

# Annual Report 2010-2011

Building  
Platforms for  
Scaling Up  
Nutrition





# Key Progress

30+ countries benefit from GAIN support

67% of beneficiaries in Africa

530 million people reached with more nutritious foods

253 million women and children

1.3 million infants and young children aged 6 to 24 months

0.32 US\$ cost per target individual reached across all GAIN projects

**Our mission**  
GAIN's mission is to reduce malnutrition through sustainable market-based strategies aimed at improving the health and nutrition of populations at risk.

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# Joint Letter



## JOINT LETTER FROM JAY NAIDOO & MARC VAN AMERINGEN

We are pleased that nutrition has gained tremendous momentum on the global agenda, as decision makers realize its importance for health and development. The challenge is turning this increased interest into action and delivery in these times of severe resource constraint.

As we enter our 10<sup>th</sup> year, we reflect on 2010-2011 as an exciting time in terms of scaling up national and global platforms for nutrition. GAIN defines platforms as innovative alliances of public and private partners. Through these platforms, we seek game-changing, long-term impact, and aim to ensure that trend lines for nutrition improve by making markets work for the poor. These alliances aspire to deliver nutritional impact at scale by encouraging innovation and policy environments that successfully enable change.

This year we began to explore the opportunities for, and obstacles to, linking agriculture with nutrition. Our programs are also empowering families to improve nutrition at home, through the use of multinutrient supplements or fortified spreads in home prepared meals. Moreover, we are actively expanding our role in advocacy and looking to kick start a global movement of stakeholders, which will improve policies, raise awareness and ultimately increase resources for nutrition.

As part of our efforts, we are working alongside other like-minded organizations to establish and support a series of global initiatives dedicated to nutrition. We are a key driver in the Scaling Up Nutrition (SUN) movement, which is a global drive to help ensure that nutrition and development programs address the challenge of undernutrition and reach all population segments in developing countries.

We are also helping to raise awareness of malnutrition among the general public. At the UN General Assembly in New York in September, we launched Future Fortified, a campaign that supports multinutrient supplements and nutritious foods for infants and young children under the age of two. These interventions complement breastfeeding and provide important nutrients for infants aged 6 to 24 months.

With GAIN's support, over 500 million people in more than 30 countries are benefiting from more nutritious food. As we move forward, we will expand our influence along the value chain from farm to fork. We will reorganize our programs into four initiatives: large-scale food fortification; multinutrient supplements; nutritious foods for infants and young children under the age of two and women who are pregnant or breastfeeding; and integrating agriculture and nutrition. While continuing to support our current portfolio, we will focus our efforts on six core countries: Afghanistan, Bangladesh, Ethiopia, India, Kenya and Nigeria.

We thank our dedicated partners who fight to improve global nutrition. Our collaborative approach will enable us to achieve impact at scale and continue to gather momentum.

**Jay Naidoo**, Chairman, GAIN Board  
**Marc Van Ameringen**, Executive Director, GAIN



**TARGET**

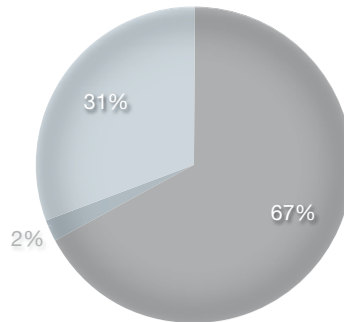
**REACH ONE BILLION PEOPLE  
INCLUDING 500 MILLION WOMEN  
AND CHILDREN WITH  
MORE NUTRITIOUS FOODS**

**REACH AND COVERAGE**

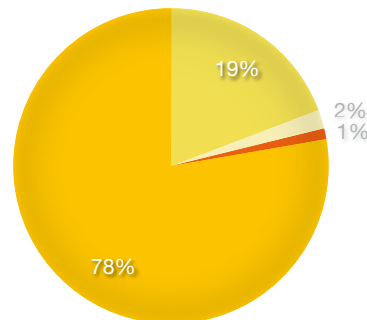
The reach of GAIN's programs has more than doubled, from 200 million in June 2009 to over half a billion in June 2011. The number of women and children with access to better quality nutrition has also increased from 108 million to 253 million. Sixty-seven percent of these individuals are in Africa, 31 percent in Asia and 2 percent in Latin America. New nutrition projects launched this year in Bangladesh, Cambodia, India, Indonesia, Kenya, Mozambique, Vietnam and Tanzania.

GAIN's goal is to grow the portfolio of infant and young child nutrition projects (i.e. multinutrient supplements and nutritious foods for infants and young children under two years of age in the next five years, increasing the emphasis on the 1,000 day window from pregnancy through to age two). Most of GAIN's current reach is in Africa, but by 2015, the focus on Asia will be expanded to include Afghanistan, Bangladesh, India, Indonesia, Pakistan and Vietnam.

# Progress Towards Targets

**REACHED BY REGION 2011**

● Africa	67%
● Latin America	2%
● Asia	31%

**REACHED BY TYPE OF FORTIFICANT\* 2011**

● Iron only	19%
● Vitamin A only	2%
● Iodine only	1%
● Multiple micronutrients	78%

\* By implementing a mix of nutrition programs in a single country, GAIN ensures that individuals are reached with a range of nutritious foods. Currently, GAIN programs deliver two or more micronutrients to 78 percent of beneficiaries.

**TARGET**

**ESTABLISH NUTRITION  
PROJECTS WHICH COST LESS  
THAN US\$ 0.50 PER  
PERSON COVERED TO GAIN**

**ENSURING COST EFFECTIVENESS**

Nutrition projects currently cost US\$ 0.32 per person, below the organizational target of less than US\$ 0.50.

**TARGET**

REDUCE THE PREVALENCE OF  
MICRONUTRIENT DEFICIENCIES IN  
WOMEN OF CHILDBEARING  
AGE AND CHILDREN  
BY 20 TO 30 PERCENT  
FROM EXISTING LEVELS

**ENSURING PUBLIC HEALTH IMPACT**

GAIN and the US Centers for Disease Control and Prevention (CDC) supported a national micronutrient survey in Jordan, led by the Government's Ministry of Health to measure micronutrient status several years after the introduction of their flour fortification program. Results showed that iron deficiency anemia was halved in children, decreasing from 10 percent in 2002 to 5 percent in 2010. It is likely that wheat flour fortification was a contributing factor in these improvements.<sup>1</sup>

GAIN also supported a six month efficacy trial in Nasarawa State, Nigeria, which was conducted by Helen Keller International (HKI) and Cornell University. The trial showed that a multi-micronutrient fortified beverage decreased vitamin A deficiency in children from 16.3 percent to 10.9 percent, and zinc deficiency from 43.2 percent to 36.3 percent.<sup>2</sup>

**TARGET**

ESTABLISH NUTRITION PROJECTS  
THAT REDUCE LIFE YEARS LOST  
BECAUSE OF DEATH OR ILLNESS  
CAUSED BY MALNUTRITION AT A  
COST OF US\$ 25 OR LESS TO GAIN

**REDUCING YEARS LOST BECAUSE OF DEATH OR ILLNESS CAUSED BY MALNUTRITION**

GAIN uses the metric known as 'Disability Adjusted Life Year', or DALYs, to estimate life years lost due to micronutrient deficiencies. GAIN aims to reduce the number of years lost in a population because of death and illness caused by malnutrition. The current estimated cost to GAIN per DALYs saved is US\$ 17-25, which is near GAIN's organizational target of US\$ 25. GAIN is currently developing a new model that will enable the calculation of cost per DALYs saved for projects targeting infants, young children and universal salt iodization.

**TARGET**

RATIO OF PUBLIC SECTOR FUNDS  
INVESTED IN PROJECTS TO GAIN  
INVESTMENTS OF 2:1

**LEVERAGING ADDITIONAL INVESTMENTS IN NUTRITION**

GAIN partners with business and the public sector to increase investment in fighting malnutrition. At present, for every US\$ 1 GAIN invests in its nutrition projects, the private sector is investing US\$ 3 and the public sector US\$ 2. GAIN is thus meeting its target with respect to the public sector but needs to leverage more funds through its partnerships with the private sector.

RATIO OF PRIVATE SECTOR FUNDS  
INVESTED IN PROJECTS TO GAIN  
INVESTMENTS OF 5:1

**TARGET**

KEEP OVERHEAD AS A  
PERCENTAGE OF TOTAL PROGRAM  
EXPENDITURES AT 15 PERCENT OR LESS

**MANAGING OVERHEAD**

This year's overhead rate was 13.1 percent, which is below the organizational benchmark of 15 percent.

<sup>1</sup> Ministry of Health-Jordan, US Center for Disease Control and Prevention, GAIN, UNICEF (2011). 2010 Jordan National Micronutrient Survey.

<sup>2</sup> Aaron GJ, Kariger P, Aliyu R, Flach M, Iya D, Obadiah M, Baker SK (2011). A multi-micronutrient beverage enhances the vitamin A and zinc status of Nigerian primary schoolchildren. *Journal of Nutrition*. 141:8 pp 1565-1572.

# A Few Highlights

SEPTEMBER

2010

## NUTRITION FOCUS ON FIRST 1,000 DAYS OF LIFE

GAIN expanded its partnership with the United States Agency for International Development (USAID) to fight malnutrition. The partnership focuses on providing nutrition for mothers and children in the critical first 1,000 days of life, from pregnancy to a child's second birthday. The announcement of the expanded partnership was made at a historic gathering of the First Ladies of Africa, who convened to declare nutrition as a critical priority for eliminating poverty, improving health and advancing food security in their nations.

OCTOBER

2010

## EGYPT TO PROTECT MILLIONS WITH VITAMIN ENRICHED OIL

Egypt launched a national project to fortify subsidised cooking oil with vitamins A and D in partnership with GAIN, which provided a US\$ 1.8 million grant, and the United Nations World Food Programme (WFP). The four-year project is designed to protect more than 60 million Egyptians, especially children and women, from health risks associated with vitamin deficiencies. The investment totalled more than US\$ 13 million.

NOVEMBER

2010

## BANGLADESH FEEDS SCHOOL PERFORMANCE

The Ministry of Primary and Mass Education, in partnership with local non-governmental organizations Banchte Shekha and BRAC, began a comprehensive two-year school feeding program in Bangladesh to address the critical link between nutrition and school performance. The program will help provide primary school children from low-income families with a variety of fortified foods on a sustained basis. It integrates low-cost interventions, including nutritional supplementation, nutrition education, de-worming and capacity building of educators and policymakers. GAIN and Dubai Cares, a United Arab Emirates-based philanthropic organization, are providing technical and financial support for the effort.



