

IMPACT OPPORTUNITIES FOR INDIVIDUAL DONORS

Food Systems & Market Resilience -
Building Resilient Food Systems and Local Economies
2026 Investment Cases



MESSAGE FROM OUR EXECUTIVE DIRECTOR

The Global Alliance for Improved Nutrition (GAIN) stands at the forefront of the global fight against malnutrition, operating as an independent non-profit foundation since 2002. Our mission is both ambitious and essential: to transform food systems so they deliver better nutrition for all people, especially those most vulnerable to malnutrition. GAIN works through market-based approaches, engaging businesses, governments, and civil society to create sustainable solutions that reach millions. We've pioneered innovative programmes ranging from food fortification that reaches over a billion people annually to agricultural initiatives that connect smallholder farmers to nutritious food markets, all united by a commitment to evidence-based interventions that create lasting change.

Supporting GAIN's work on food systems and nutrition offers an unparalleled opportunity to create lasting impact. Every dollar invested in nutrition yields exceptional returns: healthier children who can learn better, workers who can produce more, and communities that can thrive economically. At GAIN, we've developed evidence-based interventions that systematically address malnutrition while creating sustainable market systems that will continue delivering nutritious foods long after our direct involvement ends.

This document presents nine opportunities for impact designed to appeal to individual donors. Most expand existing GAIN programmes which have already demonstrated the ability to scale and transform, for the better, people's lives in low- and middle-income countries. A few represent innovative ideas which we believe have great transformative potential but are yet to be tested at scale. We hope you will be excited to join our large group of engaged donors and we look forward to working with you.

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Nutrition is the 'super-investment' that keeps on giving for people, society, and the planet.

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Lawrence Haddad,
Executive Director, GAIN



OPPORTUNITY #1 WELL-MANAGED INFRASTRUCTURE DEVELOPMENT TO IMPROVE FOOD ACCESS



OPPORTUNITY #1: WELL-MANAGED INFRASTRUCTURE DEVELOPMENT TO IMPROVE FOOD ACCESS

The Gap

Across rural communities in sub-Saharan Africa and South Asia, nutritious food often spoils in fields while families just a short distance away struggle with hunger and malnutrition—not because there isn't enough food produced, but because there is no reliable way to preserve, transport, and distribute it. This infrastructure gap creates a cruel paradox where abundance and scarcity coexist within the same regions. Meanwhile, in destination communities, the lack of food systems infrastructure limits food choice and raises prices, as well as holding back the growth of food businesses that could be an important motor in the local economy.

How GAIN works to solve this problem

GAIN has a strong track record rehabilitating and creating food systems infrastructure. With in-house civil engineering expertise and partnerships with urban planning experts in Europe, GAIN has re-habilitated major urban food markets such as Buguruni Market in Dar es Salaam, Tanzania.



Before



After

GAIN also works to improve the infrastructure needed for specific nutritious food value chains. In much of Africa, small, dried fish are an important component of the local diet, supplying high-quality protein, essential fatty acids, calcium, and vitamin A (amongst other nutrients) at very affordable prices and less damage to the environment than other animal-source foods. However, up to 40% of this product is lost before consumption due to poor handling, processing and storage. GAIN has therefore been constructing improved solar dryers to ensure safe and efficient processing. All of GAIN's infrastructure work has a strong management and governance component to avoid the creation of "white elephants".

Impact

GAIN completed the rehabilitation of the market in Buguruni, Dar es Salaam, which has 2,630 vendors and serves 70,000 customers each day, in just eight months. GAIN has also rehabilitated (and built from scratch) markets in Nigeria, Ethiopia, Kenya, Mozambique, Pakistan, & Bangladesh.

GAIN has also constructed improved solar dryers in four communities in northern Mozambique, each supplying 3.25MT of dried fish per week, enough for 65,000 consumers.



Our new dryer makes the work much faster. Now, small fish dry in only one day. The fish is very clean because animals cannot get to it. We do not lose any fish anymore. Customers really like our fish because it is so clean.

Chabane JAMAL, Mucoroge, Mozambique.

Why this matters

Coastal communities live close to plentiful reserves of nutritious food but are often excluded from the benefits. Small fish (anchovies and similar) are not endangered and are highly nutritious, but much of the catch is wasted due to poor processing. Improved drying can generate sustainable livelihoods and improve nutrition in very vulnerable communities.

Act Now!

By 2026, we aim to double the volume of dried small fish made available through this programme. Join us in transforming lives today.

