



Annual Report

2024–2025

#BetterNutrition4all



GAIN in 2024-2025

GAIN's mission is to improve the consumption of healthier diets for all, especially the most vulnerable, by improving the availability, affordability, desirability and sustainability of nutritious and safe foods, and reducing the consumption of unhealthy and unsafe foods.

The Global Alliance for Improved Nutrition (GAIN) was launched at the United Nations in 2002 to tackle the human suffering caused by malnutrition. GAIN is a global, Swiss-based foundation that works with governments, businesses and civil society to transform food systems so that they deliver nutritious foods for all people, and especially those most at risk of malnutrition.

GAIN believes that transforming our food systems to make them work better for people's nutrition and health while also protecting our planet is one of the biggest imperatives facing humanity in the 21st Century. Our unique approach to this key challenge aligns public and private sectors in generating new scalable solutions to deliver healthier diets from sustainable food systems accessible to all people, and especially those who are most vulnerable to shocks. GAIN works throughout food systems to improve the demand for, and desirability of, safe and nutritious foods, to increase the availability and affordability of them, and to strengthen the enabling environment to improve their consumption in healthier diets.

GAIN pursues these goals through supporting countries and key stakeholders in implementing solutions to malnutrition while engaging in national and global arenas to influence the context of broader food, health, environment and development strategies. We aim to contribute to the achievement of the Sustainable Development Goals, as established by the United Nations, as well as other objectives set by the international nutrition community.

During the year 1 July 2024 to 30 June 2025, GAIN along with the development community has felt the impact of profound political changes retreating from development cooperation. Knowing that diet quality is the first thing to be compromised in crisis, our commitment to increase access to healthier diets

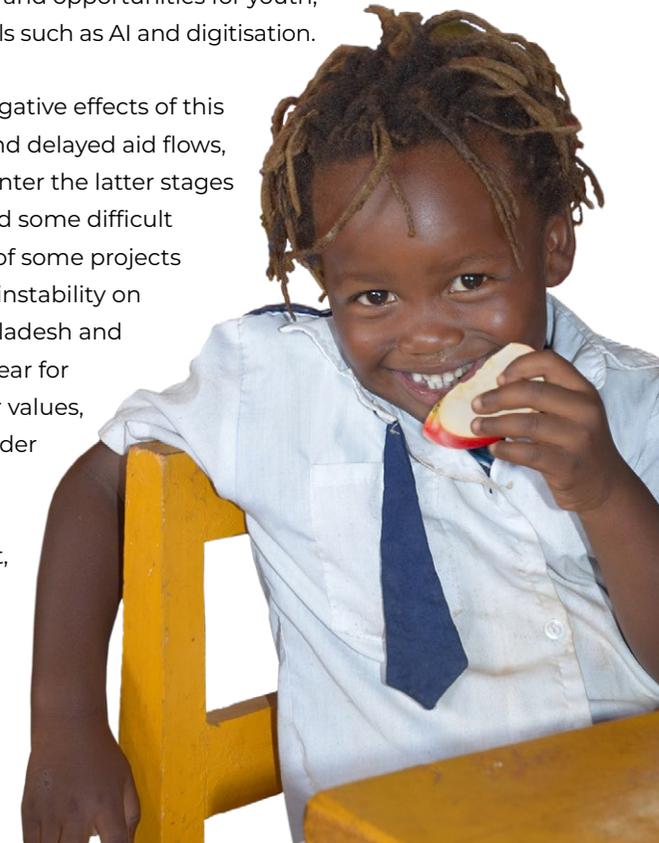
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from sustainable food systems for all remains steadfast and more important than ever. Our strategic objectives to design for impact, ensure effective implementation and build in scalability remain highly relevant in the context of reduced funding flows. This is driving us towards innovation across our programmes: prioritising impact; developing new partnerships, including with new funding actors, such as Development Finance Institutions, and in new places; focusing on national and local leadership, including prioritising voice and opportunities for youth; and exploring the potential of new tools such as AI and digitisation.

GAIN has not been immune to the negative effects of this context. The confluence of reduced and delayed aid flows, and negative exchange shifts, as we enter the latter stages of several major programmes, required some difficult decisions resulting in a restructuring of some projects and staffing. Combined with political instability on the ground in countries such as Bangladesh and Mozambique, this has been a tough year for the GAIN community. Living up to our values, GAIN staff have shown great grace under pressure and a constructive response.

During the period of this annual report, GAIN pursued its goals in accordance with its statutes and bylaws, and with governance best practices for the non-profit sector.



