

# Annual Report 2014-2015



# Letter from Executive Director, Marc Van Ameringen

**2015 marks the transition from the Millennium Development Goals (MDGs), launched by world leaders in 2000 to fight poverty in its multiple dimensions, to the 2030 Sustainable Development Goals (SDGs) with their sharper focus on food and nutrition security. A total of 72 developing countries reached the MDG target of halving the number of people suffering from hunger. The SDGs must accelerate this momentum.**

Today, almost every society is dealing with some form of malnutrition. Hunger is a daily challenge for 795 million people, and 159 million children are stunted. More than two billion people – one in three people on the planet – suffer from micronutrient deficiency, otherwise known as “hidden hunger.” At the same time, an estimated 1.9 billion people are overweight or obese, and more likely to develop non-communicable diseases. Climate change and conflicts exacerbate these challenges, for example pushing up food prices, worsening food security, hindering the production and movement of food or making staple crops less nutritious. Moreover, rising urbanization puts pressure on urban food systems, which are failing to keep up with the rapid growth of cities.

In this complex environment, multisectoral partnerships uniting governments, business, civil society and communities are ever more crucial to making food systems fit for today’s purpose, and to ending malnutrition and hunger in a generation.

This year at GAIN we took stock of the effectiveness of our food fortification programs from a decade-long investment in preparation for the first **Global Summit on Food Fortification**, and we published a report on the results – **Fortifying our Future**. We also developed the Fortification Assessment Coverage Tool (FACT) in order to understand better how large scale food fortification programs impact public health. The Summit was co-hosted by the Government of Tanzania and 30 country delegations attended. It challenged the

sector to reach an additional billion people and expanded the evidence base required to move the fortification agenda forward. As the longest established example of a multistakeholder partnership in nutrition, we are determined to finish a job started 100 years ago and make the benefits of this simple and cost effective tool a pillar of national food and nutrition security plans. This will be a major priority for GAIN in 2016.

In 2015 we also assessed our Maternal Infant and Young Child Nutrition program, a portfolio of 23 projects in 17 countries that explores different delivery channels to improve infant nutrition. We reached over 19 million women and children. In March, GAIN convened the 1,000 Days Symposium to reflect on learning around two critical issues: appropriate business models; and behaviour change interventions.

Agriculture and Nutrition is our youngest program. The Marketplace for Nutritious

Foods helps local entrepreneurs increase access to nutritious foods in the marketplace and improve dietary diversity. It currently supports 37 companies across Kenya, Mozambique and Tanzania, and has recently been extended to Rwanda. This program too will be the subject of rigorous evaluation once it matures.

Business has a key role to play in fighting malnutrition. We co-convene the Scaling Up Nutrition Business Network (SBN), with the World Food Programme, and also support national multi-stakeholder partnerships in the Netherlands and in the Nordic countries. These partnerships link businesses and other nutrition players in north and south to enhance the nutritional value of food in developing countries. We are excited by the initiatives emerging from our business partnerships and alliances.

GAIN could not have undertaken its work without our partners and the generous support from our donors. We thank them all.

Finally, 2015 marks an important change in GAIN’s governance. I welcome with great pleasure Vinita Bali as the new Chair of the Board of Directors. Vinita, a global business leader, brings valuable experience from the corporate and development sectors.

**The world now has a clear vision of what needs to be done to end malnutrition by 2030**





**Marc Van Ameringen**  
Executive Director

Vinita takes over as Chair of the GAIN Board from Jay Naidoo, who has led us since our early days. I sincerely thank Jay for his invaluable contribution and look forward to continuing to benefit from his experience and passion in his role as Chair of the Partnership Council.

The world now has a clear vision of what needs to be done to end malnutrition by 2030. The new SDGs expand the vision, placing nutrition at the heart of the new food system we must create for a world population growing towards 9 billion. Aid is only a small part of the solution, harnessing it to leverage other investments will be a key to success. GAIN is experienced in building these innovative partnerships and we invite you to work with us to end malnutrition within our lifetimes.

*"I am honoured to be appointed as the new Chair of the GAIN Board. As a business leader with varied and extensive experience globally, I believe that the private sector has a crucial role to play in eliminating malnutrition. GAIN has positioned itself well to build bridges that link public and private sectors and to drive impact through innovative models that harness the potential of the market."*

**Vinita Bali**, Chair of the Board of Directors, GAIN

*"It has been a great privilege to have been associated with GAIN as Chair of its Board for the last 12 years in the fight to end malnutrition. We have reached over 900 million people with the nutritious foods they need to help them live healthy lives and raise healthy families. We have focused much effort on vulnerable populations, targeting in particular women and children, because we know that helping them access sustainable, nutritious diets is crucial to ending the cycle of malnutrition and poverty. Much more needs to be done to build the multi-sector alliances in the nutrition sector that will end malnutrition in our lifetimes. But it is now a realistic goal and as Chair of GAIN's Partnership Council I look forward to working with our partners, and within the context of the new SDGs, to move the sector rapidly in this direction."*

**Jay Naidoo**, Chair of the Partnership Council, GAIN

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## About GAIN

**Today nearly 3.5 billion people worldwide are malnourished in some way. Close to 2 billion survive on diets that lack the necessary vitamins and nutrients to live healthily, while about 1.9 billion struggle with overweight and obesity.**

The Global Alliance for Improved Nutrition (GAIN) was launched at the UN in 2002 to tackle the human suffering caused by malnutrition. GAIN is a global, Swiss-based foundation that mobilises public-private partnerships and provides financial and technical support to deliver nutritious foods to those people most at risk of malnutrition. Our programs in Africa and Asia enable better diets via nutritional products, such as fortified staples foods, including cooking oil and flour, and condiments like salt and soy sauce. We also support improved maternal and infant health by promoting breastfeeding and specialised products for infants over six months and young children. In addition, we partner with local businesses to improve the quality of food along agricultural value chains. By building alliances that deliver impact at scale, we believe malnutrition can be eliminated within our lifetimes.



