>	<b>75,832,628</b>	<b>37,840,241</b>
<b>LIABILITIES</b>		
<b>CURRENT LIABILITIES</b>		
Accounts payable	1,021,898	331,173
Other creditors	50,487	67,816
Accrued expenses	2,158,176	614,891
Grants payable	5,340,292	9,515,933
Project supervision fees	93,312	108,277
Deferred Income	45,596,342	-
<b>Total current liabilities</b>	<b>54,260,507</b>	<b>10,638,090</b>
<b>LONG TERM LIABILITIES</b>		
Grants payable after one year	2,508,475	3,325,642
<b>CAPITAL AND RESERVES</b>		
Foundation capital	36,187	36,187
Surplus*	19,027,459	23,840,322
<b>Total capital and reserves</b>	<b>19,063,646</b>	<b>23,876,509</b>
<b>TOTAL LIABILITIES</b>	<b>75,832,628</b>	<b>37,840,241</b>

## INCOME STATEMENT FOR THE YEAR ENDED 30 JUNE 2009

INCOME	2009 US\$	2008 US\$
Donations received	12,934,488	12,601,071
Other income	130,725	105,000
Bank interest	1,032,399	1,700,752
<b>TOTAL INCOME</b>	<b>14,097,612</b>	<b>14,406,823</b>
<b>EXPENDITURE</b>		
<b>Project related costs:</b>		
Project grant expenditures*	1,581,369	12,856,036
Project supervision fees	-	25,000
Professional and technical fees	3,030,331	1,915,273
Travel and meeting expenses	2,437,768	1,402,299
Allocated staff cost	3,927,512	2,794,117
<b>Total project related costs</b>	<b>10,976,980</b>	<b>18,992,725</b>
<b>General expenses:</b>		
Staff related expenses	2,975,743	1,697,107
Professional & legal fees	1,389,284	488,920
Office rental	420,804	288,624
Secretariat operational expenses	1,121,507	801,822
Travel and meeting expenses	630,949	595,801
Depreciation	274,930	135,541
Other operating cost	240,736	14,204
Irrecoverable VAT	411,000	343,769
Bank charges	169,433	39,661
Exchange difference, net	299,108	(648,775)
<b>Total general expenses</b>	<b>7,933,494</b>	<b>3,756,674</b>
<b>TOTAL EXPENDITURE</b>	<b>18,910,474</b>	<b>22,749,399</b>
Surplus of expenditure	(4,812,863)	(8,342,576)
Surplus, beginning of the year	23,840,322	32,182,898
<b>SURPLUS, END YEAR **</b>	<b>19,027,459</b>	<b>23,840,322</b>

\*Grant expenditure after adjustments relating to new financial accounting methodology for grants. Total project grant expenditure before the adjustments was US\$ 10,004,556.

\*\*These funds are already committed to multi-year grant agreements.

# GAIN BOARD OF DIRECTORS

## CHAIR

**Jay Naidoo**, Chairman, Development Bank of Southern Africa; Chairman, J&J Group, South Africa

## VICE CHAIR

**Jaime Sepulveda**, Director, Integrated Health Solutions Development Program, Bill & Melinda Gates Foundation, USA

## BOARD MEMBERS

**Dora Nkem Akunyili**, Minister of Information and Communications, Nigeria

**Chunming Chen**, Senior Advisor, Chinese Centre for Disease Control and Prevention; Director, International Life Science Institute, China

**Frances Davidson**, Health Science Specialist, Office of Health and Nutrition, Bureau for Global Programs, U.S. Agency for International Development, USA

**Christopher Elias**, President, PATH, USA

**Pierre Henchoz**, Former Partner, Lombard Odier Darier Hentsch & Co, Switzerland

**Saad Houry**, Deputy Executive Director, UNICEF, USA

**Richard Hurrell**, Professor, Institute of Food Science and Nutrition, Swiss Federal Institute of Technology, Switzerland

**Kei Kawabata**, Manager of the Social Sector, Inter-American Development Bank, USA

**Olivier Kayser**, Senior Advisor, Ashoka, United Kingdom; Managing Director, Hystra, France

**Ernest Loevinsohn**, Director General, Program Against Malnutrition and Disease, Multilateral Programs Branch, Canadian International Development Agency, Canada