PROGRAMMES in 2024–2025

GAIN's programmes operated in the following countries where we have offices: Bangladesh, Benin, Ethiopia, India, Indonesia, Kenya, Mozambique, Nigeria, Pakistan, Rwanda, Tanzania, and Uganda, as well as in Malawi and Tajikistan, with local partners.

In 2024/25, GAIN delivered 138 active projects across 14 countries



By projects' primary objectives, 60% are direct implementation delivering outcomes at population level, 22% influencing and strengthening national and international nutrition policies and frameworks and the remainder focused on generating and disseminating evidence to enhance understanding and inform effective interventions, policy and programme design. Many projects combine these elements in an integrated approach. Over 10 million people were intended to be reached by GAIN's programmes in the year, with over 1.6 billion potentially exposed to GAIN's initiatives through media messaging or national fortification.

In its first year of operation, the Nutritious Foods Financing Facility (N3F) has deployed \$7.6m in capital to 13 nutritious food SMEs. N3F is a unique new open-ended debt fund designed to invest in small and medium-sized enterprises focused on improving nutrition in Sub-Saharan Africa. It is a partnership between GAIN and Incofin Investment Management, with donor partners, the U.S. Agency for International Development (USAID) and the Swiss Agency for Development Cooperation (SDC), among others. The investments in Senegal, Kenya, Zambia and Rwanda, support 20 nutritious food products and services including fortified cereals, legumes, poultry, fish, dairy and cold chain logistics, reaching at least 3 million consumers.

Under the programme: **Transforming food systems to improve diet quality and resilience for the most vulnerable** (Market-based solutions to improve diet quality and resilience for BoP consumers) funded by the Ministry of Foreign Affairs (MoFA) of the Netherlands, GAIN continued our integrated projects combining interventions along the value chain for key nutritious foods: vegetables in Kenya, Uganda, and Benin and animal sourced foods in Mozambique and Ethiopia. The project in Nigeria was refocussed from eggs to vegetables, given the significant rise in egg prices, making it able to draw on the lessons about the facilitation of linkages between growers and retailers in vegetable value chains learnt in Kenya.

GAIN's **Nourishing Food Pathways Programme (NFP)** has expanded its toolkit for supporting governments to move forward their planning and implementation for food system transformation. This includes the Financing Flows for Food Systems (3FS) methodology for analysing food system financing within countries; the Policy Coherence tool for food systems diagnosis, the Gender Analysis for Food System Policies tool, Human-Centred Design toolkit to boost nutrition impacts of social protection, and the Food Systems Dashboard and Food Systems Countdown initiative, amongst others. With support from GIZ and FAO, Food System Countdown Country deep dives were initiated in Kenya, Nigeria, Zambia, Benin and India, to assess progress in food systems transformation in advance of the UN Food Systems Summit +4 Stocktake. Using these tools, GAIN supported the drafting, validation, and approval of food system transformation action plans, implementation strategies, and road maps in Mozambique, Nigeria, Benin, Kenya and Ethiopia.

Building on the success of the new programme in Rwanda, which began in September 2023 at the invitation of the Minister of Agriculture and with support from Swiss Development Cooperation (SDC), GAIN was recognised as a key implementation partner for the Government of Rwanda for its agriculture strategy in which the local team's engagement ensured nutrition was embedded as a priority. With a scale up of funding from SDC, we have launched a programme to strengthen value chains for nutritious foods and build access and demand for healthy diets in communities in western Rwanda, as well as continuing to support the Government's national strategy for transformation.

In our work in country, we always seek to align with government priorities, and where appropriate, work with government actors to strengthen capacity for better food systems policy and implementation. For example, in Pakistan, we provided technical support to the Government in designing and launching the National Food Systems Transformation Digital Platform, a central tool linking national data, policies and interventions to accelerate the country's food systems transformation agenda. In Mozambique, through technical and policy support, GAIN contributed to the approval of the national Food and Nutrition Security Policy (PESAN 2024-30) and the Mozambique National Pathway Action Plan (2022-2030) – both landmark frameworks guiding national food systems transformation. Recognising GAIN's technical leadership and strategic engagement, GAIN Nigeria was officially appointed to coordinate the national review of the National Policy on Food and Nutrition. In this capacity, GAIN is leading stakeholder consultations and mobilising resources to ensure the revised policy fully integrates food systems approaches and gender equity considerations.



INNOVATION in 2024–2025

Through the **Nourishing Food Pathways Programme**, GAIN has developed an array of tools for diagnosing food system challenges and opportunities and aiding decision-making for policymakers seeking to improve the nutrition of populations. At the same time, GAIN's visibility in global events including the UN Food System Summit and follow up meetings (+4 in Addis, July 2024), Africa Food Systems Forum, Nutrition for Growth (Paris, March 2024) and COP, has generated demand for support with food systems transformation from countries outside those in which GAIN works, including Mexico. To meet this demand, GAIN is collaborating with the UN Food Systems Coordination Hub and key implementing partners to establish a new facility, the Food Systems Transformation Accelerator. This initiative was endorsed by UN Deputy Secretary General Amina Mohammed at the Addis UNFSS+4 event.