## Donors and Partners

**GAIN would like to thank the many donors and partners who contribute to the success of our programs.**

### **Principal Donors and Partners:**

BESTSELLER Foundation; Bill & Melinda Gates Foundation (BMGF); Children's Investment Fund Foundation (CIFF); Department for International Development (DFID); Agence Française du Développement (AFD); GiveWell, Good Ventures; Goldsmith Foundation; Department of Foreign Affairs, Trade and Development, Canada (DFATD); Ministry of Foreign Affairs of the Government of the Netherlands; GSM Association (GSMA); Inter-American Development Bank (IDB); Irish Aid; Karl Pedersen og Hustrus Industrifond; Liverpool School of Tropical Medicine; Micronutrient Initiative (MI); United Nations Children's Fund (UNICEF); United States Agency for International Development (USAID); United Nations World Food Programme (WFP).

# Our Strategy 2014-2017

In 2014 the GAIN Board set a three year strategy to improve, enhance and support the diets of the poorest and most vulnerable people in countries where there is a high burden of malnutrition. We have ambitious targets to deliver using our unique approach to multi-stakeholder partnership.

GAIN works closely with partners, including governments, civil society, businesses, UN agencies and academic institutions, to develop programs that deliver large scale and locally relevant solutions to malnutrition. GAIN invests in innovative delivery models that allow us to reach our most important target groups: infants, children, adolescent girls and mothers. We will increase investment in research to fill gaps in evidence

about nutrition and consumer behaviour. We will build evidence of the effectiveness of GAIN's interventions, demonstrating our impact through rigorous evaluations of our programs.

GAIN has five global programs to improve the health and lives of the people we serve. These are: **Food Fortification; Maternal Infant and Young Child Nutrition; Agriculture and Nutrition; Business Partnerships and Alliances** and **Monitoring, Learning and Research**.

Our programs are mainly focused on Africa and Asia, where most of GAIN's partners and staff are located.



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# Performance against Targets 2014–2015

## Reach and Coverage

From July 2014 to June 2015, GAIN reached an estimated

**845 million** people, including over **330 million**

women, adolescent girls and children 6-59 months

51% of these were in Africa, 44% in Asia and 5% in the rest of the world



## Public Health Impact

GAIN assessments have shown a contribution of

**35.7 percent**

to daily consumption of key vitamins and minerals by women of reproductive age and

**15.3 percent**

by children 6-23 months



## Affordability and Sustainability

In FY 2014-2015, the average GAIN project cost per individual reached was

**US\$ 0.27**



## Leverage Additional Investments in Nutrition

In FY 2014-2015 the ratio of investment between GAIN funds and the

private sector was **3.3:1**



and the public sector **1:1**







# Improving Diets through Food Fortification

Fortification of staple foods and condiments is one of the cheapest and most practical tools we have to tackle micronutrient malnutrition, or the lack of the essential micronutrients we need to grow and live healthy lives. Over the past decade, GAIN has worked with governments to fortify everyday staple foods and condiments such as flour, salt and oil with vitamins and minerals, like iron, vitamin A, iodine and folic acid, that help prevent disease and encourage good health. Today, our programs reach almost one billion people in 40 countries, mainly in Africa and Asia.



## Fortifying our Future, #FutureFortified

With major funding from the Bill & Melinda Gates Foundation and other donors, including USAID and the Netherlands, GAIN has delivered an ambitious food fortification program to improve the nutritional status of the most vulnerable populations in the world. In 2015 we collected data and evidence on the effectiveness of food fortification from this decade-long investment in a report entitled **Fortifying our Future**. Accurate and up-to-date information and statistics are crucial for programs to address bottlenecks and achieve impact. The report was shared at the first ever **Global Summit on Food Fortification** in September 2015, which GAIN hosted along with the Government of Tanzania, and co-conveners the African Union, the Bill & Melinda Gates Foundation, the Scaling Up Nutrition Movement, UNICEF, USAID, and the World Food Programme. The Summit agenda was set by the dozen leading technical fortification agencies.

The three day event, part of international efforts to reinvigorate interest, awareness and investment in food fortification, was attended by 30 governments from countries suffering the highest levels of micronutrient malnutrition. It offered the opportunity to assess lessons learned and to forge a shared strategy to highlight the role of food fortification in food security and within the Sustainable Development Goals. The Summit culminated in the **Arusha Statement on Food**

**Fortification**, delivered by the African Union, which calls for an effort to extend the benefits of fortification to another billion people and which highlighted five key priorities:

- 1) Produce better evidence and translate this to programming
- 2) Strengthen compliance and control
- 3) Ensure that advocacy for fortification remains a priority
- 4) Retain stronger commitment and investment from governments and donors
- 5) More transparent accountability and global reporting

Thanks to momentum generated at this event, at least seven countries have made positive decisions to scale up fortification. GAIN is now leading a process with over 20 fortification partners in the Technical Advisory Group to elaborate on the Summit recommendations by the end of January 2016.