**Alexandre Mérieux<sup>2</sup>**, Directeur Général Délégué, BioMérieux, France

**Anji Reddy**, Executive Chairman, Dr. Reddy's Laboratories Ltd, India

**Franck Riboud<sup>3</sup>**, Président Directeur Général, Groupe Danone, France

**Paulus Verschuren**, Senior Director, Partnership Development, Unilever R&D, Netherlands

## EX OFFICIO

**Julian Schweitzer**, Director, Health Nutrition and Population Unit, Human Development Network, World Bank, USA

**Marc Van Ameringen**, Executive Director, Global Alliance for Improved Nutrition, Switzerland

<sup>2</sup> Alexandre Mérieux was appointed a Board Member in May 2009

<sup>3</sup> Franck Riboud left the Board in May 2009



# GAIN MANAGEMENT<sup>4</sup>

**Marc Van Ameringen,**  
Executive Director

**Vanessa Ng,**  
General Counsel

**Barbara Macdonald,**  
Director, Performance Measurement and Research

**Bérangère Magarinos,**  
Director, Partnerships

**Regina Moench-Pfanner,**  
Director, Nutrition Programs

**Jas Bagri,**  
Manager - Continuous Improvement;  
Interim Chief Operating Officer

**Craig Courtney,**  
Manager and Special Adviser, Innovative Finance;  
Interim Director, External Relations

**Bruce Cogill,**  
Manager, Nutrition and Infectious Diseases

**Philippe Guinot,**  
Manager and Special Adviser, GAIN premix facility

**Bing Liu,**  
Regional Manager, East & South East Asia (Beijing)

**Mohamed Mansour,**  
Regional Manager, Middle East & North Africa (Cairo)

**Ina Mozhendi,**  
Acting Regional Manager,  
East & Southern Africa (Johannesburg)

**Dora Panagides,**  
Manager, Food Fortification

**William Reidhead,**  
Manager, Performance, Measurement and Monitoring

**Lorenzo Rossi,**  
Manager, Salt Iodization

**Karin Harder Rossier,**  
Manager, Human Resources

**Rajan Sankar,**  
Regional Manager and Special Adviser,  
South Asia (New Delhi)

**Dominic Schofield,**  
Manager, Infant and Young Child Nutrition

**Susan Simmons Lagreau,**  
Manager, Business Alliance

<sup>4</sup> Reflects GAIN's organizational structure as of July 1, 2009

# GAIN PROJECT MAP

## **National Food Fortification**

GAIN's National Food Fortification Program supports projects in countries with high levels of vitamin and mineral deficiencies. Projects fortify staple foods and condiments including wheat flour, maize meal, milk, sugar, vegetable oil, soy sauce and fish sauce. Vitamins and minerals used to fortify foods include Vitamin A, Vitamin D, iron, zinc, folic acid (B9) and other B vitamins. The current portfolio is reaching over 200 million people.

## **Universal Salt Iodization**

The GAIN-UNICEF Universal Salt Iodization Partnership Project will contribute to global efforts to eliminate iodine deficiency through salt iodization in 13 countries with the lowest coverage of iodized salt and the greatest burden of iodine deficiency. The project aims to reach with adequately iodized salt 90 percent of the population in these 13 countries: Bangladesh, China, Egypt, Ethiopia, Ghana, India, Indonesia, Niger, Pakistan, Philippines, Russia, Senegal and Ukraine. By the end of the project, the Partnership will have helped to reach more than 790 million people not yet covered by worldwide salt iodization programs, including more than 19 million new born infants every year. Country programs are developed through five phases: project preparation; country introductory meeting; country review report; country strategy development; and strategy implementation.