The Accelerator will establish a pipeline of government and private sector partners who are committed to accelerating food systems transformation and provide diagnostic and implementation support to define priority actions. It will then leverage connection to international financial institutions to generate the resources to deliver these ambitions. GAIN is building partnerships with the Asian Development Bank (ADB) and the International Fund for Agriculture and Development (IFAD) to strengthen their ability to make nutrition-enhancing investments and deliver on their global commitments to support food system transformation.



In Nigeria, with support from the Gates Foundation, GAIN set up the first phase of a platform to advance large scale food fortification innovations in data processes, quality assurance and control, digital tools and evidence-driven policy and decision-making, with the three major food regulatory agencies in Nigeria. Through GAIN experience with the GAIN Premix Facility, we were invited to support the Government of Tajikistan on a World Bank funded initiative to create a revolving premix fund to ensure consistent access to premix in local currency to facilitate compliance with mandatory salt iodisation and wheat flour fortification. Our fortification expertise is being brought to bear in another new country, Malawi, in a European Commission project led by SelfHelp Africa, and managed from GAIN Tanzania office.

The role of youth in the economies in which we work, and particularly in agriculture, is a high priority for most of the governments we work with. To respond to this need, GAIN has developed approaches to support job creation and entrepreneurship in youth-led agri-businesses that produce nutritious foods. GAIN is putting these into practice in the DELIVER project in Nigeria and a new project in Tanzania under AGRA's Youth Entrepreneurship for the Future of Food and Agriculture (YEFFA) programme. The Tanzania project aims to help 3,000 young people, at least 50% women, start or strengthen agri-businesses. In Mozambique, "Nutribikes" provided to itinerant vendors are overcoming the perennial challenge of last-mile delivery of nutritious foods, at the same time as providing an entrepreneurial entry for young people.

Also in Mozambique, we were invited to expand Norwegian funded work to strengthen food systems in Cabo Delgado, which incorporates the rehabilitation of local food markets and their connected supply chains, with a focus on the needs of vulnerable and internally displaced people. The new project focuses on the fish value chain and creating fish hubs for cold chain and market development.

Innovation is essential in responding to the challenges of climate change on food systems. In Indonesia, we are promoting the cultivation and processing of jack bean as a climate-resilient alternative to soybeans for the production of tempeh. This local production is supported through seed funding, training and marketing for more than 300 farmers and two local production houses, as well as consumer research and campaigns to boost demand. Local production also

gives resilience to global price shocks for imported soybean. In Pakistan, we are scaling up a new product solution developed in partnership with Danish corporate partners, Arla Food Industries and Dansk Industri. This is a fortified dairy drink which uses whey from cheese production which would otherwise be discarded, often causing pollution. This turns waste into value by creating new revenue and jobs for local processors, benefitting the environment and providing a nutritious product for low-income consumers. Meanwhile, in Bangladesh, GAIN has collaborated in forming a consortium of Swiss NGOs, funded by SDC, to drive forward local adaptation to climate change.

With funding from the Gates Foundation, we conducted a comprehensive assessment of AI use in food and nutrition programming through literature reviews, expert interviews, and case studies. Our analysis showed there is ample opportunity in nutrition programming to improve how we design, deliver and scale nutrition programmes. For example, in Bangladesh, we developed a chatbot to help users explore the country's food policies to assist food system pathway decision-makers. We recognise there are also risks, so we have developed an AI framework to guide its responsible use, ensuring that at minimum, we will require transparency from AI providers, human oversight of automated decisions and solutions that work in low-resource settings.



IMPACT in 2024–2025

GAIN's strategy goal is to improve the consumption of healthier diets for all, especially the most vulnerable, as indicated by the numbers of people with increased consumption of nutritious foods and/or food groups, and safer foods, and with reduced consumption of unhealthy foods or food groups. In 2024/25, GAIN contributed to healthier diets of 572,237 workers through the adoption of workforce nutrition programmes supported by GAIN with direct technical assistance or through Workforce Nutrition Alliances (WNA) in over 100 workplaces.

GAIN's interventions to strengthen value chains to improve availability and consumption of nutritious and safe foods target a population of at least 9 million low-income consumers across Mozambique, Kenya, Nigeria and Uganda. In the Veg4All project in Kenya, under GAIN's Dutch funded portfolio, the project has onboarded 12,000 *mama mbogas*, (informal women vendors) providing business and food safety training to improve the availability and quality of vegetables in the local markets where many low-income consumers shop. This is supported by innovative demand generation through media campaigns under the FoodFiti brand promoting nutritious food choices. The model of this programme is being replicated in Uganda, Nigeria and Benin.