**DECEMBER****2010**

## **GAIN GRANTED SPECIAL STATUS BY SWISS GOVERNMENT**

The Swiss government granted a special legal status to GAIN as an international organization under the Swiss Federal Act on Privileges, Immunities, Facilities and Financial Aid. With this important recognition, GAIN has been given privileges that will substantially contribute to the fulfillment of its mission. The agreement was co-signed in Bern on behalf of the Federal Council of Switzerland by Ambassador Valentin Zellweger, Director of the International Law Department of the Swiss Foreign Affairs Ministry, and by GAIN's Executive Director Marc Van Ameringen.

**JANUARY****2011**

## **AFRICA NEPAD AGREEMENT TO LINK AGRICULTURE AND NUTRITION**

GAIN and the New Partnership for Africa's Development (NEPAD) announced a partnership to reduce malnutrition in Africa. The five-year program aims to integrate nutrition security into the Comprehensive Africa Agriculture Development Programme. The program is urgently needed - the Food and Agriculture Organization reports that in Africa, one in four people suffers from malnutrition. According to the International Food Policy Research Institute, nearly 90 percent of the poor in Africa work in agriculture.

**MARCH****2011**

## **20-COUNTRY STUDY ADVOCATES SALT IODIZATION TO PROTECT MILLIONS OF BABIES FROM IODINE DEFICIENCIES**

GAIN supported the publication of a 20-country decade-long study in Central and Eastern Europe and the Commonwealth of Independent States, which revealed that mandatory iodization of salt for households, bakeries and other key food industries has resulted in children obtaining sufficient micronutrients to protect them from the risks of mental disabilities caused by iodine deficiency. Annually, an estimated 2.6 million infants (almost half of all infants) in the study countries are born in households not using adequately iodized salt. Yet the study indicated the efficacy of using iodized salt and how several Eastern European countries, including Belarus and Kazakhstan, have recently mandated the use of iodized salt - rather than non-iodized salt - in bread baking, resulting in increased iodine intake among millions of formerly vulnerable populations.

**JUNE****2011**

## **BUSINESS COALITION FOR BETTER NUTRITION**

GAIN partnered with GBCHealth, a coalition of over 200 companies leading the business fight for improved global health, to develop innovative nutrition programming and enhance current health interventions. This strengthens GAIN's links with business to fully leverage the capacity of private industry in its contribution to global health. GAIN will support GBCHealth and its members to integrate nutrition into existing health programs and establish new projects.



# Building National Platforms

**WFP reports that one in seven people worldwide do not receive enough food.**

According to *The Lancet*, malnutrition accounts for 11 percent of the global burden of disease. The consequences of malnutrition are especially severe during pregnancy and childhood. Micronutrient deficiencies can lead to health problems, including irreversible mental and physical impairment, weakened immune systems, blindness and anemia.

GAIN's nutrition programs have been developed to improve nutrition among one billion people, through population-based and targeted programs. These programs either fortify food during manufacture or provide nutritional supplements that can complement existing diets. GAIN's core programs develop successful and sustainable national platforms (alliances of all stakeholders) for scaling up nutrition.

Platforms that bring stakeholders from different sectors together can be game changers by creating structural changes in the way problems are addressed: by bringing business and government together to deliver fortified food; by extending the agricultural value chain into nutrition; by covering the last mile to make universal salt iodization a reality; and by driving markets to deliver healthier nutrition to infants over six months. Alliances that bring together stakeholders from different sectors are equally important in driving changes to policy and legislation supportive of nutrition programming.

## AGRICULTURE AND NUTRITION

GAIN has started a new program integrating agriculture and nutrition to improve and retain food nutrient density as crops move through the value chain. The program has begun assessing opportunities and obstacles in Africa and Asia to enable market solutions for improved nutrition, including an understanding of the policy environment in focal countries. In addition, the program is working across GAIN initiatives to improve the nutrient density and food safety of agricultural commodities that serve as base ingredients of processed foods.

## LARGE-SCALE FOOD FORTIFICATION

This program delivers staple foods and condiments fortified with vitamins and minerals in more than 20 countries. Fortified products include fish sauce, maize flour, milk, soy sauce, vegetable oil, and wheat flour. GAIN's program delivery model is based on public-private partnerships. Support is provided for technical standards and legislation, training in fortification techniques and quality assurance/control, and consumer awareness campaigns.

## UNIVERSAL SALT IODIZATION

The GAIN-UNICEF Universal Salt Iodization Partnership Project targets 13 countries with low coverage of iodized salt and high burden of iodine deficiency. The Partnership Project is being implemented in Bangladesh, China, Egypt, Ethiopia, Ghana, India, Indonesia, Niger, Pakistan, Philippines, Russia, Senegal and Ukraine. GAIN provides leadership in monitoring and evaluation and in building sustainable supply through the establishment of improved procurement systems for potassium iodate (KIO<sub>3</sub>), innovative models to assist small-scale salt producers, engagement with the food industry, and improved quality assurance and control.

## INFANT AND YOUNG CHILD NUTRITION

GAIN's Infant and Young Child Nutrition Program delivers fortified food products, including complementary foods and supplements to infants and young children, pregnant women and breastfeeding mothers. Recent evidence shows that adequate nutrition during the first '1,000 days' — during pregnancy and up to a child's second birthday — is essential for a child's full development.

## PREMIX

The GAIN Premix Facility (GPF) is designed to make quality, certified premixed blends of vitamins and minerals affordable to food fortification projects around the world. Premix costs are often a significant barrier to the ongoing stability of programs. Limited in-country quality assurance capacity to ensure that foods are fortified adequately with good quality premix is another hindrance. GAIN set up the GPF to provide three key benefits to customers: lowering the cost of premix by facilitating competitive bidding; ensuring consistent and effective quality standards; and providing assisted financing to help customers overcome financial barriers to purchasing premix.

## NATIONAL LEVEL POLICY CHANGE AND ADVOCACY EFFORTS

GAIN's National Policy and Advocacy Program seeks to reduce malnutrition by elevating the visibility of nutrition at the global and national levels, leading to improved policies, increased resources and enhanced access to nutritious foods by vulnerable populations. This year, the program concentrated on the development of a policy mapping analysis tool that will be pilot tested in Bangladesh and Kenya. The outcome will be a policy road map that will drive advocacy programs at the national level.



## MARKET-BASED SOLUTIONS TO IMPROVE NUTRITION

GAIN works with the public and private sectors in both the developed and developing world to make better use of markets in achieving public health impact. The organization brokers connections so business partners can share knowledge and collaborate on innovative ideas for successful projects. GAIN's network helps businesses explore opportunities with financial institutions that are ready to invest in innovative solutions that address global malnutrition. Its robust platforms support the full project lifecycle, from the initial idea to its implementation, integrating nutrition projects into local contexts and providing insight into consumer behaviour.



# Building National Platforms

In Asia GAIN is contributing to reducing the high burden of malnutrition; 42 percent of children under five years in South Asia are underweight according to UNICEF. The continent is home to 31 percent of GAIN beneficiaries and will be home to 60 percent by 2015. In 2011, GAIN has made strides in reducing malnutrition in Asian countries, including:

- Significantly improving the quality control of iodized salt in India;
- Supporting the implementation of new nutrition projects in Bangladesh, Cambodia, India, Indonesia and Vietnam;
- Responding to the devastating floods in Pakistan through provision of vitamin and mineral premix used to fortify food aid delivered to people affected by the disaster.





# Asia

## AFGHANISTAN

This year, GAIN completed its registration as a foreign non-profit organization authorised to operate in Afghanistan. GAIN commissioned several studies investigating the situation in the country with respect to the wheat flour and vegetable oil/ghee market, the market for special products for young children, perceptions about these markets and, finally, a salt situation analysis. GAIN is engaging in partnerships with various ministries, government agencies and the private sector to build out its nutrition programs.

## BANGLADESH

In Bangladesh, it is estimated that millions of women and children are at risk of vitamin A deficiency. GAIN aims to reach 90 percent of these target groups by fortifying vegetable oil. This program has begun implementation in conjunction with UNICEF and the country's Ministry of Industries.

The Universal Salt Iodization (USI) program has been operating for two decades in Bangladesh through its Control of Iodine Deficiency Disorders (CIDD) project, and GAIN is now an official partner. Over the course of 2011, GAIN worked with the government, CIDD and international partners to sign a memorandum of understanding on the direct procurement of potassium iodate ( $KIO_3$ ) through the government procurement system, using a cost recovery scheme. This is a major breakthrough in a country which had depended heavily on external donations for  $KIO_3$ .

To better link agricultural programs with better nutritional outcomes, GAIN is conducting a rapid assessment of the value chains of rice, fish and horticultural crops. These foods form the staple diet of the rural poor. The rapid assessment tool developed in collaboration with the Institute of Development Studies (IDS) is a starting point for the design of more nutrition-responsive agricultural programs.

## CAMBODIA

GAIN is working with the country's Reproductive and Child Health Alliance, fish and soy sauce producers, and vegetable oil refineries, to reduce the prevalence of iron deficiency anemia and vitamin A deficiency through fortification of these food products.

## CHINA

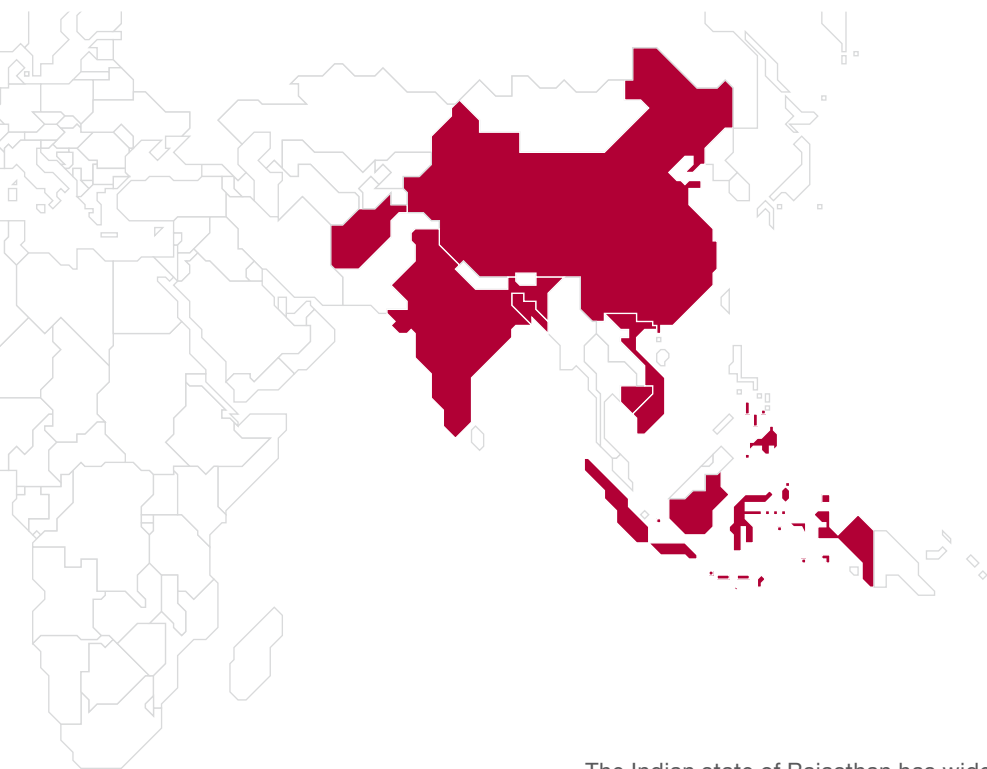
Twenty-one soy sauce producers have been licensed to fortify their products with iron. Sales and distribution channels have been established across the country so that fortified soy sauce is widely accessible in supermarkets and grocery shops in both urban and rural areas in the provinces targeted by the project. As of June 2011, an estimated 63 million people had been reached. The Ministry of Health is now working with other ministries, and with GAIN, to draft national guidelines for food fortification. At the same time, the Provincial Bureau of Education and the Provincial Working Committee on Women and Children of Zhejiang Province began collaborating to make fortified soy sauce available in school canteens.