### Telling the story of food fortification

GAIN reached new audiences this year, with global press coverage expanding our message about the power of effective food fortification programs, and with live television interviews on **BBC World News** (78 million viewers per week). GAIN’s work was reported in a range of publications, including **Lancet Global Health; The Guardian; Devex; The Huffington Post; The New York Times; National Geographic; Al Jazeera; EurActiv;** and **This is Africa.**



“While it’s important to secure the involvement of the private sector, public money must be spent to solve a public problem like malnutrition. And how do we convince those currently on the margins to play a bigger role? By telling them it is one of the ‘best investments in the world.’” *Bjørn Lomborg, Director of the Copenhagen Consensus Center*

### Access to quality premix made easier for small scale suppliers

The new GAIN Platform for Quality & Safety (GPQS) offers innovative quality and safety solutions to fortified food producers and governments worldwide. These include: 1) provision of credit; 2) procurement support; 3) certification services; and 4) business planning and technical assistance.

Part of this platform, the GAIN Premix Facility (GPF) in particular simplifies premix procurement and competitively sources micronutrients from a global base of suppliers, which have been prequalified through GAIN’s stringent selection process. In 2015, the GPF surpassed US\$ 50 million in premix procurement, reaching over

150 million at-risk individuals. An example of a sustainable success is the GPF’s work with the Kyrgyz Association of Salt Producers in Kyrgyzstan. In the past, salt producers in Kyrgyzstan had to pay for potassium iodate (which is needed to ensure people get the right amount of iodine in their diet) up-front and cash flow for small businesses was often an issue. Now, they can buy potassium iodate at a competitive price and on credit through the GPF.

*“We can pass on the lower costs to our customers and people who need iodized salt in Kyrgyzstan.”* **Baktygul Djangazieva, Kyrgyz Association of Salt Producers (KASP).**

### Fortification in Central Asia

With support from USAID, GAIN is facilitating efforts to step up the fortification of staples and condiments in the Central Asian region, including in Kazakhstan, Tajikistan, Afghanistan and Pakistan. This regional initiative is aligned with USAID’s regional strategies – the Almaty Consensus and the New Silk Road Initiative – to ensure better integration of trade and regulation to improve the wellbeing of the populations of Central Asia, in particular Afghanistan. To date, GAIN has completed national and regional assessments of trade flows of edible oils and wheat flour; industry assessments; analysis of relevant regulations and policy; and options

for procurement of micronutrient premix. In October 2014, all findings were presented over two days to 50-plus regional leaders from government, academia and the private sector at the 5th annual Central Asia Trade Forum. Next steps for the USAID-GAIN regional fortification project include 1) translating the evidence base into policy change through engagement of high-level advocates, celebrities, social media, and consumer groups in four countries; 2) working closely with industry on premix procurement and the value addition of fortification; and 3) rolling out a fortification assessment coverage survey in Kazakhstan.



### Working in partnership to eliminate iodine deficiency within our lifetimes

Iodine deficiency is the most common cause of brain damage in the world. GAIN – in close partnership with UNICEF, governments and the private sector – has been working for seven years in 14 countries to improve iodine nutrition by adding iodine to salt. This is one of the safest and most cost effective ways to tackle iodine deficiency. It leads to improvements in intelligence and educability, and helps prevent infant mortality, miscarriages and goitre. 2015 marks the final year of the seven-year GAIN-UNICEF Universal Salt Iodization (USI) Partnership Project. This project has provided targeted advocacy, communications, supply-side

technical assistance and monitoring and evaluation expertise, leading to an additional 470 million people having access to iodized salt in 14 countries. Ethiopia and India in particular saw their coverage of adequately iodized salt increase significantly thanks to the project. Largely through USI, there are now only 25 countries identified as having insufficient iodine intakes, down from 54 in 2003. We are now in an unprecedented position: on the verge of being able to eliminate iodine deficiency at a population level once and for all.





# Nutrition for Mothers and Children

**A poorly nourished mother is likely to raise a poorly nourished child. GAIN works to break this intergenerational cycle of malnutrition and stunting. We focus on the first 1,000 days, from conception to 24 months, and support improved complementary feeding practices – within the context of exclusive breastfeeding for the first six months of life, and continued breastfeeding to two years of age and beyond.**

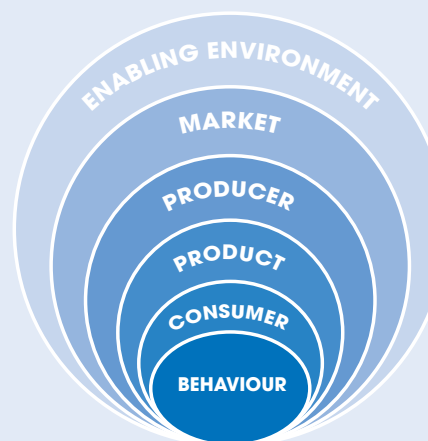
Since 2007, GAIN has supported a portfolio of 23 projects in 17 countries that explored different models and delivery channels to improve infant nutrition (see box opposite for more information). The program in 2014-15 reached over 580,000 women and children. Its cumulative reach since its inception is more than 19 million.

Over the past year we have put emphasis on sharing the experiences and lessons learned from our portfolio of projects. GAIN supported an independent global expert Maternal, Infant and Young Child Nutrition Working Group that generates nutritional guidelines for complementary foods, as well as guidance on how to use the Code of Marketing of Breast-milk Substitutes when marketing complementary foods.