\$75,000 solar fish dryer feeds 65,000 weekly and supports 70 jobs

For 75,000 USD, GAIN can construct an environmentally friendly solar fish dryer and set up the structures for its sustainable management. The dryer can supply 3.25 MT of quality protein per week, enough for 65,000 consumers. For 120,000 USD, GAIN can construct a dry fish warehouse to ensure smooth supply to inland communities. These interventions support the livelihoods of 70 (dryer) and 120 (warehouse) workers.



Beneficiaries
Families,
Entrepreneurs



Region
(Mozambique)



Area
Coastal

OPPORTUNITY #2

SMALL FOOD COMPANIES IN AFRICA, KEY TO STRONGER LOCAL ECONOMIES



OPPORTUNITY #2: SMALL FOOD COMPANIES IN AFRICA, KEY TO STRONGER LOCAL ECONOMIES

The Gap

The food system employs more people than any other sector in Africa, but low wages and limited growth prospects make it unattractive for workers and for investors alike. The businesses that produce, distribute and sell food are overwhelming small or even micro-enterprises, informally managed, poorly networked and highly credit constrained. These issues limit the economic growth of communities across the continent and keep prices of nutritious foods high, limit variety, and create public health hazards.

How GAIN works to solve this problem

GAIN has over a decade of experience supporting food system Small and Medium Enterprises (SMEs) in Africa, helping them to network, innovate, and access finance. GAIN technical assistance to SMEs typically includes help with production and processing (food technology and food safety especially) as well as traditional business development services. GAIN has also been able to provide small grants to companies not yet ready to take on loans or equity investments. In recent years, GAIN has partnered with Incofin, an investment management company based in Belgium, to launch an investment fund focused on larger SMEs: the Nutritious Food Financing Facility (**N3F**). This fund lends to companies with an annual turnover of \$1m or more.



Impact

Over the last decade, GAIN has supported well over 1,000 SMEs, reaching an estimated 1 million people with 142 million servings of nutritious food. Independent impact evaluations of GAIN's support have shown a significant increase in companies launching a new product onto their local markets and 50% of SMEs supported financially were able to increase their employee headcount by two or more individuals within three months. Experience in the sector shows that the benefit-cost ratios of these types of interventions are nearly always positive and often as high as \$5 or more per dollar invested.



GAIN has profoundly impacted our business. The support has enabled us to scale operations, adopt modern processing techniques, and improve the nutritional quality of our products.

Bridget IDYU, Nigeria.



Beneficiaries
Entrepreneurs



Region
Africa



peri-urban
/urban

Act Now!

Time is critical. By investing in local food systems today, we can prevent future food crises, create an attractive and sustainable source of employment, and build a more resilient global food system for tomorrow.

For \$1M, get a 5:1 social return empowering Agri-food MSMEs

With a gift of \$1m, you can help GAIN establish, along with existing accelerators, an innovative financing solution for medium-sized nutritious food system SMEs in Africa with annual revenues between \$300,000 and \$1m. Specifically, your funds will provide an impact-linked incentive (based on sales volumes) which will reduce the returnable capital from a zero-interest loan. The funds will also support the provision of technical assistance to participating companies identified by GAIN. We estimate a 5:1 social return on investment, based on our literature review and experience.

OPPORTUNITY #3 REACHING WORKERS WITH BETTER NUTRITION



OPPORTUNITY #3: REACHING WORKERS WITH BETTER NUTRITION

The Gap

For nearly three billion workers in low- and middle-income countries, the workplace is where they spend a third of their lives. Yet, many of these workers face long hours, physically demanding tasks, and poor nutrition, all of which reduce their productivity, health, and long-term earning potential. In sectors like garment manufacturing, tea production, and agriculture, a significant portion of the workforce consists of women of reproductive age, who have unique nutritional needs that, if unmet, can impact not only their own health but also that of the next generation.

How GAIN works to solve this problem

For over a decade, GAIN has been working to improve Workforce Nutrition. This includes both workers in organised workplaces and agriculture workers in sectors dominated by big aggregators (such as tea, or cocoa). GAIN's solution has four elements: the provision of healthy food at work; nutrition education; nutrition health checks, and breastfeeding support. GAIN works with employers and their workers to assess the status of nutrition-related support provided in the workplace and to devise options for improving those services within the financial constraints of each setting. GAIN never subsidises the implementation costs of food or other service provision—all of these are negotiated with employers, giving the investments significant leverage.