## **Infant and Young Child Nutrition**

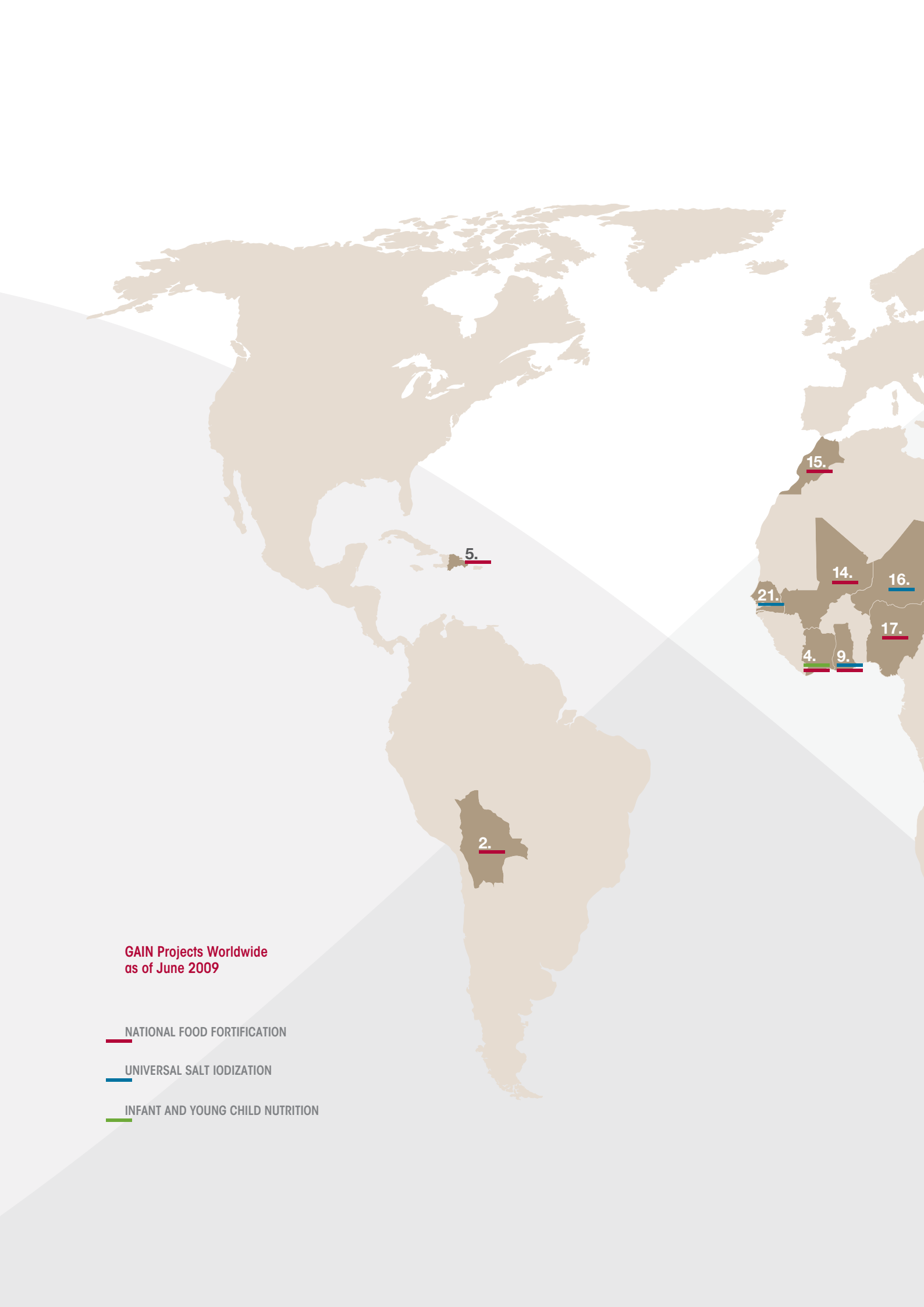
The goal of GAIN's Infant and Young Child Nutrition Program is to improve nutrition and reduce anemia in at least ten million children aged 6 to 24 months through optimal feeding practices that combine breastfeeding and appropriate introduction and use of complementary foods. The program supports national capacity to manufacture and deliver high quality fortified complementary feeding products that are affordable for low-income families. It also works with governments to ensure that an enabling environment is in place for markets to reach the poor with these products.

The map includes projects valued over US\$ 500,000 and where a grant agreement has been signed. GAIN supports smaller enabling projects which may be referred to in the text of the report.