## INDIA

GAIN, with its USI program partners in India, UNICEF, the Micronutrient Initiative (MI), and the International Council for the Control of Iodine Deficiency Disorders (ICCIDD), has made significant progress in quality assurance and control of salt iodization in India. Robust national quality assurance and control systems have been mainstreamed, while 32 laboratories have been equipped and their staff trained. The latest data show that 76 percent of 79,722 samples tested met the new standards. The household coverage of adequately iodized salt has risen to 71.1 percent in 2009 from 51.4 percent in 2005; this translates to an additional 155 million individuals reached.



# Asia

Building National Platforms

The Indian state of Rajasthan has widespread micronutrient deficiencies. GAIN is working with the state government to fortify and distribute multiple staple foods such as vegetable oil, milk, wheat flour and soyadale analogue (dhal), through both open market as well as public funded distribution channels. GAIN's financial commitment of US\$ 4.2 million to the Indian Institute of Health Management Research aims to help reduce iron deficiency anemia and vitamin A deficiency in children and women of reproductive age by 30 percent over five years.

GAIN supported a national consultation to review regulations on staple food fortification in partnership with the National Institute of Nutrition. This is an initial step towards the review and updating of national food standards on fortification.

**FIELD NOTES****RAJASTHAN'S WOMEN'S GROUPS**

Many GAIN-supported projects try to improve nutrition while boosting local livelihoods where possible. In Rajasthan, GAIN has provided a US \$0.85 million grant and is working with WFP India to provide technical support for women's groups to produce nutritious foods (IndiaMix) for infants and young children aged 6 to 36 months, who are served by the Integrated Child Development Services (ICDS) scheme in three tribal districts. ICDS, which is managed by the Indian Government's Department of Women and Child Development, provides supplementary nutrition to more than 80 million children and pregnant or breastfeeding women.

**INDONESIA**

One in five pre-school age children in Indonesia is deficient in vitamin A. In January 2011, GAIN and the Indonesian Ministry of Health launched a major multi-sector partnership that will reach over 80 percent of the population with vitamin A fortified vegetable oil. GAIN has committed US\$ 3.5 million over five years to support oil refineries with the necessary fortification equipment and training. The grant will also enable industry to buy the vitamin A through the GAIN Premix Facility. Seventy-five percent of the program (US\$ 16 million) is financed by industry. In addition, GAIN provided technical support on fortification standards to the Bureau of National Standards, which has since approved the standard for unbranded vegetable oil.

**PAKISTAN****FIELD NOTES****PREMIX FACILITY'S RESPONSE TO THE PAKISTAN FLOODS**

"It's crucial at this time that people get the most effective food. GAIN's contribution will help send a signal to millions of flood-affected families that the world cares about their suffering and is committed to improving their situation," said Marc Van Ameringen, Executive Director of GAIN.

The GAIN Premix Facility (GPF) was established to tackle the challenges that producers and buyers of fortified foods face in accessing high-quality premix blends of vitamins and minerals to add to their food products at competitive costs and in times of great demand. GAIN launched the GPF in 2009, and in its first two years the GPF has sourced US\$ 11.8 million in premix orders in 25 countries worldwide. The initiative is designed both to respond to emergencies such as floods and earthquakes and to form part of sustainable nutrition programs. In response to the devastating floods in Pakistan in July 2010, GAIN provided a US\$ 650,000 in-kind donation of premix to Pakistan's Ministry of Health and WFP through the GPF Grant Facility. The support helped WFP deliver fortified food to significant numbers of people affected by the disaster, especially women and children in need of vital vitamins and minerals to reduce undernutrition.



## VIETNAM

Vietnam saw the development of a national fortification strategy. GAIN is supporting the National Institute of Nutrition and industry partners to reduce the prevalence of micronutrient deficiencies through fortifying fish sauce, flavoring powders, soy sauce and vegetable oil. GAIN provided financial and technical support to Vietnam's national vitamin and mineral deficiencies survey. Preliminary results were presented at the Asian Congress of Nutrition in Singapore in July 2011.

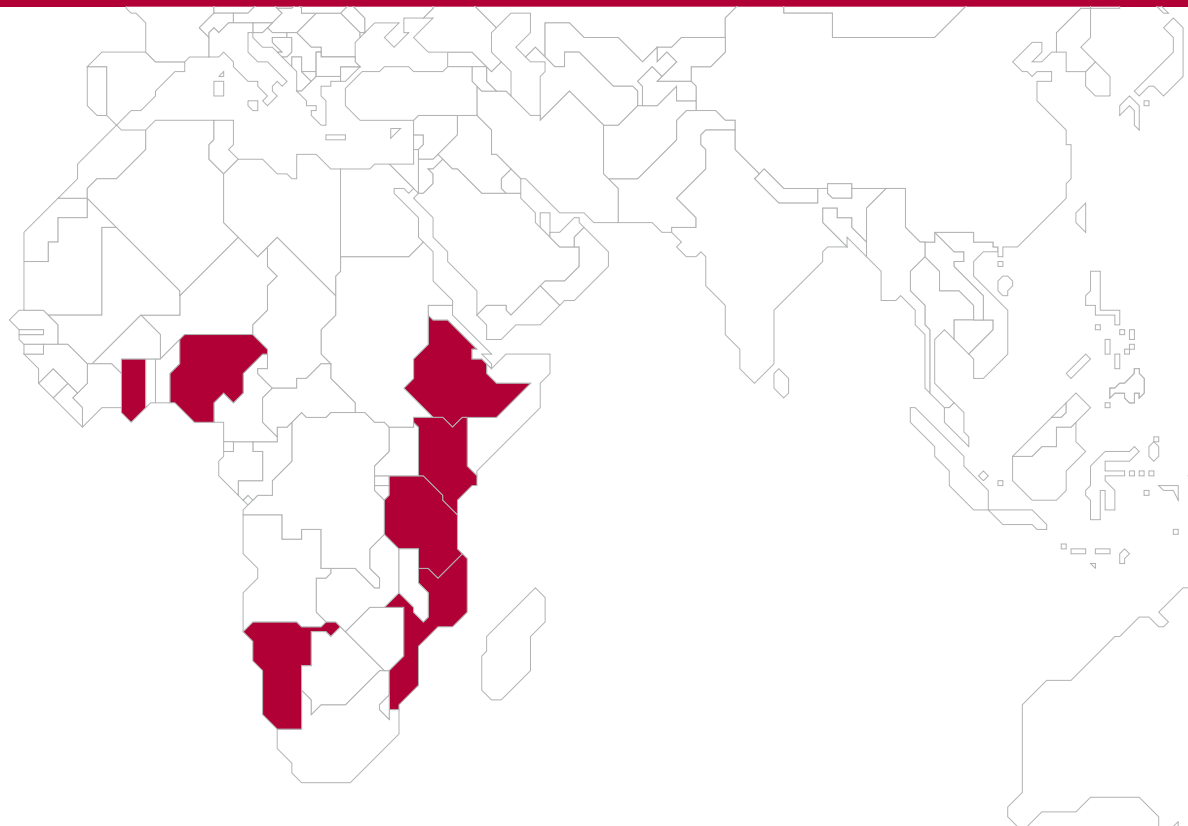


# Building National Platforms

Most of GAIN's work is currently in Africa, where one in four Africans is undernourished according to the Food and Agriculture Organization. Sixty-seven percent of GAIN's beneficiaries are in Africa.

GAIN's highlights in Africa include:

- Supporting the passing of national legislation in Ethiopia mandating that all salt for edible consumption be iodized;
- Helping make available an easy-to-use, inexpensive and rapid tool to monitor the quality of vegetable oil fortified with vitamin A;
- Scaling up nutrition projects in Kenya.





# Africa

## ETHIOPIA

The GAIN-UNICEF USI Partnership Project began working with the government of Ethiopia to establish a tailored revolving fund for potassium iodate (KIO<sub>3</sub>). The partnership also donated 3.5 metric tons of KIO<sub>3</sub> (valued at US\$ 200,000) to be utilised as seed stock for the establishment of a cost recovery system.

The GAIN-UNICEF USI Partnership Project continued to advocate for the enforcement of USI, and as a result, the Council of Ministers passed legislation mandating that all salt for edible consumption be iodized. This was approved and signed by the Prime Minister in February 2011. Continued advocacy will ensure that both iodized and non-iodized salt is produced and distributed at the same price until USI is achieved.

**DONATION  
OF 3.5 METRIC  
TONS OF KIO<sub>3</sub>**

## GHANA

The Nyanyano salt bank was established and registered in November 2010 with approximately 300 producers, a board of directors and management staff. To date, 150 tons of iodized salt have been produced. Continued technical assistance is being provided to improve capacity to iodize 17,000 tons annually, and reach an additional 3.9 million individuals. In 2012, the GAIN-UNICEF USI Partnership Project will systematically review progress and financial viability of the salt bank in Ghana in order to replicate the model elsewhere.

With GAIN's technical assistance and support, the Ghana delegation to the Codex Alimentarius Commission, an international food regulatory body, made progress in its work leading the update of international guidelines on complementary foods that serve as a basis for national standards.

### GHANA: VITAMIN A QUALITY CONTROL

In Ghana, fortifying food with vitamin A is important to reducing the country's high rates of vitamin and mineral deficiencies. In 2009 the government made fortification of vegetable oil mandatory, yet compliance at the border had been hard to enforce until the availability of a new tool called 'iCheck', which was devised in collaboration with GAIN by BioAnalyt, a German start-up company.

The device is much cheaper than standard methods, is easy-to-use and requires minimal training. Moreover, it produces results within minutes that are as accurate as from laboratories for testing vitamin A in cooking oil.

Port officers employed by the Ghana Food and Drugs Board (FDB) have begun using the equipment, purchased by GAIN, to test the quality of cooking oil coming into the country. Before the equipment became available, the officers had to extract samples of cooking oil from incoming containers, send them out to laboratories and wait up to two days for the results. Now they simply inject the oil into a syringe and a vial and wait minutes for the results to appear.