At the same time, as we incorporate lessons learned into new projects, additional learning emerges.



## Three business models for the delivery of complementary feeding products and fortified foods



**Public delivery:** Benue State, Nigeria, focused on raising awareness and distribution of micronutrient powders during Health Week.

**Fully commercial:** South African Pharma targeted early adopters of micronutrient powders (MNPs), but price was too high for low income groups.

**Social business model:** In Vietnam, MNPs were developed by the National Institute of Nutrition, but sold by health workers.

We learned that:

- private sector can be incentivised to manufacture quality complementary food products and market them responsibly;
- hybrid social business models seem to work best in terms of reaching low income consumers;
- achieving uptake and regular consumption will require more and more effective investments in demand creation and behaviour change interventions.

We worked at multiple levels to increase availability and access, improve quality, and enhance adequate utilisation of nutritious foods and supplements.

We supported projects corresponding to different models:

### East Java: engaging with the community to improve caregivers' infant and young child feeding practices

The Baduta project aims to contribute to the reduction of anemia and stunting in children in East-Java, Indonesia, among lower and middle class urban and peri-urban households. The project focuses on the first year of life.

The Behaviour Change component includes the 'Healthy Gossip Movement' which aims to:

- Improve exclusive breastfeeding for the first six months of a child's life by reducing the displacement of breastfeeding by formula milk;
- Improve dietary diversity of complementary foods fed to children under two years old by promoting a 'colorful plate';
- Reduce the number of unhealthy snacks given to young children, especially close to meal times;
- Increase the intake of animal protein by expectant mothers.

Healthy Gossip is built around the understanding that better norms of care can be spread by popular, community debate. It is part of a package of community activities and television commercials that encourage mothers and caregivers to engage, participate and practise key behaviours to help improve their children's growth and development.

One of the most important findings of the project so far has been that age-old challenges sometimes require 'outside the box' thinking. Aspirational TV commercials featuring Lady Gossip will reach more than 30 million viewers nationwide by December 2016, while 'emo demos' (emotional demonstrations) that visualise complex nutrition concepts in a fun and playful way, will complement the interpersonal counselling that happens at health centres. Community roll-out to 113 villages in two districts in East Java – Sidoarjo and Malang – aims to reach more than 40,000 mothers and their children under two, and 20,000 pregnant women.

### 1,000 Days Symposium

In February 2015, GAIN convened a symposium of leading experts to reflect on lessons learned in two areas:

- Effective public and private sector business models for production and delivery of complementary feeding products and fortified foods;
- Driving consumer awareness and behaviour change to ensure good feeding practices and uptake of complementary feeding products.







## Agriculture and Nutrition

**Our goal is to strengthen opportunities that make diverse and nutritious diets available and affordable for low income consumers. We use the agriculture value chain to identify opportunities for nutrition intervention at each stage – from food production to storage, processing to distribution, retail, marketing and food preparation. We see the marketplace as a pivotal entry point for improving dietary diversity.**

GAIN's Marketplace for Nutritious Foods program is a 'ground up' approach to strengthening local enterprises that produce healthy, safe and affordable foods for low income consumers. Marketplaces are functioning in Kenya, Mozambique and Tanzania, and one is just getting underway in Rwanda. There are three components to the Marketplace: Communities of Practice encourage joint learning and networking among local entrepreneurs and investors; the Innovation Accelerator provides business planning and technical assistance in specific areas like product formulation and quality control, as well as general management; the Finance component provides grants and links businesses to private investors.

The Marketplace is currently supporting 37 companies. Here are two stories from Kenya and Mozambique.



### Chicken in Kenya

Chicken Choice was established in 2007 and incorporated as a limited company. It rears both broilers and indigenous kenyeji chickens. Chicken Choice works along the entire poultry value chain to use all parts of the chicken and make chicken, rich in protein, available to consumers from all economic backgrounds. This year, the Marketplace provided technical support to develop a marketing strategy, provide customer service training to Chicken Choice staff, and strengthen the company's financial systems. In addition, the company used grant funds to open four new retail outlets and buy a refrigerated truck to support safer and more efficient distribution of chicken.

The company has employed nine new staff members and invested approximately US\$ 15,000 of its own funds in capital expenses to support the growth of the business. Chicken Choice has also reported that the procurement of a refrigerated truck has cut delivery costs by around 50 percent. In addition, the company has started expanding its farm activities in order to increase production and reduce reliance on third party producers. With investment from the Marketplace for Nutritious Food, over the last year Chicken Choice has increased

its sales of affordable chicken from 97 metric tons per month to over 156 metric tons, putting over 2.5 million portions of affordable protein and essential micronutrients in the hands of low income consumers in and around the inner city of Nairobi.





### Fresh vegetables in Mozambique

VEGMAN, a company based near Chimoio, streamlines the supply of fresh vegetables from farmer to consumer. By creating a vertically integrated business model that oversees everything from seedling production to wholesale and retail, VEGMAN is reducing inefficiencies along the supply chain and taking added costs, from middlemen like transporters, distributors and brokers, out of the equation. The company now offers a diversity of nutritious vegetables to Mozambican consumers at low prices. VEGMAN was approved in the Marketplace's first call for proposals and the company has received support for

two years. Since then, the company has established a retail outlet along the main Chimoio-Catandica highway that sells VEGMAN produce as well as other consignment products. With the Marketplace's support, the company has also installed powerlines and electric pumps, constructed a greenhouse, purchased seed trays, a vehicle, a new warehouse and a retail vegetable facility. The success of this project is credited to the fact that the business plan is well thought out and that the entrepreneurs who developed this concept are solidly committed to serving their community.