<p><b>1.</b> Bangladesh</p> <p>FOOD VEHICLE Vegetable oil FORTIFICANT vitamin A Reach*</p> <p>GAIN'S CONTRIBUTION US\$ 2.99 million</p> <p>Country strategy implementation in progress</p> <p>COMPLEMENTARY FOOD PRODUCT Multi-nutrient powder (Sprinkles) Reach*</p> <p>GAIN'S CONTRIBUTION US\$ 2.99 million</p>	<p><b>2.</b> Bolivia</p> <p>FOOD VEHICLE Vegetable oil FORTIFICANT vitamin A Reach*</p> <p>FOOD VEHICLE Wheat flour FORTIFICANTS Iron, folic acid (B9), thiamin (B1), riboflavin (B2), niacin (B3), cobalamin (B12) Reach*</p> <p>FOOD VEHICLE Milk FORTIFICANTS Iron, zinc, vitamins A and D Reach*</p> <p>GAIN'S CONTRIBUTION US\$ 2.63 million</p>	<p><b>3.</b> China</p> <p>FOOD VEHICLE Soy sauce FORTIFICANT Iron Reach<sup>1</sup> 62.88 million</p> <p>GAIN'S CONTRIBUTION US\$ 3.00 million</p> <p>Country strategy implementation in progress</p>	<p><b>4.</b> Côte d'Ivoire</p> <p>FOOD VEHICLE Vegetable oil FORTIFICANT vitamin A Reach<sup>1</sup> 12.96 million</p> <p>FOOD VEHICLE Wheat flour FORTIFICANTS Iron, folic acid (B9) Reach<sup>1</sup> 12.49 million</p> <p>GAIN'S CONTRIBUTION US\$ 3.19 million</p> <p>COMPLEMENTARY FOOD PRODUCT Fortified porridge (Farinor) Reach*</p> <p>GAIN'S CONTRIBUTION US\$ 3.12 million</p>	<p><b>5.</b> Dominican Republic</p> <p>FOOD VEHICLE Sugar FORTIFICANT vitamin A Reach*</p> <p>FOOD VEHICLE Wheat flour FORTIFICANTS Iron, folic acid (B9), thiamin (B1), riboflavin (B2), niacin (B3) Reach<sup>1</sup> 4.59 million</p> <p>GAIN'S CONTRIBUTION US\$ 1.88 million</p>	<p><b>6.</b> Egypt</p> <p>FOOD VEHICLE Wheat flour FORTIFICANTS Iron, folic acid (B9) Reach<sup>1</sup> 9.53 million</p> <p>GAIN'S CONTRIBUTION US\$ 3.00 million</p> <p>FOOD VEHICLE Vegetable oil FORTIFICANTS vitamin A Reach*</p> <p>GAIN'S CONTRIBUTION US\$ 1.80 million</p> <p>Country strategy document in progress</p>	<p><b>7.</b> Ethiopia</p> <p>Country strategy document in progress</p>	<p><b>8.</b> Georgia</p> <p>FOOD VEHICLE Wheat flour FORTIFICANTS Iron, folic acid (B9) Reach<sup>1</sup> 1.04 million</p> <p>GAIN'S CONTRIBUTION US\$ 1.19 million</p>	<p><b>9.</b> Ghana</p> <p>FOOD VEHICLE Vegetable oil FORTIFICANTS vitamin A Reach<sup>1</sup> 4.13 million</p> <p>FOOD VEHICLE Wheat flour FORTIFICANTS Iron, zinc, vitamin A, folic acid (B9), thiamin (B1), riboflavin (B2), niacin (B3), cobalamin (B12) Reach<sup>1</sup> 13.18 million</p> <p>GAIN'S CONTRIBUTION US\$ 1.80 million</p> <p>Country strategy implementation in progress</p>
<p><b>10.</b> India</p> <p>Country strategy implementation in progress</p> <p>COMPLEMENTARY FOOD PRODUCT Fortified blended food (ICDS) Reach*</p> <p>GAIN'S CONTRIBUTION US\$ 1.83 million</p>	<p><b>11.</b> Indonesia</p> <p>Country review report in progress</p>	<p><b>12.</b> Kazakhstan</p> <p>FOOD VEHICLE Wheat flour FORTIFICANTS Iron, zinc, folic acid (B9), thiamin (B1), riboflavin (B2), niacin (B3), cobalamin (B12) Reach<sup>1</sup> 0.75 million</p> <p>GAIN'S CONTRIBUTION US\$ 0.40 million</p>	<p><b>13.