The device is expected to be rolled out to all Ghana's ports and border crossings. The national regulatory body FDB also foresees deploying the devices to inspect locally produced cooking oil sold at outdoor markets.

**150 TONS  
OF IODIZED SALT  
PRODUCED**

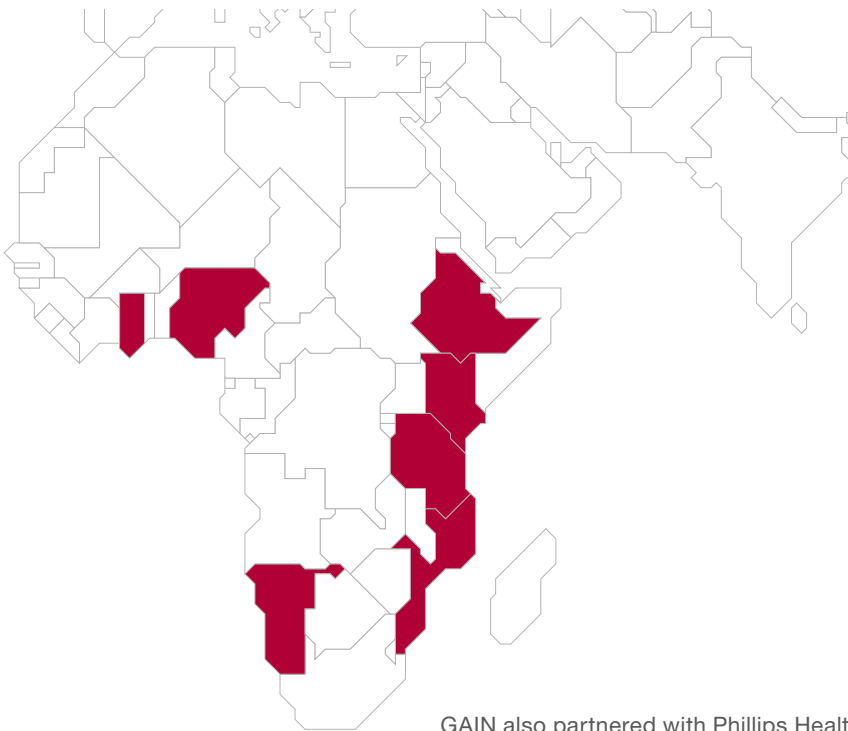
**GOAL: IODIZE  
17,000 TONS  
ANNUALLY**

FORTIFYING  
MAIZE FLOUR,  
WHEAT FLOUR AND  
VEGETABLE OIL

## KENYA

GAIN and the Ministry of Public Health and Sanitation partnered with industry to scale up Kenya's large-scale food fortification program, which will fortify maize flour, wheat flour and vegetable oil. All major millers and oil processors have committed to fortification as part of the program.

In collaboration with the Government of Kenya and other key stakeholders, including UNICEF, WFP and MI, GAIN is supporting the implementation of a national micronutrient survey. The survey will provide key data to underpin understanding of the impact of large-scale fortification programs on population wide nutrient status.



# Africa

Building National Platforms

GAIN also partnered with Phillips Healthcare Services to establish a regional Premix Hub to support its nutrition initiatives. The purpose of this Hub is to improve access by food producers in the East Africa region to certified quality commercial blends of vitamins and minerals at a competitive price by reducing their delivery time and assuring their price stability.

In Kenya, day to day food security depends largely on maize, dairy and horticultural crops. The GAIN-IDS rapid assessment tool that links agriculture and nutrition has been applied to these commodities and has identified opportunities to better integrate nutrition outcomes into agricultural programs. The value chains of ingredients that are used to make complementary foods for infants and young children in southern and southeastern Kenya will be evaluated to determine where nutrient loss can be mitigated as these crops move from farm to fork.

## NAMIBIA

In Namibia, GAIN's support has contributed to the establishment of a Maternal, Infant and Young Child Nutrition Working Group, uniting local and international experts to inform national nutrition planning. GAIN has provided technical input to the Namibia Alliance for Improved Nutrition, led by the country's Prime Minister and supported through a process facilitated by the non-governmental organization (NGO) Synergos.

## NIGERIA

GAIN supported the establishment of a demonstration plant for maize flour and vegetable oil fortification by small-scale producers in Yola, Adamawa State. The National Agency for Food, Drug Administration and Control (NAFDAC), GAIN's key implementing partner on the ground, has produced national advocacy broadcasts targeting policymakers and the public. These included a 30-minute educational program on the National Television Networks as part of the NAFDAC Weekly program, "You and Your Health", and "Food Fortification in Nigeria" and a 30-minute documentary to showcase the role of GAIN and other partners in the implementation of the project fortifying wheat flour, maize flour, sugar and vegetable oil.

## MOZAMBIQUE AND TANZANIA

GAIN is working with HKI to fight malnutrition through mass fortification of vegetable oil and wheat flour. Projects in these countries aim to reach mass populations with these fortified foods. GAIN, with support from Irish Aid, is also exploring ways to enhance nutrition interventions for HIV-positive pregnant and breastfeeding women in Mozambique.







## IN THE SPOTLIGHT: HORN OF AFRICA

Drought conditions in the Horn of Africa coupled with conflict in Somalia resulted in significant food insecurity and malnutrition for millions of people in 2011. In the midst of the emergency, millions of women and children faced the most critical development period of their lives – the 1,000 day period from pregnancy to a child's second birthday. In collaboration with the ONE campaign, GAIN participated in a visit to the region with three global advocates—including Cindy McCain (wife of Senator John McCain), NBA Legend Dikembe Mutombo, and Somali-born rapper K'Naan. The delegation visited Dadaab Refugee Camp as well as Kibera, a large slum in Nairobi, to understand the impact of food and nutrition insecurity on both refugee and urban populations. On the final day of the visit, the delegation participated in a conference call with over 1,000 individuals, offering their perspectives and insights from the region and inspiring participants to support young children in 2012.



## NUTRITION PLATFORMS WITH POTENTIAL FOR GLOBAL IMPACT

# In the Spotlight

### IODIZED SALT : LEGISLATION CHANGE IN EASTERN EUROPE

The GAIN-UNICEF USI Partnership Project works with national and international companies to ensure that they use iodized salt in their products that already contain salt, and is working to strengthen the evidence base for its benefits. However, to ensure that the efforts from NGOs and the private sector are optimised and institutionalised, government engagement and policy change are required.

This year, the partnership organized a symposium in Belgrade, Serbia, to bring together influential policymakers and leaders of food industry, academia and government. The forum particularly targeted Russia and Ukraine because in these countries an estimated 1.5 million infants are born every year in households not using adequately iodized salt. Policymakers in Russia and Ukraine argue that mandatory USI prevents free consumer choice, but the forum reframed the discussion to emphasise that market approaches could be designed to ensure that consumers are not deprived of choice.

This meeting marked first-time participation of certain key ministry representatives, who presented proposals for national salt iodization strategies. The forum led to new political will for improving iodine deficiency strategies in Eastern Europe and consolidated support for necessary changes in regulations in Russia. This resulted in Russian ministerial support to amend draft legislation that would mandate use of iodized salt in the baking industry. If enacted, these changes would effect a 50 to 70 percent increase in iodine intake nationwide.

## FORTIFIED RICE : INNOVATIVE COMMERCIAL MODEL IN BRAZIL

Despite Brazil's booming economic growth, malnutrition remains a serious problem, particularly in pockets of severe urban poverty and in the rural Northeast and Amazonia regions. Simultaneously, Brazil is experiencing rising obesity rates, as a result of the consumption of processed foods. Combined, these conditions present a pervasive need for new solutions to address micronutrient malnutrition.

An innovative technology exists to expand the benefits of fortification to rice, one of the most widely consumed staple foods, not only in Brazil but globally. This project will apply the international non-profit organization PATH's Ultra Rice® fortification technology — a cost-effective micronutrient delivery system that packs vitamins and minerals into rice-shaped "grains" made from rice flour and manufactured using pasta-extrusion equipment.

GAIN and PATH will work directly with some of the largest rice millers in the country, as well as select retailers, so that these companies can lead the way forward and demonstrate the commercial viability of launching fortified rice products in the market. Two of the top six rice milling companies have already committed to partnering with GAIN and PATH on distribution pilots.

GAIN and PATH recognise that consumer demand will be the driving force behind the development of a thriving, sustainable market for fortified rice in Brazil. A central focus of this project will be to build demand among consumers through social marketing and advertising. Targeted advertising campaigns will be launched in conjunction with initial pilots to test which messages resonate most with Brazilian consumers. GAIN and PATH are conducting extensive market research to inform the design of a marketing campaign for fortified rice.

Brazil's relatively centralised and modern rice milling industry is well positioned to implement rice fortification on a large scale. This stands in contrast to the rice milling industries of many Asian countries, which have historically been dominated by thousands of smaller, less sophisticated village mills. However, rapid consolidation in those markets may eventually lead to similar dynamics to present day Brazil, allowing many of the lessons learned from this project to be applied to emerging Asian countries where rice is the predominant staple food.

The world is paying close attention to Brazil's success, including how it is implementing progressive social policies, as well as harnessing the strength of the private sector for improving public health. There is significant potential to develop a sustainable commercial model for rice fortification in Brazil that will pave the way forward for other rice-consuming nations.

A close-up photograph of a young boy with dark, curly hair, smiling warmly at the camera. He is wearing a dark, patterned shirt. In the foreground, he is holding a large stack of soft, golden-brown flatbread, which is slightly out of focus. The background is a warm, blurred indoor setting.

Web  
Extra

## WEB EXTRA: SENDING NATIONAL MESSAGES GLOBAL

Sharing the achievements and lessons learned from national programs with other countries is an important way in which GAIN facilitates the sharing of knowledge. The GAIN website is its communication hub, and this year the organization produced several high-quality short videos that showcase the best of GAIN's work in several countries. The videos offer a glimpse into how GAIN's work is transforming the nutritional health of people everywhere. Each film features scientists and academics discussing the health issues at-stake, but they also highlight other important voices, such as those of local community leaders, healthcare workers and volunteers, and parents. Here are 2011's top three.

### MICRONUTRIENT SPRINKLES IN KENYA

WATCH THE VIDEO:

[HTTP://WWW.GAINHEALTH.ORG/MEDIA/VIDEO](http://www.gainhealth.org/media/video)

Shot in Kisumu, Western Kenya, this video documents the success of a program to supply children with powdered multinutrient supplements (Sprinkles®), which are vitamin and mineral powders added daily to meals. A key study, implemented by CDC and the Kenyan NGO Safe Water and AIDS Project (SWAP) and co-financed by GAIN, has shown that community promotion of the supplements led to greater micronutrient deficiency reductions: in iron deficiency (14 percent); in vitamin A deficiency (10 percent); and anemia (11 percent), compared with children living in communities where there was not active promotion. The video makes the important point that during the first six months, children should ideally be breastfed, but after that these multinutrient supplements can be a vital addition to breastfeeding and infant nutrition.