In 2023/24, we raised our strategic target for improved nutrient adequacy through large scale food fortification and commercialisation of nutrient enriched (biofortified) foods to 1.65bn reached having exceeded our original target of 1.5bn in the previous two years. In 2024/25, we have nearly achieved this new target, reaching 1.55 billion people with industrially fortified foods and nutrient enriched (biofortified) crops, primarily in India, Bangladesh, Ethiopia, Pakistan and Tanzania. Additionally 88.6 million people benefited from fortification in 19 countries supported by GAIN through the GAIN Premix Facility. An audit was undertaken to review and assess methods for estimating reach of fortified foods. This found our current system to be robust, but identified opportunities for improvement and expansion.

What this looks like on the ground, for example, in Nigeria, with funding from BMZ Germany, is over 11,000 farmers who have transitioned to cultivating nutrient-enriched staples, vitamin A maize, vitamin A cassava and orange-fleshed sweet potato, thanks to technical support from GAIN. 312 SMEs are now processing these crops, also with GAIN support, contributing to improved access to nutrient-enriched foods for 150,000 households.

GAIN Bangladesh has been working with a private sector social enterprise partner SMC and CIFF to create a new supply channel for multiple micronutrient supplements for low-income pregnant women. In the first phase, over 75m tablets were supplied to enable 20% of eligible women to have a full course of supplementation during their pregnancy. This programme is supported by the new government in Bangladesh and has been renewed by CIFF for another four years.

In Mozambique, GAIN has been working to rebuild and strengthen food systems devastated by Cyclone Idai in 2019 and the violent conflict in Cabo Delgado with support from the Governments of Norway and Netherlands. Two new food markets completed and inaugurated in the provincial capital Pemba survived Cyclone Chido in December 2024 without damage. GAIN has collated experience on market rehabilitation, in partnership with ICLEI Africa, to provide a toolkit to guide future investments and avoid the risk of 'white elephant' infrastructure built without proper understanding of needs and subsequently unused.

During the year, GAIN supported over 15,000 businesses across 12+ countries and globally. Support to businesses can include financial support (e.g. grants, N3F funding), training and technical assistance, or other types of support (e.g. funding travel, pitch competitions, providing equipment, networking). These actions aim to strengthen the capacity of businesses, especially SMEs, to make nutritious food more available, affordable and desirable.

GAIN completed or initiated 36 evaluations and assessment studies to evaluate the impact of our projects, compared to 27 in the previous year. These included baseline and process evaluations for value chain projects in Nigeria, Uganda, Mozambique and Kenya, endline evaluations of commercialisation of biofortification in India, Nigeria and Pakistan, and policy-focused evaluations in

Tanzania, Bangladesh and Mozambique (related to youth and post-harvest loss) and baselines in Nigeria, Ethiopia, Mozambique, Kenya, Benin and Uganda (CASCADE project). Though these projects are in progress, midline assessments in Kenya and Mozambique showed indications of improved vendor performance (better hygiene, higher sales, consistent orders) and improved access (ASF availability) respectively. Household surveys of fortification were conducted in Tanzania and Bangladesh, along with market assessments in Ethiopia, Bangladesh, Nigeria and two states in India. In Tanzania, the assessment showed awareness of food fortification is low in rural areas, and schools rarely use fortified foods, despite government policy promoting this – highlighting the areas for GAIN to continue to prioritise in our work. Business model research and Nutritious Foods Financing case studies were undertaken in Kenya, Senegal and Zambia.

GAIN is committed to transparency and sharing our learning. Reports on these assessments are published and disseminated. <https://www.gainhealth.org/resources/publications/reports-and-publications>



INFLUENCING AND ALLIANCES

Working in alliances and driving change through engagement and influencing continue to be key to GAIN's approach to scale up impact and momentum for change. Globally, GAIN was engaged in 32 collaborations, including newly the WHO Youth Council and Friends of Alternative Protein. At country level, GAIN contributed to 103 collaborative initiatives, including SUN Business Networks, Food and Land Use Coalition National Chapters and national Workforce and Food Culture Alliances.

At the global level, GAIN worked closely with the Ministry of Foreign Affairs of France to shape the Nutrition for Growth (N4G) Summit in March 2025. This major event happens every 4 years, convened by the Olympic hosting nation. GAIN was represented on the International Advisory Board and supported the communications around the event. 15 nutrition dialogues hosted with key government officials and partners across Nigeria, Kenya, Rwanda, Uganda, Ethiopia, Benin, India, and Pakistan in preparation, ensured strong national perspectives in the development of SMART 2025 Commitments, with representatives from Nigeria, Rwanda, Mozambique, Ethiopia, Tanzania, Bangladesh, and Indonesia attending in person.

