



**The Global Alliance for Improved Nutrition,
Geneva**

Report of the Statutory Auditor
to the Board of the Foundation

Consolidated Financial Statements 2021



KPMG SA
Esplanade de Pont-Rouge 6
PO Box 1571
CH-1211 Geneva 26

+41 58 249 25 15
kpmg.ch

Report of the Statutory Auditor to the Board of Foundation of The Global Alliance for Improved Nutrition, Geneva

Report of the Statutory Auditor on the Consolidated Financial Statements

As statutory auditor, we have audited the accompanying consolidated financial statements of The Global Alliance for Improved Nutrition, which comprise the consolidated balance sheet, consolidated statement of operations, consolidated statement of changes in capital, consolidated cash flow statement and notes for the year ended 30 June 2021.

Board of the Foundation Responsibility

The Board of the Foundation is responsible for the preparation of the consolidated financial statements in accordance with the requirements of Swiss law and Swiss GAAP RPC. This responsibility includes designing, implementing and maintaining an internal control system relevant to the preparation of the consolidated financial statements that are free from material misstatement, whether due to fraud or error. The Board of the Foundation is further responsible for selecting and applying appropriate accounting policies and making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Swiss law and Swiss Auditing Standards. Those standards require that we plan and perform the audit to obtain reasonable assurance whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers the internal control system relevant to the entity's preparation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control system. An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made, as well as evaluating the overall presentation of the consolidated financial statements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the consolidated financial statements for the year ended 30 June 2021 comply with Swiss law and give a true and fair view of the financial positions, the results of operations and the cash flows in accordance with Swiss GAAP RPC.



Report on Other Legal Requirements

We confirm that we meet the legal requirements on licensing according to the Auditor Oversight Act (AOA) and independence (article 728 CO and article 11 AOA) and that there are no circumstances incompatible with our independence.

In accordance with article 728a paragraph 1 item 3 CO and Swiss Auditing Standard 890, we confirm that an internal control system exists, which has been designed for the preparation of the consolidated financial statements according to the instructions of the Board of Trustees.

KPMG SA

Alexandra Depoire
Licensed Audit Expert
Auditor in Charge

Cédric Rigoli
Licensed Audit Expert

Geneva, 15 December 2021

Enclosure:

- Consolidated financial statements (consolidated balance sheet, consolidated statement of operations, consolidated statement of changes in capital, consolidated cash flow statement and notes)

GAIN ANNUAL FINANCIAL REPORT 2021

ABOUT GAIN

The Global Alliance for Improved Nutrition ("GAIN" or "the Foundation") is an independent non-profit Swiss Foundation, created under Article 80 of the Swiss Civil Code, and is registered with the Geneva Registry of Commerce under statutes dated 26th March 2003. GAIN is monitored by the Swiss Federal Supervisory Board for Foundations, and was granted special international status by the Swiss government.

GAIN was launched at the United Nations in 2002 to tackle the human suffering caused by malnutrition. Working with governments, businesses and civil society, we aim to transform food systems so that they deliver more nutritious foods for all people, especially the most vulnerable.

Headquartered in Geneva, Switzerland, GAIN has offices in countries with high levels of malnutrition: Bangladesh, Ethiopia, India, Indonesia, Kenya, Mozambique, Nigeria, Pakistan, Rwanda (until January 2021) and Tanzania. To support work in those countries, we have representative offices in Denmark, the Netherlands, the United Kingdom, and the United States.

At GAIN, we believe that everyone in the world should have access to nutritious, safe, and affordable food. Today, one in three people - drawn from nearly every country on the planet - are unable to consume enough nutritious food. We work to develop and deliver solutions to this daily challenge.

By understanding that there is no "one-size-fits-all" way of dealing with this problem, we develop alliances and build tailored programmes using a variety of models and approaches. We work through national, regional, and global alliances that provide technical, financial and policy support to a wide range of public and private organisations, focusing attention on where people get their food from – markets. As a result, we give priority to finding ways to change and improve how businesses and governments shape food systems for improved nutrition.