### FORTIFIED BREAD IN EGYPT

WATCH THE VIDEO:

[HTTP://WWW.GAINHEALTH.ORG/MEDIA/VIDEO](http://www.gainhealth.org/media/video)

In Egypt, bread is so ubiquitous, says the Governor of Luxor, that “once you add nutrients to bread, you fortify breakfast, lunch and dinner.” Food fortification relies on improving the vitamin and mineral content of basic food products that people commonly consume, and in Egypt baladi bread is eaten on tables across the country. Here GAIN partnered with Egypt's Ministry of Social Solidarity, the National Nutrition Institute, and WFP Egypt to fortify the bread with iron and folic acid to prevent iron deficiency anemia. In Luxor, the camera goes behind the scenes in the factories where the flour is fortified, showing every stage of the process, including the all-important tests to make sure that the flour is properly fortified before it is distributed.

### HIV AND NUTRITION IN INDIA

WATCH THE VIDEO:

[HTTP://WWW.GAINHEALTH.ORG/MEDIA/VIDEO](http://www.gainhealth.org/media/video)

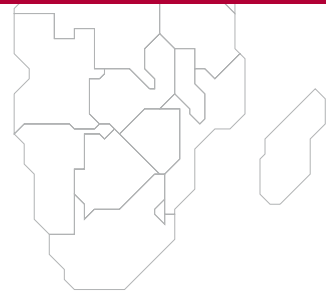
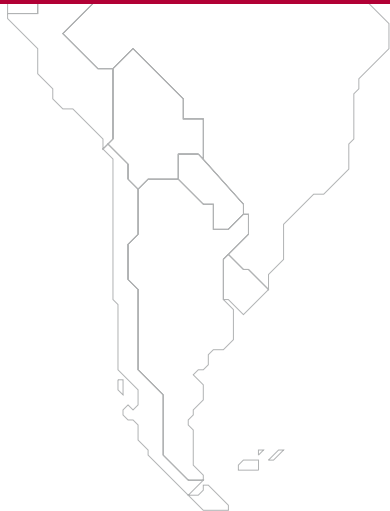
India has the third highest number of HIV patients in the world. The video takes us to Tamil Nadu, where prevalence rates are high, to show how integrating nutrition into HIV care has been working. GAIN has been working on this with the Tamil Nadu state government and its AIDS Control Society, and WFP. HIV-infected people have higher metabolic rates, and therefore higher nutritional needs. Micronutrients are also crucial in supporting the immune system. To encourage patients to take the micronutrient supplements, nutritionists share recipes that use them. Patients taking the extra nutrients put on weight, felt healthier, and were better able to go to school or work, leading to economic benefits. The program was considered such a success that India's National AIDS Control Program will integrate nutrition into its strategy.



# Building Global Platforms

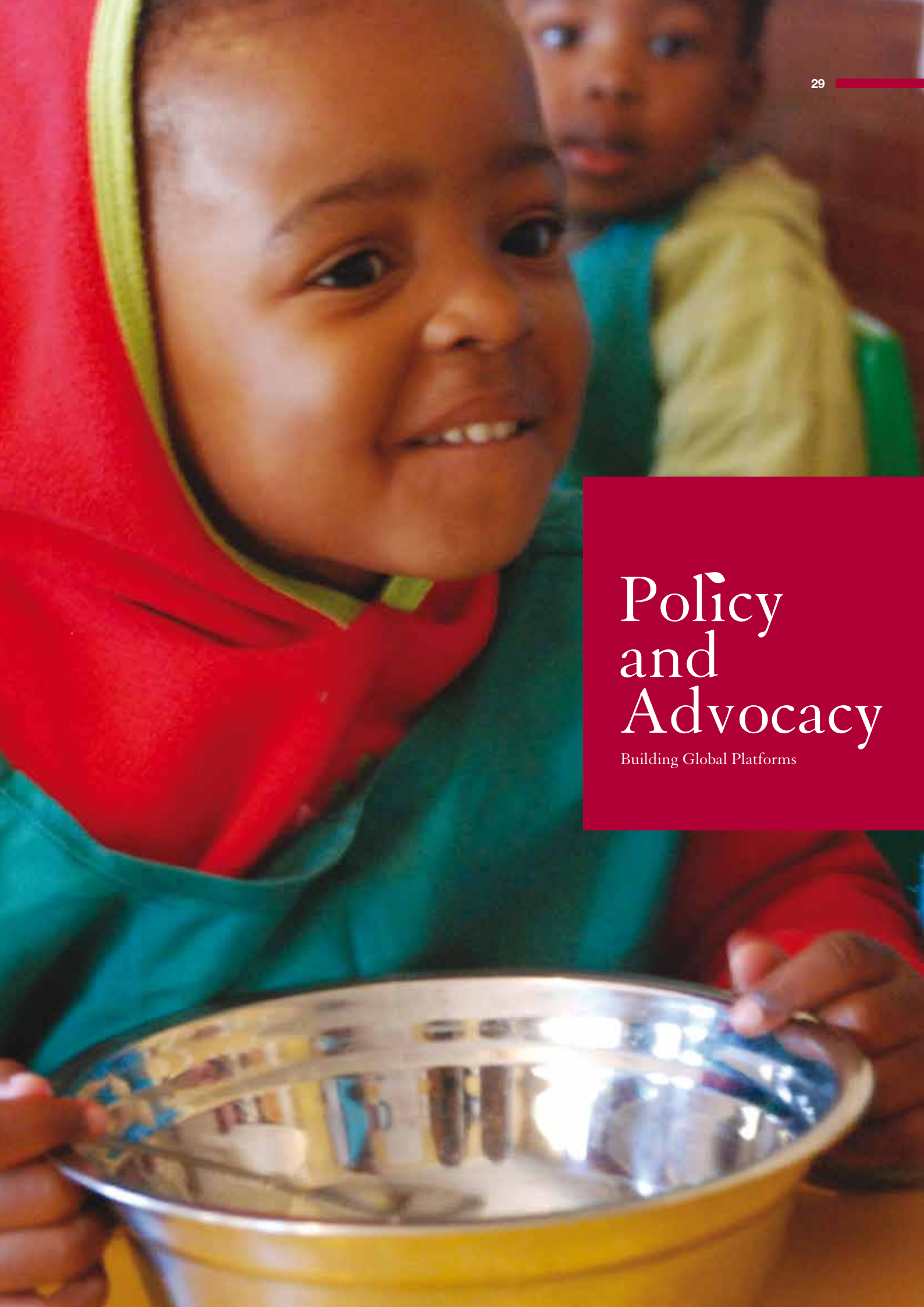
## ENGAGING THE GLOBAL COMMUNITY

A critical component of GAIN's efforts has been positioning nutrition as central to the global health and development platform, as poor nutrition is clearly an impediment for achieving the Millennium Development Goals. These links highlight the need for sustained, enhanced advocacy efforts at the national, regional and international levels, to scale up proven interventions, raise the profile of nutrition and ultimately increase human and financial resources to address malnutrition.



# Policy and Advocacy

Building Global Platforms



## THE SCALING UP NUTRITION MOVEMENT

ONLINE EXTRA

[WWW.SCALINGUPNUTRITION.ORG](http://WWW.SCALINGUPNUTRITION.ORG)

The Scaling Up Nutrition (SUN) movement is a collective global commitment to scale up evidence-based nutrition interventions that will result in lasting improved health status for individuals and nations. Following its roll out in Washington, D.C. in April 2010, GAIN has played an active role in SUN, including participation on the SUN Transition Team, which provides leadership to the movement, and the SUN Private Sector Task Force. Most recently at the UN General Assembly in New York City, GAIN participated in the SUN High-Level meeting, hosted by UN Secretary General Ban Ki-moon and US Secretary of State Hillary Clinton, as well as the day-long workshop with representatives from over 20 SUN countries.

[futurefortified.org](http://futurefortified.org)

ONLINE EXTRA

[HTTP://FUTUREFORTIFIED.ORG](http://FUTUREFORTIFIED.ORG)

In 2011, GAIN kicked off a new initiative – Future Fortified – to ignite a movement for global nutrition. Future Fortified seeks to build public and political will by bringing together a diverse set of partners to create the first ever community of individuals, businesses and organizations working to improve global nutrition. Together, Future Fortified supporters and partners will invest in sustainable, market-based solutions for global nutrition, inform themselves and others on nutrition challenges and solutions, and influence policy-makers to make improved nutrition a global priority. More than 12 million people are at risk of disease and malnutrition in the Horn of Africa. In response, through Future Fortified and in conjunction with partners DSM and Herbalife, GAIN is planning to provide essential vitamins and minerals to relief efforts. Together, we have already committed 20 million packets of multinutrient powders, which will be distributed in Kenya to nourish 200,000 young children in 2012.



## THE 1,000 DAYS PARTNERSHIP

ONLINE EXTRA

[WWW.THOUSANDDAYS.ORG](http://WWW.THOUSANDDAYS.ORG)

US Secretary of State Hillary Clinton, former Irish Minister for Foreign Affairs Micheál Martin and a community of global leaders launched the 1,000 Days partnership.

The effort unites governments, the private sector and civil society organizations. Its aim is to promote targeted action and investment to improve nutrition in the critical 1,000 day period from pregnancy to age two when better nutrition can have a life-changing impact on a child's future.

GAIN teamed up with InterAction, a coalition of US-based international relief and development organizations, and the US Department of State to establish the initiative. As a neutral and inclusive platform, the partnership mobilises US-based partners and facilitates cross-sector dialogue – from nutrition to agriculture to health.



## RAISING PUBLIC AND POLITICAL WILL FOR NUTRITION

Global nutrition is receiving unprecedented attention, with increased focus on the importance of public and private sector collaboration to ensure that nutritious foods reach low-income consumers. This increased momentum has raised public and political will for nutrition to ensure it becomes a priority on the global health and development agenda and among industry leaders.

GAIN actively engaged policy makers in 2010-2011, including US Members of Congress. GAIN held over 30 one-on-one meetings with Congressional Offices, in addition to hosting two briefings on Capitol Hill to educate Congressional staff on GAIN's approach and the impact of nutrition interventions. In highlighting the public-private partnership model, GAIN has received a very positive response from Capitol Hill.

In addition to direct outreach to policy-makers, GAIN has also increased its focus on reaching new audiences in order to build a community of supporters for nutrition. As we have seen with other global health issues, communities such as employees and civil society representatives have proven effective in building political will and mobilising new resources around key global health issues. With this in mind, GAIN has begun to build the first ever constituency for global nutrition, providing innovative ways for individuals, businesses, and organizations to be a part of the solution (see *Future Fortified* on page 34).