</b> Kenya</p> <p>COMPLEMENTARY FOOD PRODUCT Fortified porridge Reach*</p> <p>GAIN'S CONTRIBUTION US\$ 1.00 million</p>	<p><b>14.</b> Mali</p> <p>FOOD VEHICLE Vegetable oil FORTIFICANT vitamin A Reach<sup>1</sup> 7.25 million</p> <p>GAIN'S CONTRIBUTION US\$ 1.10 million</p>	<p><b>15.</b> Morocco</p> <p>FOOD VEHICLE Vegetable oil FORTIFICANTS vitamins A and D Reach<sup>1</sup> 22.84 million</p> <p>FOOD VEHICLE Wheat flour FORTIFICANTS Iron, folic acid (B9), thiamin (B1), riboflavin (B2), niacin (B3) Reach<sup>1</sup> 10.56 million</p> <p>GAIN'S CONTRIBUTION US\$ 2.92 million</p>	<p><b>16.</b> Niger</p> <p>Country strategy document in progress</p>	<p><b>17.</b> Nigeria</p> <p>FOOD VEHICLE wheat and maize flour FORTIFICANTS Iron, zinc, vitamin A, thiamin (B1), riboflavin (B2), niacin (B3) Reach*</p> <p>FOOD VEHICLE Vegetable oil FORTIFICANT vitamin A Reach*</p> <p>FOOD VEHICLE Sugar FORTIFICANT vitamin A Reach*</p> <p>GAIN'S CONTRIBUTION US\$ 2.40 million</p>	<p><b>18.</b> Pakistan</p> <p>FOOD VEHICLE Wheat flour FORTIFICANTS Iron, folic acid (B9) Reach<sup>1</sup> 12.74 million</p> <p>GAIN'S CONTRIBUTION US\$ 2.99 million</p> <p>Country review report in progress</p>
<p><b>19.</b> Philippines</p> <p>Country strategy document in progress</p>	<p><b>20.</b> Russia</p> <p>Country review report in progress</p>	<p><b>21.</b> Senegal</p> <p>Country strategy document in progress</p>	<p><b>22.</b> South Africa</p> <p>FOOD VEHICLE Maize meal FORTIFICANTS Iron, folic acid (B9), zinc, vitamin A, thiamin (B1), riboflavin (B2), niacin (B3), pyridoxine (B6) Reach<sup>1</sup> 30.07 million</p> <p>FOOD VEHICLE Wheat flour FORTIFICANTS Iron, zinc, vitamin A, folic acid (B9), thiamin (B1), riboflavin (B2), niacin (B3), pyridoxine (B6) Reach<sup>1</sup> 20.36 million</p> <p>GAIN'S CONTRIBUTION US\$ 2.80 million</p>	<p><b>23.</b> Uganda</p> <p>FOOD VEHICLE Vegetable oil FORTIFICANT vitamin A Reach<sup>1</sup> 14.30 million</p> <p>FOOD VEHICLE Wheat flour FORTIFICANTS Iron, zinc, vitamin A, thiamin (B1), riboflavin (B2), niacin (B3), pyridoxine (B6), cobalamin (B12) Reach*</p> <p>GAIN'S CONTRIBUTION US\$ 2.39 million</p>	<p><b>24.</b> Ukraine</p> <p>Country review report in progress</p>	<p><b>25.</b> Uzbekistan</p> <p>FOOD VEHICLE Wheat flour FORTIFICANTS Iron, zinc, folic acid (B9), thiamin (B1), riboflavin (B2), niacin (B3), pyridoxine (B6) Reach<sup>1</sup> 7.53 million</p> <p>GAIN'S CONTRIBUTION US\$ 2.82 million</p>	<p><b>26.</b> Vietnam</p> <p>FOOD VEHICLE Fish sauce FORTIFICANT Iron Reach<sup>1</sup> 0.57 million</p> <p>GAIN'S CONTRIBUTION US\$ 3.00 million</p>	

<sup>1</sup> Number of individuals project reached as of June 2009

\* Fortified food not yet on the market



**GAIN Projects Worldwide  
as of June 2009**

 NATIONAL FOOD FORTIFICATION

 UNIVERSAL SALT IODIZATION

 INFANT AND YOUNG CHILD NUTRITION





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