What matters most for us is impact. Our purpose is to improve the consumption of nutritious and safe foods for all. We focus on children, adolescents, and women because we know that working with these groups is crucial to transforming attitudes about food and hence life chances and livelihoods. We work closely with international organisations and United Nations agencies.

GAIN receives funding from over 30 public and private sector donors including the Bill and Melinda Gates Foundation ("BMGF"), United States Agency for International Development ("USAID"), the Government of the Netherlands Ministry of Foreign Affairs ("Dutch MFA"), the Department for International Development ("UK DFID"), the Children's Investment Fund Foundation ("CIFF"), Government of the Federal Republic of Germany ("BMZ"), The Swiss Federal Department of Federal Affairs ("SDC") and Irish Aid.

GAIN's worldwide presence includes offices in Abuja, Addis Ababa, Dhaka, Dar es Salaam, Hellerup, Islamabad, Jakarta, Kabul, London, Lahore, Maputo, Nairobi, New Delhi, Utrecht and Washington D.C.

GAIN is governed by a Board comprised of individuals drawn from international agencies, development organisations, academe, business and civil society. Its work is carried out by a staff of professionals who manage the day-to-day operations of the foundation.

FINANCIAL STATEMENTS

Consolidated Balance Sheet			
30 June 2021 in US\$			
<i>(with comparative figures)</i>			
	Notes	2021	2020
ASSETS			
<u>Current Assets</u>			
Cash and cash equivalents	2	35,727,105	30,044,787
Deposits	2	341,366	339,200
Accrued Income - Unrestricted		-	56,682
Accrued Income - Restricted		3,293,569	2,069,116
Other receivables	3	3,636,386	2,410,483
Premix Consignment stock	4	260,007	480,927
Prepaid expenses		471,388	487,593
Total Current Assets		43,729,821	35,888,788
<u>Non-Current Assets</u>			
Fixed Assets	5	687,145	651,443
Total Non-Current Assets		687,145	651,443
TOTAL ASSETS		44,416,966	36,540,231
LIABILITIES, FUNDS & CAPITAL			
<u>Current Liabilities</u>			
Accounts payable		6,420,351	3,728,196
Accrued expenses		2,544,915	1,954,869
Provision for Risks		265,994	266,991
Total Current Liabilities		9,231,261	5,950,056
<u>Restricted Funds</u>			
Restricted Income Funds	6	26,280,931	22,968,465
Premix Facility		2,753,572	2,753,572
Total Restricted Funds		29,034,503	25,722,037
<u>Capital of the Foundation</u>			
Paid-in Capital	13	36,187	36,187
Unrestricted Income Funds		6,115,015	4,831,951
Total Capital of the Foundation		6,151,202	4,868,138
TOTAL LIABILITIES, FUNDS & CAPITAL		44,416,966	36,540,231

FINANCIAL STATEMENTS

Consolidated Statement of Operations		2021	2020
30 June 2021 in US\$	Notes		
(with comparative figures)			
Income			
Donor restricted income	6	54,354,993	41,652,737
Donor unrestricted income		69,430	66,842
Premix sales		2,994,947	2,841,951
Gifts in Kind income	10	12,791	614,321
Total income*		57,432,161	45,175,851
Direct and administrative expenses			
Personnel costs	8	17,853,676	15,458,408
Consultants costs and Contracted services		14,130,194	10,153,555
Sub-Awards	9	10,838,170	8,846,637
Travel costs		897,774	1,816,610
Operational costs		6,119,577	4,933,346
Depreciation	5	232,528	281,195
Premix purchases		3,023,146	2,957,064
Gift in Kind expenses	10	12,791	614,321
Total direct and administrative expenses		53,107,856	45,061,135
Operating result		4,324,305	114,716
Financial income		12,333	394,303
Financial cost		(20,530)	(63,041)
Foreign exchange differences		279,422	(216,505)
Net financial result		271,225	114,757
Net result before change in fund capital		4,595,530	229,473
Change in Restricted funds		(3,312,465)	(831,729)
Annual result before allocation to capital		1,283,065	(602,256)
Allocation/Use of Unrestricted funds - Designated		(314,373)	434,228
Allocation/Use of Unrestricted funds - Free Capital		(968,692)	168,028
Allocation/Use of Unrestricted funds		(1,283,065)	602,255