Throughout 2011, GAIN also actively participated in several meetings designed to raise the profile of nutrition on the global agenda, including the UN General Assembly, the Pacific Health Summit, and the Annual Meeting of the Clinton Global Initiative. GAIN's media and advocacy activities across regional, global and national platforms resulted in more than 750 mentions. Stories included highlights of GAIN's programs, such as the pilot *Sprinkles project in Western Kenya*, as well as opinion pieces by GAIN leadership including *Jay Naidoo* and *Marc Van Ameringen*. Many of the stories and articles were included in high profile media outlets such as CNN, BBC, *The Huffington Post*, *The Guardian* and *The Sunday Times* (South Africa), among many others. In addition to traditional media, GAIN built up its social media presence, in particular through Twitter and Facebook. The new channel helped inform and engage a larger community about effective nutrition interventions with real-time news and updates.



## DISSEMINATING EVIDENCE

GAIN strives to make its work as evidence based as possible. GAIN continually commissions research to strengthen existing programs and to provide sound scientific basis for new interventions. Peer-reviewed journal articles funded or authored by GAIN in 2011 include:

Aaron GJ, Lo BN, Hess SY, Guiro AT, Wade S, Ndiaye NF, Guinard J-X, Brown KH (2010). **Acceptability of complementary foods and breads prepared from zinc-fortified cereal flours among young children and adults in Senegal.** *Journal of Food Science*. 76:1 pp S56-S62.

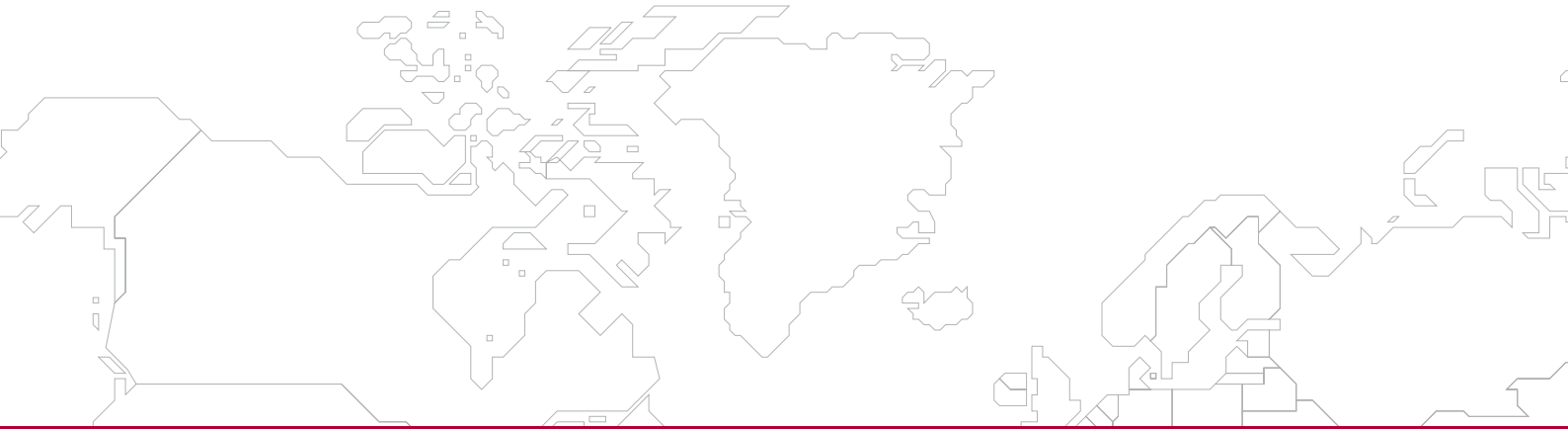
Lo BN, Aaron GJ, Hess SY, Dossou NI, Guiro AT, Wade S, Brown KH (2011). **Plasma zinc concentration responds to short-term zinc supplementation, but not zinc fortification, in young children in Senegal.** *American Journal of Clinical Nutrition*. 93: 1 pp. 93-100.

Aaron GJ, Kariger P, Aliyu R, Flach M, Iya D, Obadiah M, Baker SK (2011). **A multi-micronutrient beverage enhances the vitamin A and zinc status of Nigerian primary schoolchildren.** *Journal of Nutrition*. 141:8 pp. 1565-1572.

MIYCN Supplement (11 papers): **Programs and policies to improve maternal, infant, and young child nutrition in developing countries (2010)**. Guest editors: Sandra L. Huffman, Kathryn Dewey, and Dominic Schofield. *Food and Nutrition Bulletin*. Volume 31, Supplement 2, pp. 99-206.

Souganidis ES, Sun K, de Pee S, Kraemer K, Rah JH, Moench-Pfanner R, Sari M, Bloem MW, Semba RD (2011). **Determinants of Anemia Clustering Among Mothers and Children in Indonesia.** *J Trop Pediatr*. doi: 10.1093/tropej/fmr062

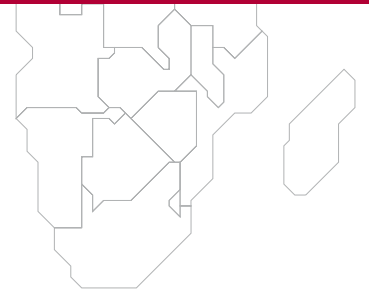
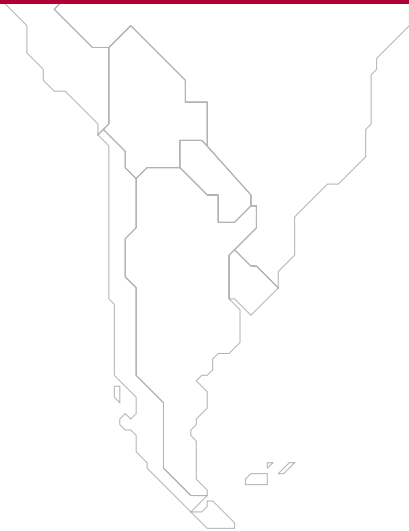


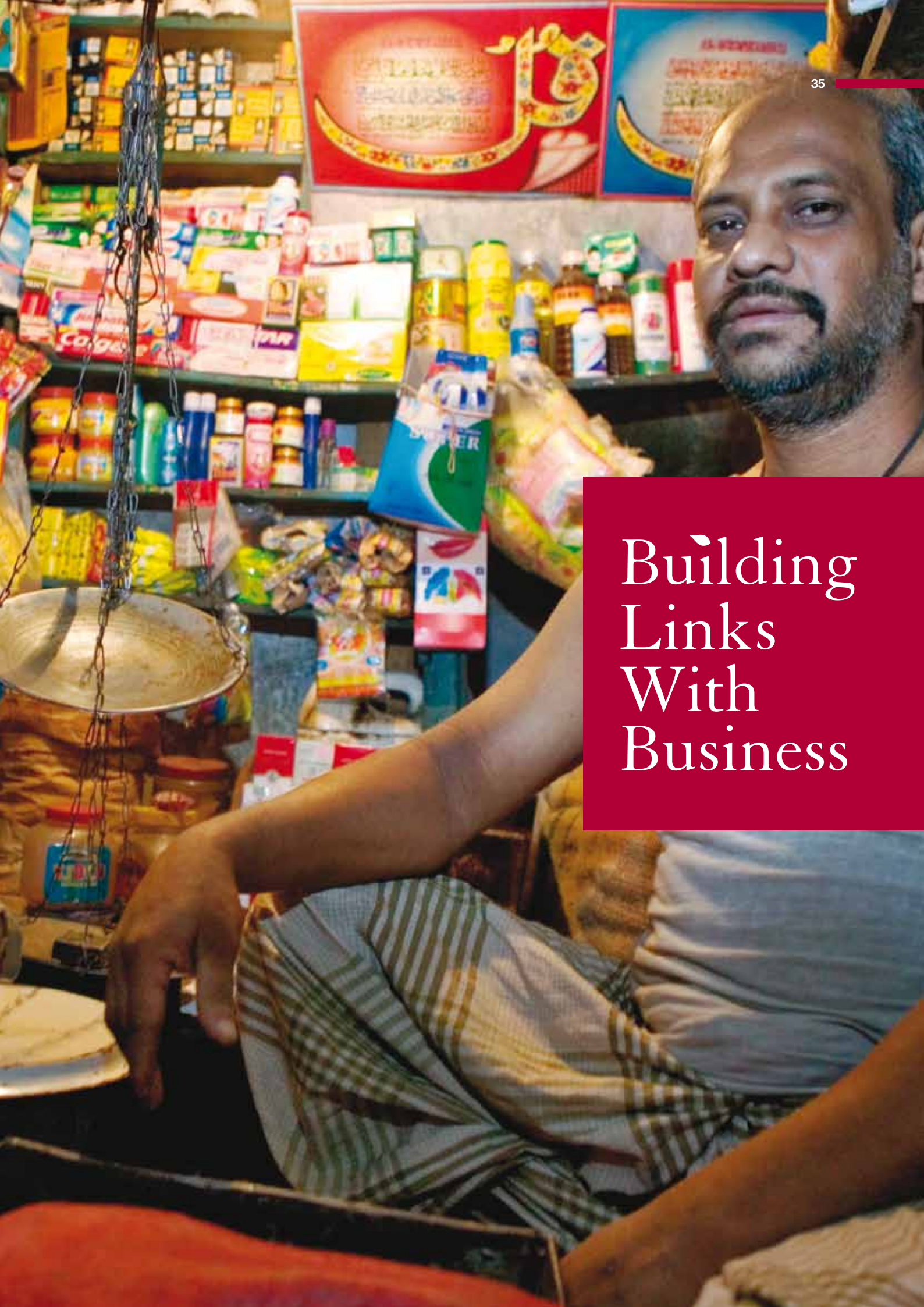


# Building Global Platforms

The private sector is an essential partner in addressing both undernutrition and obesity. Over 90 percent of food and beverages in the developed world, and increasingly in emerging markets too, are produced or delivered by the private sector.

GAIN continues to engage the private sector through its various initiatives.





# Building Links With Business

## BUSINESS ALLIANCE

GAIN's Business Alliance – a global partnership to explore new business models, best practices and sustainable approaches in the fight against malnutrition – provides substantive support to the SUN Private Sector Taskforce, which consists of private and public stakeholders at global and regional levels. This taskforce has created a toolkit to identify sustainable ways and practices in which the business community can engage in scaling up nutrition at the national and global levels.

The Business Alliance has added four new members – Essentient, Groupe Bel, Kraft, and Nutriset – to its existing membership of: Ajinomoto, AkzoNobel, BASF, Britannia, Cargill, The Coca-Cola Company, DAL Group, Danone, DSM, Firmenich, Fortitech, Hexagon Nutrition, Kemin, Mana group, Mars, PepsiCo, Tetra Pak, and Unilever. GAIN also hosted a Business Alliance Roundtable in South Africa to coincide with the World Economic Forum Africa Economic Summit, with key member representatives as well as a select group of business leaders and stakeholders from the region to discuss ways to engage business in the fight against malnutrition.