Also at the N4G, GAIN co-led the High-Level Event on the Private Sector and Nutrition, bringing together over 170 public- and private-sector representatives to reinforce multisectoral collaboration and strengthen the business case for nutrition, and supported the development and launch of the [Paris Declaration on Business and Nutrition 2030](#). This was the result of significant mobilisation of both public and private sector actors, helping bridge civil society concerns regarding private-sector engagement and private sector concerns regarding the N4G Principles of Engagement, facilitating collaboration with key business associations, contributing to the analysis of multinational companies' progress on nutrition commitments, and supporting the development of the [Framework for N4G Private Sector Working Group "Business for Nutrition" 2025 Paris N4G Summit](#) and the [Statement by the Paris N4G Private Sector Working Group: Driving Collective Action to Combat Malnutrition](#).

GAIN was involved in 8 side events at the UN Food Systems Summit +4 Stocktake. GAIN released two think-piece documents prior to the Stocktake which reflect and support country food system transformation: [Understanding Moments of Change in Food Systems Transformation](#): Examples from around the World, and



[Tools to support food systems transformation](#): Releasing the brake on food systems transformation: Africa focus. The latter was prepared in partnership with the African Union's Development Programme (AUDA-NEPAD).

GAIN continues to promote the Initiative on Climate Action and Nutrition (I-CAN) founded at COP27 in Egypt in 2022 and working with the Government of Egypt, WHO, FAO, UN-Nutrition and SUN to accelerate closer integration of nutrition and climate in national policies, global agendas, data and financing. The Initiative supported the integration of nutrition into Nationally Determined Contributions ahead of COP30, with targeted assistance to 8 countries, and supported WWF in applying the Food Forward NDCs tool in Laos and Pakistan. In Pakistan, I-CAN is now formally hosted under the Ministry of National Health Services, Regulations and Coordination and in Nigeria, I-CAN held a high-level consultation with over 60 stakeholders to advance nutrition-climate efforts. GAIN was heavily involved in COP29 in Azerbaijan, with a number of side events on food systems and climate, alternative proteins, school feeding, climate finance and biodiversity. We partnered with Governments of Bangladesh and Pakistan in side events and signed a partnership with IFAD on the Financing Flows for Food Systems initiatives.

Drawing on the work of GAIN's USAID-funded EatSafe (Evidence and Action for Safe, Nutritious Food) programme, GAIN experts contributed technical assistance to the Codex Alimentarius Guidelines for Traditional Markets which were adopted at the end of 2024. This entailed extensive contributions of content and support to

national authorities of lead Codex members Bolivia and Kenya. Also working with WHO, GAIN contributed to the Resolution on Large Scale Food Fortification at the World Health Assembly 78. GAIN's Workforce Nutrition team have worked closely with ILO culminating in a working paper on integrating nutrition into Occupational Health and Safety Frameworks.

Policy change takes time and can be difficult to see. We take a “moments of change” approach to document and analyse this. Examples of moments of change noted under the Nourishing Food Pathways programme in 2024/25 include:

- Mozambique's national Pathways Action Plan 2022-2030 was officially approved by the Ministry of Agriculture alongside the monitoring plan that will be supported by the Food System Dashboard established under GAIN's NFP programme
- GAIN Tanzania are collaborating with Government and partners to complete the M&E framework for the national Food System Action Plan using the Food Systems Dashboard
- In Nigeria, using the Food Systems Dashboard, organised labour used the Cost of a Healthy Diet indicator as a bargaining chip to persuade the government to more than double the minimum wage. GAIN also supported the establishment of 28 Committees on Nutrition and Food Security at the State Houses of Assembly.
- Ethiopia's Ministry of Industry launched the mandatory National Fortification Programme for wheat flour and oil, for which GAIN has contributed to advocacy and technical assistance for 10 years. Food safety guidelines for traditional markets have also been finalised with GAIN technical assistance, and these are expected to be approved as national policy.
- Following the re-establishment of a GAIN programme in Rwanda in 2023, the Government's Agriculture Strategy (PSTA5) prioritises nutrition thanks to the advocacy and technical support of GAIN's new team.
- GAIN in Bangladesh has maintained work with the government through the political upheaval towards drafting of the national Food System Action Plan using amongst other tools the foresight for food systems analysis.