### Journalist witnesses first-hand how GAIN is tackling malnutrition in Africa

In March 2015 GAIN asked freelance journalist, Caspar Van Vark, to report on GAIN programs and partnerships in Kenya, Tanzania, Ethiopia and Mozambique. He met with GAIN's partners to see how they were modifying the agriculture value chain to provide the most vulnerable people with more nutritious foods, and analysed the successes and challenges of large-scale food fortification programs. You can find his blog posts at: [www.gainhealth.org/blog/](http://www.gainhealth.org/blog/)

*"Visiting a goat farm in rural Mozambique with GAIN this year, I met a man in his 20s called Celestiano. He had come 3km by bicycle to buy a bag of frozen tripe from the farm shop. This was convenient, he told me, because previously the nearest shop had been 40km away.*

*"Thanks to GAIN's Innovation Accelerator program, Celestiano is just one of many people who now have easier and more frequent access to affordable protein. To me, it was a vivid example of how a modest but clever investment in the right place can translate immediately into better nutrition."* **Caspar Van Vark, Freelance Journalist.**





## Business Partnerships and Alliances

All parts of society need to act to solve the complex problem of malnutrition. GAIN works through stakeholder partnerships with government and civil society but also with the companies and entrepreneurs who actually process, package, distribute and sell food. We work with business at the global level, but primarily we work with the small and medium sized enterprises emerging all over Africa and Asia that are crucial to local food systems.

We provide technical and financial assistance to them to build demand and expand access to nutritious products. We also work with governments to ensure that business is integrated into national nutrition plans and that regulations encourage businesses to provide nutritious foods to local markets.

In addition, we convene innovative platforms to bring business together with other stakeholders – the Scaling Up Nutrition (SUN) Business Network, Amsterdam Initiative against Malnutrition and the GAIN Nordic Partnership.

### SUN Business Network



In 2010, the SUN Movement was launched to support national leadership and collective action to scale up nutrition. The SUN Business Network (SBN) – co-convened by GAIN and the UN World Food Programme – is one of the four global networks that support SUN countries – along with UN, Civil Society and Donor Networks.

The SBN was established to bring business together behind the SUN Movement and its aim to ensure that all people realise their right to good food and nutrition.

In 2015, the SBN surpassed its target of 99 companies, with 160 now making public



commitments to improving nutrition, and tracking their progress annually. These commitments range from increasing reach in broadcasting mobile phone nutrition messages, all the way to providing 60 million people each year with fortified staple foods. In total, commitments from member companies amount to reaching 125 million consumers every year by 2020. The SBN is now supporting ten SUN countries to develop national platforms and strategies to engage business in country-led national nutrition strategies.

**The SBN was established to bring business together behind the SUN Movement and its aim to ensure that all people realise their right to good food and nutrition**

### GAIN Nordic Partnership

The GAIN Nordic Partnership is a multi-sector platform with an ambition to facilitate scalable and inclusive business models that enhance the nutritional value of food in developing countries. It was established in 2014 by the five founding partners: Arla Foods Ingredients, Tetra Pak, DanChurchAid, the Confederation of Danish Industry and GAIN. The platform brings together Nordic companies, civil society, academia and the public sector in a forum for collaboration, action and knowledge sharing. Together we co-create solutions that address undernutrition but at the same time are affordable, tasty and attractive for low income consumers living on a budget of a few dollars a day. The first focus area of the GAIN Nordic Partnership is the development of sustainable initiatives along the dairy value chain in Ethiopia and East Africa. The goal is to reach low-income consumers with an income of US\$ 2 to US\$ 5 a day.



AIM projects are designed to encourage product innovation, value chain optimization and the use of locally produced ingredients

### The Amsterdam Initiative against Malnutrition (AIM)



The Amsterdam Initiative against Malnutrition was launched in 2009 as a joint project of the Dutch Ministry of Foreign Affairs, the Dutch NGO ICCO (InterChurch Organization for Cooperation and Development), multinational corporations Unilever, DSM and AkzoNobel, Wageningen University and GAIN. Today, AIM brings 30 partners together to explore innovative and sustainable solutions to address malnutrition.

AIM projects are designed to encourage product innovation, value chain optimization and the use of locally produced ingredients. The goal is to create systemic change and address barriers to market entry for nutritious products. The initiative is currently focused on Kenya, Tanzania, South Africa, Nigeria, India, Malawi, Indonesia and Ethiopia. In Tanzania AIM supports Vegetables for All.



### Vegetables for All to improve dietary diversity in Tanzania

Vegetables are a vital component of a balanced diet. Unfortunately, they tend to be lacking in the diets of low-income consumers. **Vegetables for All** will improve access to vegetables in the areas of Arusha, Kilimanjaro, Manyara and Tanga in Tanzania. According to a recent national market study, people prefer to buy vegetables but cannot always afford to do so. **Vegetables for All** aims to change that by facilitating increased consumption of fresh and dried vegetables by poor consumers by strengthening sustainable vegetable value chains, linking farmers to local markets and building demand

for nutritious foods through targeted campaigns and health education.