## AMSTERDAM INITIATIVE AGAINST MALNUTRITION

The Amsterdam Initiative Against Malnutrition (AIM) is a coalition of the Dutch Ministry of Foreign Affairs, Unilever, DSM, AkzoNobel, Wageningen University, ICCO and GAIN that aims to work with others to end malnutrition in Africa by 2015 through initially targeting six countries: Kenya, Tanzania, South Africa, Ethiopia, Ghana and Mozambique.

In Kenya, AIM has initiated a milk fortification project and a market study to get insight into consumer attitudes towards fortified milk. AIM partners have also identified distribution channels for nutritious foods that reach base of the pyramid populations (BOP), including safe water kiosks, milk bars, and school feeding programs. The initiative also began supporting the Kenya Nutritionists and Dieticians Institute, to create demand for nutrition through strengthening capacity development, policy and advocacy, and public engagement. Going forward, AIM will increase focus on market insight and BOP consumer aspirations to ensure nutritious products are not only accessible and affordable but also desirable.



## NEW BUSINESS PARTNERS

In 2011 GAIN continued to build relationships with key industry networks and partnerships, engaging in concrete, innovative projects to fight malnutrition.

### Industry Council for Development

GAIN entered into a partnership with a UK non-profit alliance of industry members, the Industry Council for Development (ICD), to strengthen local technical capacities in countries with a high burden of malnutrition.

### BOP Innovation Center

GAIN joined forces with the BOP Innovation Center, a foundation in the Netherlands that works to accelerate the impact of market-driven pro-poor innovations in low-income markets. The partnership is identifying innovative market-based approaches to improve the food and nutrition security of BOP populations and exploring ways to scale up such innovations through partnership facilitation and leveraging of resources. The partners are currently working on a study of scalable business models that improve the food and nutrition security for vulnerable groups, due for release in early 2012.



## INNOVATIVE FINANCING

Innovative financing approaches can address several issues that have impeded efforts to reduce malnutrition. One is the gap between the level of funding currently available and the amount of money that would be needed to fully address malnutrition. In addition, a variety of market constraints can affect businesses' ability to address malnutrition, including high production and distribution costs, low or fluctuating demand, and small effective markets.

GAIN's Innovative Finance Program intends to:

- Create incentives for large and small companies to focus on and invest in nutrition;
- Build on and maintain the medium-term and long-term sustainability and predictability of resource flows to the nutrition sector;
- Create an opportunity for investors seeking new themes for investment that improve development outcomes.

To achieve these objectives, GAIN has created investment structures with select financial partners that provide organizations with access to capital and the critical sector expertise they need while creating the ability to share risk. These structures also generate additional financial resources by leveraging the funding of investors. The current suite of investment structures (IFC-GAIN Nutrition Trust, GAIN-Acumen Fund Nutrition Portfolio, LGT Venture Philanthropy Co-investment Agreement and Root Capital Innovation Fund) support GAIN's nutrition objectives and are poised to attract significant levels of investment capital. They also form the foundation for a potentially larger platform aimed at investing in different value chain segments, asset classes, and regions, thereby attracting even more capital into opportunities to improve nutrition outcomes.

## ACCESS TO NUTRITION INDEX

This index tracks how well the food and beverage industry provides nutritious products to consumers. The methodology was developed by GAIN, and is jointly funded by GAIN, the Bill & Melinda Gates Foundation, and the Wellcome Trust.

The index aims to increase consumers' access to more nutritious products and ultimately contribute to addressing the serious global problems of both undernutrition and obesity. It will allow food and beverage companies to benchmark their performance on nutrition against their peers, and it will serve as a platform that provides stakeholders – from investors to consumers and policymakers – with information that they can use to inform their decisions and their programs. The index also seeks to promote nutrition as an investible theme within the investment community.

The index began development in 2009, with research undertaken to understand the nutrition industry practices in developed and emerging markets. Stakeholder consultations were held at nutrition and investment industry events in San Francisco and Tucson, USA; Cape Town, South Africa; Bangkok, Thailand; and Cologne, Germany.

ONLINE EXTRA

KEEP UP-TO-DATE WITH

THE INDEX'S PROGRESS

AT [WWW.ACCESS2ONUTRITION.ORG](http://WWW.ACCESS2ONUTRITION.ORG)







### INNOVATIVE FINANCE: ROOT CAPITAL

Root Capital is a non-profit social investment fund that provides capital, delivers financial training, and strengthens market connections for small and growing businesses in rural areas of Africa and Latin America. Since its launch in 1999, it has delivered over US\$ 300 million in credit to 320 small and growing businesses representing over 350,000 rural households in Africa and Latin America. In 2011 GAIN signed an investment agreement with Root Capital, which will support Root Capital's research in identifying companies in Africa and Latin America that increase the availability of value-added nutritious foods for vulnerable populations and help to provide the loan capital needed to finance these businesses. Through this partnership, Root Capital is seeking to move beyond providing loans to small-scale farmers and private enterprises that export cash crops such as coffee and cocoa.

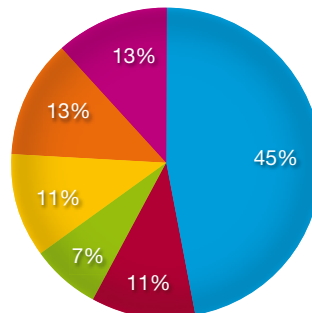
# Financial Statements

GAIN is a non-profit foundation of public interest governed by Swiss law. The consolidated financial statements are prepared in accordance with GAIN's statutes and the applicable provisions of the Swiss Code of Obligations. The consolidated entities are comprised of GAIN and GAIN NoSCA LLC.







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).

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 utilisation of funds over time.

Total expenditure during the year (prior to grant accounting adjustments) was US\$ 41.8 million (2009-2010, US\$ 38.6 million). In line with previous years, the largest proportion was spent on financial and technical support to population-based programs at 45 percent (2009-2010, 47 percent).



## FINANCIAL YEAR 2010-2011 EXPENDITURES BY PROGRAM

	Population based	45%
	Partnerships	11%
	Performance Measurement and Research	7%
	Policy and Advocacy	11%
	Targeted	13%
	Corporate Administrative Services	13%

## CONSOLIDATED BALANCE SHEET FOR THE YEAR ENDED 30 JUNE 2011

	2011 US\$	2010 US\$
<b>ASSETS</b>		
<b>CURRENT ASSETS</b>		
Cash at bank and cash equivalents	18,266,125	22,257,180
Deposits	40,629,429	65,022,472
Accrued income	4,208,353	-
Other receivables	2,263,899	1,271,974
Prepaid expenses	347,585	569,933
Deferred expenditure	7,792,946	4,631,317
Total current assets	73,508,337	93,752,876
FIXED ASSETS, net	735,446	658,312
<b>TOTAL ASSETS</b>	<b>74,243,783</b>	<b>94,411,188</b>
<b>LIABILITIES</b>		
<b>CURRENT LIABILITIES</b>		
Accounts payable	2,172,422	1,894,266
Other creditors	59,016	308,858
Accrued expenses	1,864,087	2,704,413
Grants payable	1,782,034	2,574,971
Deferred income	45,699,325	66,783,643
Total current liabilities	51,576,884	74,266,151
<b>LONG TERM LIABILITIES</b>		
Grants payable after one year	1,294,565	1,375,058
<b>CAPITAL AND RESERVES</b>		
Foundation capital	36,187	36,187
Surplus*	21,336,147	18,733,792
Total capital and reserves	21,372,334	18,769,979
<b>TOTAL LIABILITIES</b>	<b>74,243,783</b>	<b>94,411,188</b>

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

## CONSOLIDATED INCOME STATEMENT FOR THE YEAR ENDED 30 JUNE 2011

	2011 US\$	2010 US\$
<b>INCOME</b>		
Donations received	39,086,894	27,305,446
Other income	410,640	265,053
Bank interest	418,673	367,247
<b>TOTAL INCOME</b>	<b>39,916,207</b>	<b>27,937,746</b>
<b>OPERATING EXPENDITURE</b>		
Staff related expenses	13,151,479	9,756,758
Consulting and professional services	8,794,549	6,210,392
Project grant expenses**	8,001,113	4,936,611
Travel and meeting expenses	4,128,847	4,339,198
Office rental	1,068,684	649,291
Operating expenses	764,667	581,807
Communication and information technology	875,602	474,839
Depreciation	513,047	403,337
Printing and postage	334,882	361,258
Irrecoverable VAT	189,879	341,212
Exchange differences, net	(575,511)	121,739
Bank charges	66,614	54,971
<b>TOTAL EXPENDITURE</b>	<b>37,313,852</b>	<b>28,231,413</b>
Surplus (deficit) of income	2,602,355	(293,667)
Surplus , beginning of the year	18,733,792	19,027,459
<b>SURPLUS, END YEAR*</b>	<b>21,336,147</b>	<b>18,733,792</b>

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

\*\* Grant expense after adjustments relating to the financial accounting methodology for grants.  
Total project grant disbursements before the adjustments was **US\$ 12,489,806**  
(2009-2010 US\$ 15,240,067)





# Team

## BOARD OF DIRECTORS

### CHAIRMAN

**Jay Naidoo**, Chairman, GAIN Board of Directors

### VICE CHAIR

**Gary Darmstadt**, Director, Family Health, Global Health Program, Bill and Melinda Gates Foundation, Seattle, United States

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**Christopher Elias**, President, PATH, Seattle, United States

**Pierre Henchoz**, Private Banker, Lausanne, Switzerland

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

**Olivier Kayser**, Managing Director, Hystra, France

**Admassu Tadesse**, Executive Vice-President, Corporate Strategy and International Finance, Development Bank of Southern Africa, Johannesburg, South Africa

### EX OFFICIO

**Nicholas Alipui**, GAIN Partnership Council Vice-Chair, Director, Programme Division, United Nations Children's Fund, New York, United States

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

## MANAGEMENT

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**John Fairhurst**, Chief Operating Officer

**Jas Bagri**, Chief Financial Officer

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**Barbara Macdonald**, Director, Organizational Performance, Evaluation and Learning

**Bonnie McClafferty**, Director, Agriculture and Nutrition

**Regina Moench-Pfanner**, Senior Director, Innovation and Technical Services

**Dominic Schofield**, Director, Multinutrient Supplements

**Tina van den Briel**, Director, Program Delivery

**Marti van Liere**, Director, Nutritious Foods for Under Twos and Pregnant and Lactating Women

**Vanessa Ng**, General Counsel

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**Faizel Ismail**, Ambassador Permanent Representative to the World Trade Organization, South African Permanent Mission Geneva, Switzerland

**Lawrence Haddad**, Director Institute of Development Studies, Chair of the Development Studies Association of the UK and Ireland Institute of Development Studies, University of Sussex, Brighton, United Kingdom