- Working with the Pakistan Government and Education Commission, GAIN has designed three new accredited courses on Food System Transformation and provided university students with an internship programme to introduce using the Food System Dashboard for their research work.
- GAIN Indonesia contributed to advocacy which resulted in the inclusion and prioritisation of food system transformation in the National Long Term Development Plan 2025-2045 as well as technical assistance in the drafting of Government Regulation that mandates front-of-pack nutrition labelling for processed and ready-to-eat foods.

The N3F is also making progress with its objective to influence the finance sector with the GAFSP facility hosted by the World Bank taking on the operational definition of 'nutritious foods' for investment decisions, and development finance institutions such as KfW (Germany), AfD (France) and FMO (Netherlands) reviewing metrics for looking at the feasibility of financing SMEs in Africa providing nutritious foods for domestic consumption.

Evidence is essential for influence and scaling action through inspiring, informing and catalysing action. In 2025, GAIN authors were listed in 43 new journal articles and book chapters and GAIN knowledge products achieved cumulative citations of over 77,000 over 5 years. The most cited publication in the year was [“Nutrient-dense food and diverse diets are important for ensuring adequate nutrition across the life course” \(Beal T, Manohar S, Miachon L, Fanzo J. Proc Natl Acad Sci U S A. 2024 Dec 10;121\(50\): doi: 10.1073/pnas.2319007121\).](#)

Both the number of new publications in GAIN's paper series, and downloads, increased. The most popular topics were political economy for food systems pathways, investing in nutrition and dairy (milk). GAIN achieved increased social media engagement, an increase of 88% driven by diverse content aligned to key campaigns, global moments and increased employee advocacy. Follower numbers increased by 21% indicating stronger audience trust and content resonance.

User engagement in the Nutrition Connect platform increased significantly (700%) on 2023/24 due to multi-country activities including the Dietary Shifts (DISH) Innovation Competition 2024 (Kenya, Indonesia) and the Fortify Forward Innovation Challenge 2025 (8 countries in Africa).

OPERATIONS in 2024–2025

During the first half of the year, GAIN continued work to strengthen delivery systems and decision-making processes. With support from the Gates Foundation, finance, procurement, HR and project management information systems have all been strengthened. With the political and financial shifts in 2025, there has been an additional need for organisational restructuring. With the departure of Director of Programme Services, Saul Morris, the opportunity was taken to combine the technical experts of Programme Services with the Country Programmes in a unified Programmes team under a single Director, supported by a new Chief Technical Officer position to retain a focus on project design rigour and a new Associate Director of Delivery role to support project management and anticipate, prevent or resolve bottlenecks in implementation.

The Strategic Management Team (SMT) further convened three sub-committees to oversee Programme Development, Programme Implementation and Resource Allocation (replacing the Delivery Reform Group). All of these committees bring in Country Directors to strengthen and devolve decision-making. The recruitment of a new Chief Financial Officer, after the retirement of Paul Young, provided an opportunity to diversify SMT membership with the successful appointee, Amos Atuya, based in Kenya.

In the changing political environment, localisation – prioritising local leadership of development action, and collaboration between development actors, are salient themes. GAIN has been pursuing a strategic direction of decentralising decision-making and in the restructure emphasised this, by strengthening the role of the Directors' Forum and including a Country Director in the SMT. 79% of staff are now based in Africa and Asia including an increasing number of staff providing core GAIN functions. Systems developments through this year have prioritised tools to enable project managers in countries to be better able to access data for decision-making, streamline processes for more efficient delivery, and provide more granular management information.

GAIN reiterated its commitment to Diversity, Equity and Inclusion in a statement in the Global Health 50/50 Annual Report which monitors gender equality in the global health development sector and in which GAIN strives to maintain its rating as a sustained 'high performer'.

The Gates Foundation support for operational strengthening has also enabled GAIN to explore the potential for using AI in operations as well as in programming mentioned above. A strategy and set of guidelines have been developed, and a number of practical use cases explored and, where appropriate, piloted in facilitating internal processing, including an AI-powered chatbot designed to help navigate IT-related information and a narrative builder to support communications.

GAIN's Board was hosted by the Government of Germany in Berlin for the end of year meeting. This was an excellent opportunity to build our relationship with this critical partner, to share our achievements and challenges, and to hear the same from them.

Further details on all of this work can be found on our website, www.gainhealth.org

This annual report includes a list of serving Board members and senior management, and a list of major financial contributors. As of 30 June 2025, GAIN had 431 full-time staff.

“On behalf of GAIN's Board and staff, we would like to thank all the organisations and individuals who provided financial and technical support to our work during the year.”