#### FAST FACTS

- 8,000 farmer beneficiaries
- Over 500,000 potential consumers to be reached
- Six partners involved
- Project running from 2014 to 2018
- Four selected vegetables: amaranths, sukuma wiki, tomato, green pepper

### Shopping can save lives

BESTSELLER is an international family-owned fashion company founded in Denmark with more than 3,000 stores across 38 countries. This year BESTSELLER launched its Give-a-Day and on 10 April 2015 donated its entire global turnover to charity. The campaign generated over € 15 million for various charities including GAIN. The US\$ 2.5 million received by GAIN will provide nutritious fortified food to over 100,000 children in India, as well as provide training to female entrepreneurs, giving them the skills they need to develop and run businesses that can provide nutritious foods to their communities on an ongoing basis.

In a remote village in rural India, for example, 10 local women own and operate a factory that provides 30 metric tons of flour per month enriched with vitamins and minerals to 10,000 women and children. The State Government, through its social welfare program, acts as both a buyer and distributor of the product, which is then handed out through community centres.







## Monitoring, Learning and Research

The Monitoring Learning and Research (MLR) unit seeks to strengthen the impact of GAIN programs through better design and implementation, based on the review, generation, translation, and use of evidence for decision making. The unit also identifies and addresses priority evidence gaps related to GAIN programming areas, with the ultimate goal of informing GAIN's strategy, supporting advocacy and contributing to the global evidence base.

### Harnessing the knowledge of business: The Business Platform for Nutrition Research (BPNR)

The BPNR connects business, academia, donors and civil society to increase the availability, affordability and safety of nutritious products and services. Together private and public sector stakeholders define, fund and disseminate new and innovative research to improve nutrition in low and middle income countries. The BPNR is co-funded by the Government of Canada and hosted by GAIN and aims to harness the private research capacity of business, creating collaboration around important public health challenges.

**Malnutrition is a complex problem, and we give priority to identifying what works at the lowest cost, and what approaches can be quickly replicated and scaled up**

The BPNR works through its business partners (ten in 2015), an extensive independent scientific advisory board, donors, international organizations, collaborating research institutions, other public sector bodies and country partners. BPNR has identified three research streams for immediate support:

- Bioavailability, biomarkers and health diagnostics;
- Behaviour change communication;
- Food safety, with a focus on mycotoxin contamination.

Work is now underway to finalise and expand commitments from industry partners. This is a ground-breaking and challenging program aiming to engage with business beyond corporate social responsibility. As such, it has great potential to generate research results that will be taken up by business and bring better nutrition products and services to middle and low income consumers.



### Assessing potential impact and targeting for results – the FACT story

FACT (the Fortification Assessment Coverage Tool) has been developed as part of GAIN's commitment to understanding better how food fortification programs impact public health. A step change in how we measure performance of these programs, it moves from indirect estimates of per capita production, a reflection of availability of fortified foods to the population, to direct estimates of coverage and utilization at the population level and of the quality of the products consumed. GAIN has completed 12 surveys in 10 countries in Africa and Asia, looking at the consumption and quality of fortified oil, maize, wheat flour and salt.

FACT can answer such questions as: what proportion of the population accesses fortifiable foods? What proportion of women of reproductive age is consuming adequately fortified oil? What proportion of their needs for vitamin A is met? What proportion of oil or flour meets national fortification standards? How do all of these vary: by region? age group? economic status of households?

These variances are critical to assessing the potential of food fortification programs

to actually reach those most at risk from deficiencies, and who can benefit from fortified products.

The FACT tool is flexible and can also be used to measure coverage and utilization in other programs, including targeted fortification programs, for example fortified complementary foods or micronutrient powders aimed at children over six months. By including additional modules, FACT can also be used to learn about target population awareness of such programs, their willingness to use them, and factors that might impede or favour utilization.

While FACT is still a work in progress, to be refined on the basis of lessons learned, it is already generating considerable interest among our partners.



# Financial Statements 2014–2015

## Summary of Audited Accounts

### Balance Sheet

Consolidated Balance sheet as at 30 June 2015

	2015 US\$	2014 US\$
Current Assets	38,751,957	53,507,920
Non-Current Assets	9,296,438	6,286,948
<b>TOTAL ASSETS</b>	<b>48,048,395</b>	<b>59,794,868</b>
Current Liabilities	40,142,811	48,514,553
Restricted Funds	6,801,425	6,800,000
Capital of the Foundation	1,104,159	4,480,315
<b>TOTAL LIABILITIES, FUNDS &amp; CAPITAL</b>	<b>48,048,395</b>	<b>59,794,868</b>

These financial statements were approved by our Board on 2 December 2015. Capital of the Foundation includes a cumulative unrestricted surplus of US\$ 1,069,397 for 2015 and US\$ 4,444,128 for 2014.