FINANCIAL STATEMENTS

Consolidated Statement of Changes in Capital	Opening balance	Movement in the year			Closing balance
		Allocation of funds	Use of funds	Net change	
30 June 2021 in US\$					
<u>Restricted funds</u>					
Restricted Income funds	22,968,465	54,354,993	(51,042,528)	3,312,465	26,280,930
Premix facility	2,753,572	-	-	-	2,753,572
Total restricted funds	25,722,037	54,354,993	(51,042,528)	3,312,465	29,034,502
<u>Capital of the Foundation</u>					
Paid-in capital	36,187	-	-	-	36,187
<u>Unrestricted funds</u>					
Free capital	4,399,386	968,692	-	968,692	5,368,078
Designated funds	432,565	330,536	(16,163)	314,373	746,937
Total Unrestricted funds	4,831,952	1,299,228	(16,163)	1,283,065	6,115,015
Total Capital of the Foundation	4,868,139	1,299,228	(16,163)	1,283,064	6,151,202

Consolidated Statement of Changes in Capital	Opening balance	Movement in the year			Closing balance
		Allocation of funds	Use of funds	Net change	
30 June 2020 in US\$					
<u>Restricted funds</u>					
Restricted Income funds	22,136,736	41,652,736	(40,821,007)	831,729	22,968,465
Premix facility	2,753,572	-	-	-	2,753,572
Total restricted funds	24,890,308	41,652,736	(40,821,007)	831,729	25,722,037
<u>Capital of the Foundation</u>					
Paid-in capital	36,187	-	-	-	36,187
<u>Unrestricted funds</u>					
Free capital	4,567,414	-	(168,028)	(168,028)	4,399,386
Designated funds	866,793	107,745	(541,973)	(434,228)	432,565
Total Unrestricted funds	5,434,207	107,745	(710,001)	(602,255)	4,831,952
Total Capital of the Foundation	5,470,394	107,745	(710,001)	(602,255)	4,868,139

FINANCIAL STATEMENTS

Consolidated Cash Flow Statement	Note	2021	2020
30 June 2021 in US\$			
<i>(with comparative figures)</i>			
<u>Cash flow from operating activities</u>			
Annual result before allocation to capital of the Foundation		1,283,065	(602,256)
Depreciation of fixed assets	5	232,528	281,195
Non cash (gain)/charge on foreign exchange differences		(63,152)	22,723
Increase/(decrease) in provisions		(997)	210,997
(Increase)/decrease in restricted accrued income		(1,167,771)	(1,253,549)
(Increase)/decrease in Unrestricted accrued income		-	(56,682)
(Increase)/decrease in receivables		(1,225,903)	1,790,337
(Increase)/decrease in Premix Consignment stock		220,920	317,343
(Increase)/decrease in prepaid expenses		16,203	(19,997)
(Increase)/decrease in rent guarantee		(2,166)	(85,897)
Increase/(decrease) in creditors		3,282,204	(1,490,730)
Increase/(decrease) in restricted donor income		3,312,466	831,729
Cash flow from operating activities		5,887,397	(54,786)
<u>Cash flow from investing activities</u>			
Purchase of fixed assets	5	(268,231)	(431,297)
Disposal of fixed assets	5	-	10,094
Funds flow from investing activities		-	2,000,000
Cash flow from investing activities		(268,231)	1,578,797
Increase/(Decrease) in Cash and Cash equivalents		5,619,166	1,524,011
Effect of exchange rate differences on cash		63,152	(22,723)
Cash and Cash equivalents - beginning of year	2	30,044,787	28,543,500
Cash and Cash equivalents - end of year	2	35,727,105	30,044,787
Changes in Cash and Cash equivalents		5,682,318	1,501,287

NOTES TO THE ACCOUNTS

1. Significant Accounting Policies

BASIS OF PREPARATION

The consolidated Financial Statements have been prepared in accordance with GAIN's Articles of Association and the applicable provisions of the Swiss GAAP FER Framework and Recommendations, including Swiss GAAP FER 21 (Accounting for charitable, social and non-profit organisations). Swiss GAAP FER are accounting standards geared to entities that operate primarily in Switzerland. The recommendations have been established for entities seeking to present their financial statements to reflect a true and fair view of their financial results and position.