Margaret Ann Tutwiler
GAIN Chair



Lawrence Haddad
Executive Director

Engaging with the UN Global Compact

In April 2018, GAIN committed to support the ten principles of the UN Global Compact with respect to human rights, labour, environment and anti-corruption. We continue to support the Global Compact advancing these principles in our own work and encourage the implementation of corporate sustainability principles in our alliances with businesses.

GAIN's Code of Conduct ensures our staff and partners work in line with and promote our values and principles in respecting human and labour rights and operate at the highest standards of professional behaviour. This includes policies on safeguarding, gender, equality and diversity, anti-harassment, and whistleblowing. These policies are accompanied by training and staff awareness raising. In 2024-2025, under the Code of Conduct, GAIN updated its Safeguarding and conflict of interest policies. Refresher training and monthly staff meetings promote the Code of Conduct and GAIN values to all staff.

We continue to apply our organisational environmental policy to incentivise actions in our own offices, as well as in our work, to minimise negative environmental impacts.

GAIN is committed to monitoring and reporting progress in all of these areas to our Board.

Throughout 2024-2025, GAIN was active in convening companies in the food sector to engage in food system transformation, as described in our Annual Report.

GAIN, through the Nutritious Foods Financing Facility, SUN Business Networks, and our Nutritious Food Enterprise support programme continues to support SMEs in agri-food value chains to work to make food systems more nourishing, sustainable, equitable, and resilient; and advocate for the conditions to do this and mobilise in coalitions and partnerships to support this.

GAIN works in alliances with global and national companies, including UNGC signatories, to promote workforce nutrition, innovation in demand generation and food supply.

GAIN is a member of the Global Compact Network of Switzerland.



Leadership

for the period 1st July 2024 to 30th June 2025

BOARD MEMBERS

Margaret Ann TUTWILER

Chair of the GAIN Board of Directors and Senior Fellow with the Meridian Institute

Tom ARNOLD

Former Director General of the Institute of International and European Affairs (IIEA) – *up to 1st November 2024*

Cherrie ATILANO

Founding Farmer/President and CEO of AGREA Agricultural Systems International, Inc

Andris PIEBALGS

Professor, European University Institute, Former EU Development Commissioner

Julie WYNNE

Partner MLL

Juan Angel RIVERA DOMMARCO

Senior Professor-Researcher and former General Director of the National Institute of Public Health – *up to 30th April 2025*

Mario HERRERO ACOSTA

Professor; Cornell Atkinson Scholar; Nancy and Peter Meinig Family Investigator in the Life Sciences, Department of Global Development

Laurence Alice Yvonne AMAND JULES

Chair of Finance and Audit Committee; CEO and Chief Transformation Officer; Non-Executive Board Member; Social Entrepreneur, Inclusion & Diversity Advocate

Elizabeth Wambui KIMANI

Senior Research Scientist and Lead, Nutrition and Food Systems Unit, African Population and Health Research Centre (APHRC)

Jennifer BLANKE

Economic Development and Development Finance Expert

Caroline LIEW

Private Wealth and Family Legacy Manager, Sustainable Investment Advocate, Co-Founder of Cambodia Care Centre

Beatrice GAKUBA

Founder & Executive Director – African Women Agribusiness Network Afrika (AWAN-AFRIKA)