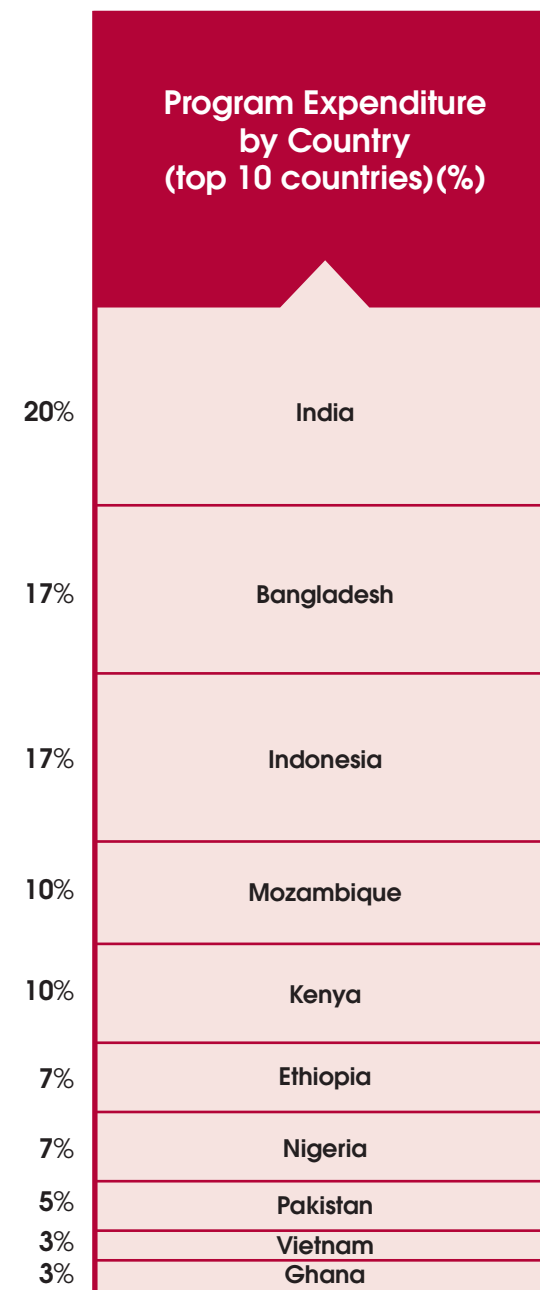
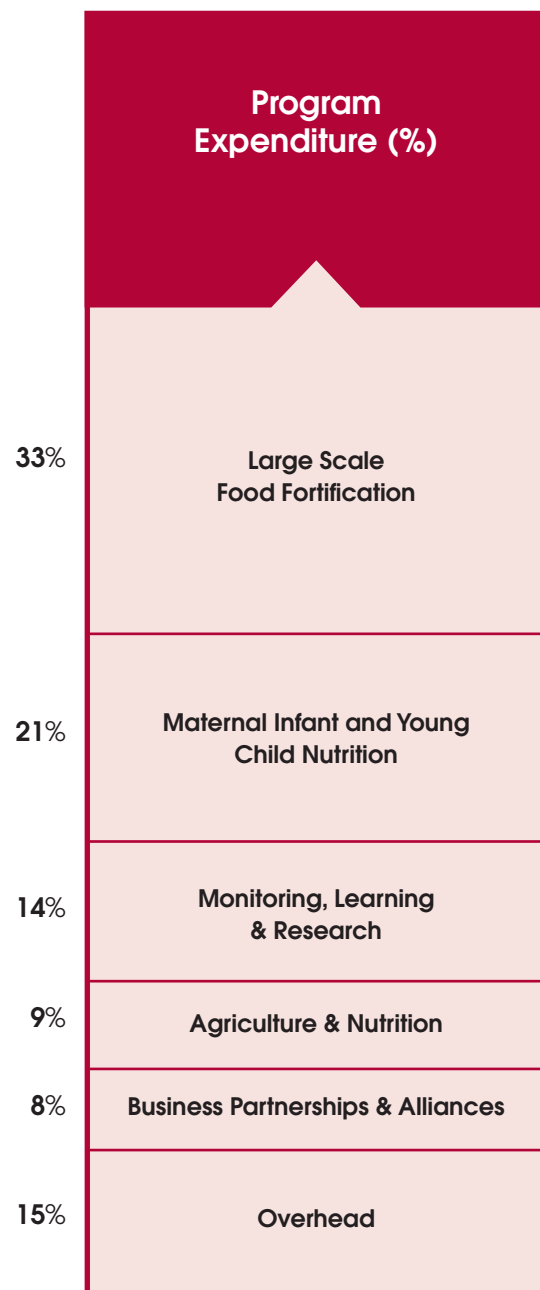
### Statement of Operations

Consolidated Statement of Operations for the year ending 30 June 2015

	2015 US\$	2014 US\$
Income	49,412,489	49,927,346
Direct and Administrative Expenses	53,134,922	49,136,642
<b>Intermediate Net Surplus/(Deficit)</b>	<b>(3,722,433)</b>	<b>790,704</b>
Net Financial Income	375,687	215,908
Other Income	(27,907)	108,754
<b>Net Operating Surplus/(Deficit)</b>	<b>(3,374,653)</b>	<b>1,115,367</b>
<b>Net Surplus/(Deficit) for the year prior to allocations</b>	<b>(3,374,653)</b>	<b>1,115,367</b>
Allocations to restricted and unrestricted funds	3,374,653	(1,115,367)
Net Surplus for the year after allocation	(-)	(-)

#### FOOTNOTE:

GAIN produces Financial Statements under SWISS GAAP FER21 (Accounting for charitable, social non-profit organizations) as the most appropriate for a growing non profit to correspond to the charitable status of the organization. The use of Swiss GAAP FER improves the transparency of the allocation of the resources that GAIN spends on behalf of donors. For full Swiss (GAAP) disclosures please see our full audited financial statements at [www.gainhealth.org/organization/financial-statements](http://www.gainhealth.org/organization/financial-statements)





# Governance

Our Board of Directors is the governing body of GAIN and is supported by its advisory arm, GAIN's Partnership Council