**Kei Kawabata**, Manager of the Social Sector, Inter-American Development Bank (IADB), Washington D.C., United States

**Helena Leurent**, Director, Agriculture, Food and Beverage Community, Centre for Global Industries, World Economic Forum, Geneva, Switzerland

**Ibrahim Mayaki**, Chief Executive Officer, NEPAD, Midrand, South Africa

**Alexandre Mérieux**, Managing Director and Corporate Vice President, BioMérieux, Lyon, France

**K. Srinath Reddy**, President, Public Health Foundation of India, New Delhi, India

**Kathy Spahn**, President and CEO, Helen Keller International, New York, United States

**Paulus Verschuren**, Senior Strategic Advisor Private Sector and Development Cooperation, Ministry of Foreign Affairs, The Hague, Netherlands

**Joachim von Braun**, Director, Centre for Development Research and Professor, Economics and Technological Change, University of Bonn, Germany

**Emorn Wasantwisut**, Senior Advisor, Institute of Nutrition Mahidol University, Nakhon Pathom, Bangkok, Thailand

**Derek Yach**, Senior Vice President, Global Health and Agricultural Policy, PepsiCo Inc, New York, United States

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**Gary Darmstadt**, GAIN Board Vice Chair, Director, Family Health, Global Health Program, Bill and Melinda Gates Foundation, Seattle, United States

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## APPENDIX

AIM	Amsterdam Initiative Against Malnutrition
BOP	Base of the Pyramid Populations
CDC	US Centers for Disease Control and Prevention
CIDD	Control of Iodine Deficiency Disorders
DALY	Disability Adjusted Life Year
FDB	Food and Drugs Board
GAIN	Global Alliance for Improved Nutrition
GPF	GAIN Premix Facility
HKI	Helen Keller International
ICD	Industry Council for Development
IDS	Institute of Development Studies
KIO <sub>3</sub>	Potassium iodate
NAFDAC	National Agency for Food, Drug Administration and Control
NEPAD	New Partnership for Africa's Development
NGO	Non-governmental organization
SWAP	Safe Water and AIDS Project
SUN	Scaling Up Nutrition
USAID	United States Agency for International Development
USI	Universal Salt Iodization
WFP	World Food Programme



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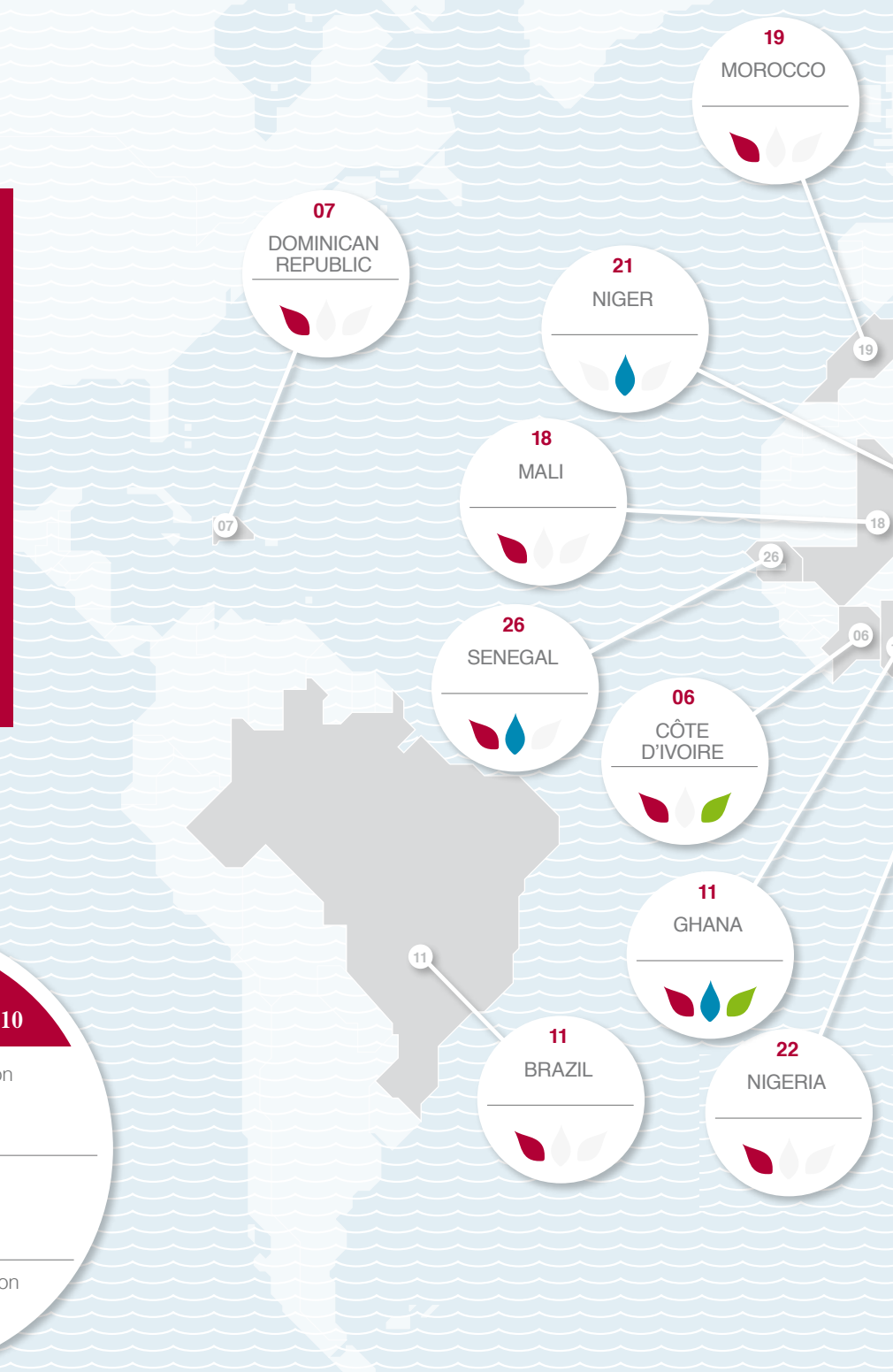
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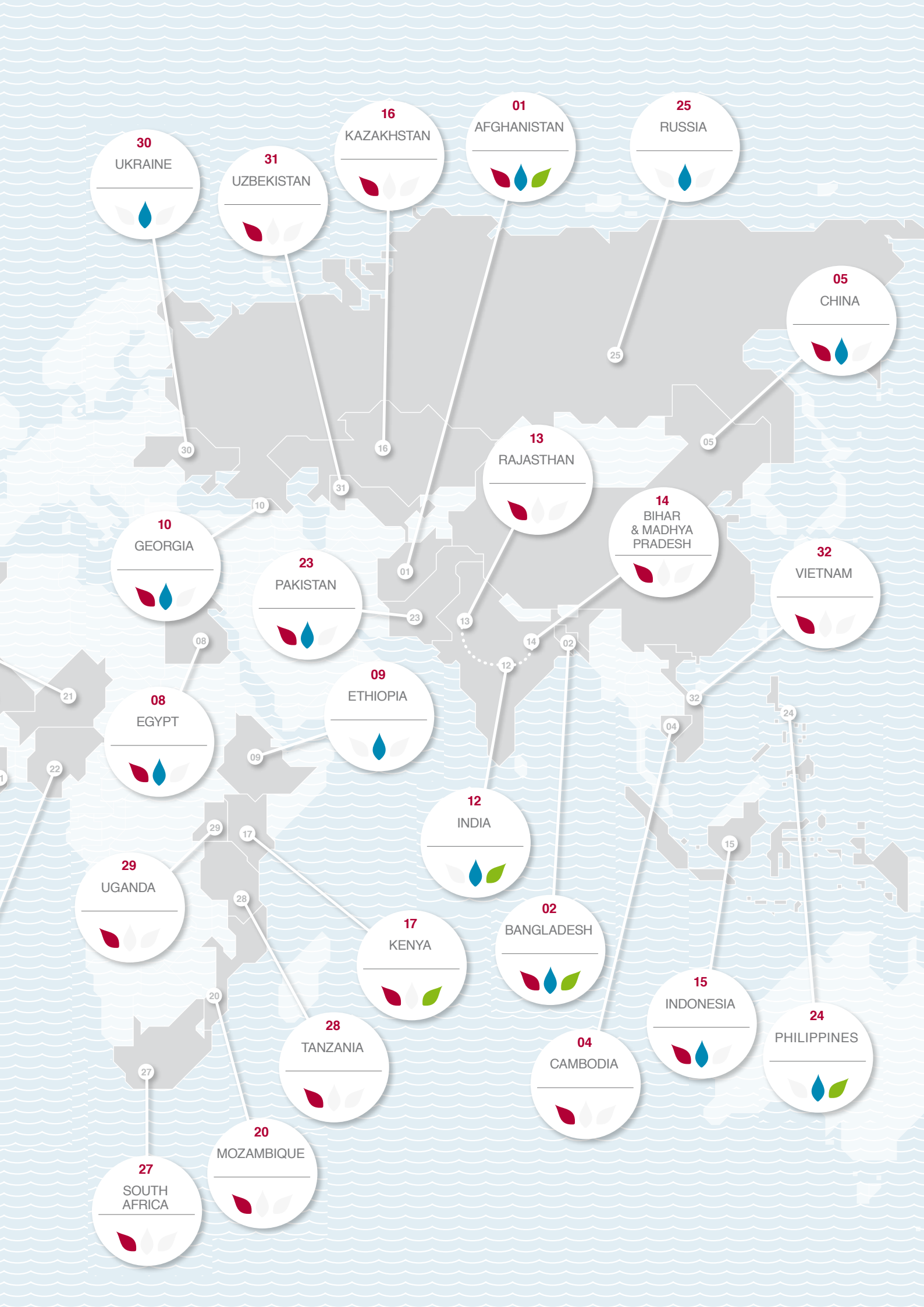
Building  
Platforms for  
Scaling Up  
Nutrition

# Project Map

**Projects worldwide as of June 2010**

- Large Scale Food Fortification 
- Universal Salt Iodization 
- Infant and Young Child Nutrition 





- 01 AFGHANISTAN
- 02 BANGLADESH
- 03 CAMBODIA
- 04 CAMBODIA
- 05 CHINA
- 08 EGYPT
- 09 ETHIOPIA
- 10 GEORGIA
- 12 INDIA
- 13 RAJASTHAN
- 14 BIHAR & MADHYA PRADESH
- 15 INDONESIA
- 16 KAZAKHSTAN
- 17 KENYA
- 20 MOZAMBIQUE
- 23 PAKISTAN
- 24 PHILIPPINES
- 25 RUSSIA
- 27 SOUTH AFRICA
- 28 TANZANIA
- 29 UGANDA
- 30 UKRAINE
- 31 UZBEKISTAN
- 32 VIETNAM

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.



\* Fortified food not yet on the market

1. Estimated number of infants aged 6 to 24 months reached by project as of June 2011
2. Estimated number of individuals reached by project as of June 2011

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