Impact

GAIN has worked in 24 garment factories in Bangladesh, benefitting 82,000 workers. In India, GAIN has established 152 rural retail shops on tea estates, benefitting 60,000 tea workers and their families. Over 100 organisations have assessed 337 worksites using GAIN's assessment methodology, potentially benefitting nearly half a million workers. And 90 companies have signed up to workforce nutrition benchmarks through GAIN's commercial partners, recording progress that has benefited over three million workers. As a result of GAIN's work in India, the percentage of women eating a minimally diverse diet increased by a massive 28 percentage points, and similar results have been recorded in other GAIN projects. GAIN has also co-founded the Workforce Nutrition Alliance, with national and global chapters around the world.



Earlier, we didn't know what was healthy to eat. Now, we eat better and we can get everything from the nearby shop. We are now able to provide nutritious food for our children.

Ruby Begum, Assam, India

Act Now!

Join us in supporting healthier workers, stronger businesses, and more resilient economies. Your investment can make a lasting impact on the lives of thousands of workers and their families, creating a brighter, healthier future for all.

All GAIN countries can offer scalable opportunities in Workforce Nutrition, with the focus sector varying by country. On average, a \$500,000 gift would enable the programme to reach another 250,000 workers.



Beneficiaries
Workers



Region
Africa &
Asia



Area
Workplaces

OUR EXCEPTIONAL TEAM



GAIN's projects are delivered on the ground by an exceptional multi-disciplinary team based in 16 different locations. These are a few of them:



Edwin Josiah

has a BSc. in Food Science and Technology and an MBA in Marketing. He has been at GAIN for over seven years, working on both industrial fortification and biofortification.



Miriam Shindler

has an MA in International Development and a Graduate Certificate in Global Nutrition Programming. Leads a team working on Consumer Nutrition from Geneva.



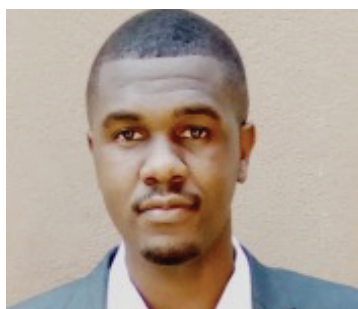
Dennis Mayaka

is based out of our Kenya office, where he is Deputy Country Director and Head of Programmes. He has an MSc in Food Science & Technology and 14 years' experience in agribusiness development.



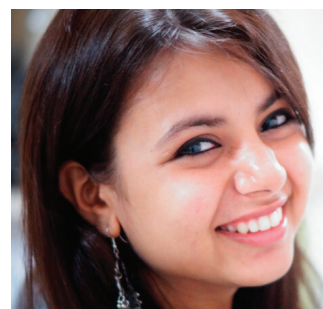
Laura Wekesa

has a BSc and nearly 20 years of professional experience in marketing. She joined GAIN Kenya three years ago and leads the office's work on consumer communication.



Francisco Muchadenhe

oversees the (re-) construction of multiple large food markets. He is a Civil Engineer with post-graduate certification in construction management.



Aishwarya Choubey

leads India's workforce nutrition programme. She specialises in health, nutrition, and sustainability, leading cross-sector partnerships to deliver measurable impact across complex, multi-country environments.

OUR EXCEPTIONAL TEAM



Catia Pedro

specialises in food systems and nutrition. She leads Country Food Systems Dashboards and has extensive experience designing and evaluating programmes across GAIN.



Sutamara Noor

leads GAIN's work on food culture in Indonesia. He has an MSc in Public Health Nutrition and previously worked at the National Ministry of Development Planning.



Tannaza Sadaf

is a portfolio lead in GAIN Pakistan. She has an MSc in Agriculture, and 20 years of experience in a variety of NGOs. She is a qualified project manager.



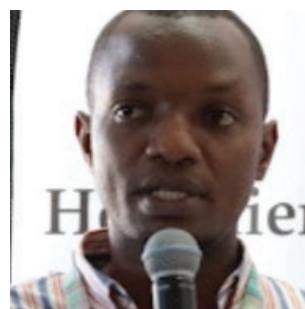
Faith Saalu

integrates environmental sustainability across GAIN's programmes, drawing on seven years of experience in Environmental and Social risk management, climate adaptation, and agricultural value chain development.



Roberta Bove

leads GAIN's work on innovative financing. Roberta has a Masters degree in corporate finance and has worked as an investment analyst and advisor at PwC and Duff & Phelps, and at Palladium Impact Investments.



Aime Kwizera

leads GAIN's work to support the capacity building of nutritious food value chain SMEs. He has an MBA and a BSc in agricultural economics and agribusiness. He has over seven years' experience managing SME programmes.

Healthier Diets.

FOR ALL.



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Learn more about our work:



www.gainhealth.org



Global Alliance for Improved Nutrition



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