## GAIN BOARD OF DIRECTORS

**Jay Naidoo**, Chair, GAIN Board\*

**Vinita Bali**, Chair, GAIN Board\*\*

**Michael Anderson**, Chief Executive Officer, Children's Investment Fund Foundation, London, UK

**Shawn K. Baker**, Director, Nutrition, Global Development Program, Bill and Melinda Gates Foundation, Seattle, USA

**Ashok Bharti**, Ashoka Fellow, Chairman, National Confederation of Dalit Organisations (NACDOR), New Delhi, India

**Michèle Costafrolaz**, Founder and Managing Partner of MCT Audit & Advisory SA, Geneva, Switzerland

**Omar Dary**, Health Science Specialist, USAID, Washington DC, USA

**Pierre Henchoz**, Chair of the GAIN Finance and Audit Committee, Private Banker, Lausanne, Switzerland

**Richard Hurrell**, Chair of the GAIN Board Program Committee, Professor Emeritus, Swiss Federal Institute of Technology (ETH), Zurich, Switzerland

**Kaiser Kabir**, CEO and Managing Director of Renata Ltd., Dhaka, Bangladesh

**H. E. Mrs. Tumusiime Rhoda Peace**, Commissioner for Rural Economy and Agriculture, African Union, Addis Ababa, Ethiopia

**Joachim von Braun**, Vice Chair of the GAIN Board, Chair of the GAIN Nominations Committee, Director of the Center for Development Research (ZEF), Professor for Economic and Technological Change, University of Bonn, Germany

**Stanley Zlotkin**, Chief, Global Child Health, Hospital for Sick Children; Professor, Paediatrics, Nutritional Sciences and Public Health, University of Toronto

## Ex Officio

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

\* (End of term: 1 November 2015)

\*\* (Start of term: 1 November 2015)

## GAIN PARTNERSHIP COUNCIL

**Jay Naidoo**, Chair of the Partnership Council

**Kaasar Afsana**, Director Health, Nutrition & Population, BRAC Professor, James P Grant School of Public Health, BRAC University, Dhaka, Bangladesh

**Keith Bezanson**, Independent consultant and former Director of the Institute of Development Studies, University of Sussex; Ottawa, Canada

**Zulfiqar A. Bhutta**, Robert Harding Inaugural Chair in Global Child Health at the Hospital for Sick Children, Toronto, Canada and the Founding Director of the Center of Excellence in Women and Child Health, at the Aga Khan University, Karachi, Pakistan

**Martin Bloem**, Senior Nutrition Advisor/WFP's Global Coordinator UNAIDS, United Nations World Food Programme, Rome, Italy

**Faizel Ismail**, Advisor to the Department of Trade and Industry on Trade and Economic Development, Cape Town, South Africa

**Wolfgang Jamann**, Secretary General and CEO, Care International, Geneva, Switzerland

**Manoj Kumar**, CEO, Naandi Foundation, India

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

**David Nabarro**, UN Secretary-General's Special Envoy on Ebola and Special Representative for Food Security and Nutrition, Geneva, Switzerland

**Werner Schultink**, Chief of Nutrition, UNICEF, New York, USA

**Lucy Martinez Sullivan**, Executive Director, 1'000 days, Washington DC, USA

**Stephan Tanda**, Managing Executive, DSM, The Netherlands

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

**Frits van der Wal**, Senior Policy Advisor – Cluster Food & Nutrition Security; Focal Point Land Governance, Ministry of Foreign Affairs, the Netherlands

## Ex-Officio members

**Joachim von Braun**, Vice Chair of the GAIN Board, Chair of the GAIN Nominations Committee, Director of the Center for Development Research (ZEF), Professor for Economic and Technological Change, University of Bonn, Germany

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

# Management

## OPERATIONS COMMITTEE

**Marc Van Ameringen**  
Executive Director

**Dougal Freeman**  
Chief Financial Officer

**Steve Godfrey**  
Chief Investment Officer

**Jana Jauffret**  
Senior Director, Program  
Operations and Management

**Lynnette Neufeld**  
Director, Monitoring Learning  
and Research

**Arnold Timmer**  
Special Advisor, Global  
Program Management

## EXECUTIVE MANAGEMENT COMMITTEE

The EMC is made up of Operations  
Committee members and:

**Charlotte Cadoux**  
Senior Manager, Human Resources  
and Organizational Development

**Greg S. Garrett**  
Director, Large Scale Food Fortification

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

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

**Geraldine Murphy**  
Director, Business Partnerships and  
Alliances

**Susan Ni Chriodain**  
Director, Program Operations

**Alex Rees**  
Director of Program Development  
& Fundraising and Director, UK Office

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

**Herbert Smorenburg**  
Senior Manager, Netherlands Office

## COUNTRY MANAGERS

**Alem Abay**  
Country Manager, Ethiopia

**Sajjad Imran**  
Country Manager, Pakistan

**Adan Kabele**  
Country Manager, Kenya

**Rudaba Khondker**  
Country Manager, Bangladesh

**Mohibullah Wahdati**  
Country Manager, Afghanistan

**Ravi Menon**  
Country Manager, Indonesia

**Tarun Vij**  
Country Manager, India, and  
Senior Advisor, South Asia

**Francis Aminu**  
Interim Country Manager, Nigeria

**Katia Santos Dias**  
Country Manager, Mozambique

**Enock Musinguzi**  
Country Manager, Tanzania



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[www.gainhealth.org](http://www.gainhealth.org)



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