EX OFFICIO MEMBERS

Bernardus J. MARTIN

Former Member of the Managing Board Rabobank Group

Lawrence HADDAD

GAIN's Executive Director

STRATEGIC MANAGEMENT TEAM

Lawrence HADDAD

Executive Director

Stephen GODFREY

Director, Policy and External Relations

Elizabeth MADDISON

Director, Strategic Operations

Saul MORRIS

Director, Programme Services – *up to 31st March 2025*

Mduduzi Ndumiso Ncube MBUYA

Director, Knowledge Leadership

Charl VAN DER MERWE

Director, Country Programmes

Paul YOUNG

Chief Financial Officer – *up to 31st December 2024*

Amos ATUYA

Chief Financial Officer – *as of 1st January 2025*

EX OFFICIO STRATEGIC MANAGEMENT TEAM

Penjani Chris Kiongozi MKAMBULA

Chief Technical Officer – *as of 1st November 2024*

Rudaba KHONDKER

Country Director, Bangladesh – *as of 1st January 2025 (for one year)*

COUNTRY DIRECTORS

Bhuaneswari BALASUBRAMANIAN

India

Gaspar CUAMBE

Mozambique

Wubet GIRMA

Ethiopia

Silver Richard KARUMBA

Rwanda – *as of 24 February 2025*

Rudaba KHONDKER

Bangladesh

Agnes MALLIPU

Indonesia

Enock MUSINGUZI

Uganda – *up to 30 April 2025*

Farrah NAZ

Pakistan

Michael OJO

Nigeria

Ruth OKOWA

Kenya

Prisca Kokutona RWEZAHURA

Tanzania

Françoise Lema SAYI

Benin

Damali SSALI

Uganda – *as of 5 May 2025*

GAIN Offices

HEADQUARTERS

Geneva, Switzerland

Rue Varembe 7
CH-1202 Geneva
Switzerland
T +41 22 749 1850

OFFICES

Abuja, Nigeria

37A Patrick O,
Bokkor Crescent,
Jabi, Abuja, Nigeria
T + 234 929 114 04

Addis Ababa, Ethiopia

Bole Sub city, Woreda 13,
House No. New Moyo
Foods Building, 2nd Floor,
across Ethiopian Youth
Sports,
Addis Ababa, Ethiopia
T +251 116 610088

Cotonou, Benin

La Haie Vive – Lot 6270
Rue 12.259, behind
Cadjehoun Post Office /
Les Cocotiers
Cotonou – Benin
T +229 46 09 63 36

Dar es Salaam, Tanzania

3rd Floor, Wing A,
Golden Heights Building,
Plot No 1826/17
Msasani Peninsula,
Chole Road,
Dar es Salaam, Tanzania
T +255 752 57 82 50

Dhaka, Bangladesh

House no-20 Road no-99
Dhaka 1212, Bangladesh
T + 88 02 9840202

Islamabad, Pakistan

First Floor, Office 10 & 11,
Pakland Medical Centre
F-8 Markaz
Islamabad, Pakistan
T +92 51 8313981-82

Jakarta, Indonesia

Menara Palma, Lantai 7
Unit 705, Jl. HR Rasuna Said,
Kav. 6 Blok X-2
Jakarta 12950, Indonesia
T +622 157 956 031

Kampala, Uganda

Plot 9, Kyambogo View Road
Minister's Village, Ntinda,
P.O.Box 800896
Kampala, Uganda
T:+256 772 207 328

Kigali, Rwanda

5th Floor, M&M Plaza
Building, Wing B, KG 8AV,
Nyarutarama Cell, Remera
Sector, Gasabo District
Kigali City, Rwanda
T +250 794411263

London, United Kingdom

4th Floor, Watchmaker Court
33 St. Johns Lane,
London, EC1M 4BJ
United Kingdom
T +44 20 7042 1390

Maputo, Mozambique

Rua 1.393, N. 104, Bairro da
Sommerschield
Maputo, Mozambique
T +258 823128195

Nairobi, Kenya

197 Lenana Place 3rd Floor
Lenana Road
P.O Box 13733-00800
Nairobi, Kenya
T +254 773572103

New Delhi, India

Mahindra Towers,
2A Bhikaji Cama Place
New Delhi 110066,
India
T +91 11 43147575

Utrecht, The Netherlands

Arthur van Schendelstraat 550
3511 MH Utrecht
The Netherlands
T +31 307 603 828

Washington D.C., USA

1201 Connecticut Ave NW
Ste 700B-2
Washington, DC 20036 USA
T +1 202 559 8520



Financial Support

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- AGRA
 - Arla Foods Ingredients
 - Auchan Foundation
 - The Government of Bangladesh (Department of Agriculture Extension, Ministry of Agriculture)
 - The Gates Foundation
 - Children's Investment Fund Foundation (CIFF) directly and through SNV
 - CitiBank Foundation (through Charities Aid Foundation America (CAF America))
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 - World Food Programme
 - World Resources Institute (Norwegian Ministry of Climate and Environment KLD funded)
- And private individuals.

Summary of Audited Accounts for 2024-2025

Consolidated Balance Sheet

	2025 US\$	2024 US\$
Current Assets	31,915,175	39,291,282
Non-current Assets	963,598	1,167,284
TOTAL ASSETS	32,878,773	40,458,566
Current Liabilities	7,572,592	7,377,985
Restricted Funds	19,414,898	26,760,065
Capital of the Foundation	5,891,283	6,320,517
TOTAL LIABILITIES, FUNDS AND CAPITAL	32,878,773	40,458,566

Consolidated Statement of Operations

	2025 US\$	2024 US\$
Income *	57,767,249	61,866,547
Direct and administrative expenses	65,598,911	67,168,110
Intermediate net surplus/(deficit)	(429,234)	(288,393)
Net financial result	57,260	321,393
Change in restricted funds	7,345,168	4,691,777
Net surplus/(deficit) for the year prior to allocations	(429,234)	(288,393)
Use/(Allocation) to Unrestricted funds	429,234	288,393
<i>*of which is restricted</i>	54,735,402	59,158,963

These financial statements were approved by GAIN's Board on 25 November 2025.

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 <https://www.gainhealth.org/financials>



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