The consolidation Financial Statements for 2020-21 were approved by the Board of Directors on 15 December 2021.

The consolidated Financial Statements are presented in US dollars. They have been prepared in accordance with the historic cost convention and according to the principles of accruals, matching, going concern, consistency and prudence.

Figures are rounded to the nearest dollar and therefore may vary slightly from the amounts presented in other documents. Rounding differences may exist within summations.

These consolidated Financial Statements present all activities by the Foundation, including GAIN offices and those entities over which GAIN has the power to govern the financial and operating policies so as to obtain benefits from their activities. The consolidated entities comprise the Foundation, GAIN NoSCA LLC, GAIN UK, GAIN Netherlands, GAIN Nigeria and GAIN Tanzania.

The principal accounting policies are set out below.

FUND ACCOUNTING

GAIN distinguishes between restricted and unrestricted funds. The balances of restricted and unrestricted funds represent the excess of income over expenditure since GAIN's inception.

Income that the organisation receives for its charitable purposes generally and which it has discretion over which activities to allocate to, is treated as unrestricted funds. Within its unrestricted funds, GAIN creates designated funds, which have been set aside by the Board for a specific purpose within its overall activities.

Income granted to the organisation that is limited to use for a specific purpose or project is treated as restricted funds. Restricted funds that have not been used at the end of the year are shown as carried forward in a separate section of the balance sheet. Should these funds not be expensed in line with the original donor requirements, any underspend would be returned to the donor or allocated to other activities as the donor directed, and would not be available to support general organisational activity.

NOTES TO THE ACCOUNTS

INCOME

GAIN's income comprises donor income, gifts in kind and revenues from other activities. Donor income is provided through donations or grants received from private organisations (companies, trusts and foundations), or received from or pledged directly by public institutional bodies, such as governments or multilateral agencies. Income is also generated from the sale of premix commodities and from interest on cash deposits. Income is recognised as follows:

- Donations are recognised as income upon receipt.
- Grants based on annual or multi-year agreements are recorded as income in the reporting period upon receipt and are considered to be receivable when payments are due under the terms of the grant agreement, or when expenditure has been incurred in advance and is recoverable under the grant agreement.
- Grants received and not expended are carried forward as deferred income on the balance sheet if there are contractual conditions that stipulate that repayment can occur, and the donor has the means to obtain the return of the funds.
- Premix income is recognised at the point of sale.
- Income from interest is recognised upon receipt.

IN-KIND DONATIONS

GAIN also receives donations in kind, primarily in the form of the free use of goods and services. In-kind donations are disclosed in the consolidated Financial Statements equally as both income and expenditure. Under Swiss GAAP FER, in-kind donations of goods and services are valued at their fair market value on the date of receipt. Only donations estimated at a value of US\$ 5,000 and above are taken into account.

In-kind donations are recognised if the goods or services transferred or rendered to GAIN are free, excluding any type of payment from GAIN. In addition, they must be:

- Clearly identifiable and part of GAIN projects and activities as defined by GAIN's action plans and budgets;
- Recognisable as a visible contribution to GAIN's projects and activities and in line with GAIN's mission and objectives.

SUB-AWARDS

GAIN incurs costs to provide sub-awards to partner organisations and subcontractors. Sub-grants to partners are governed by a written agreement and disbursements are generally phased over the lifetime of the project. Each disbursement is recognised as an expense upon payment. Sub-contracts to vendors for expenditures incurred on behalf of a project or for any activity of GAIN are recorded on an accruals basis.

NOTES TO THE ACCOUNTS

DIRECT AND SUPPORT COSTS

Expenditure is recorded in the consolidated financial statements in the period in which it is incurred and is inclusive of any VAT which cannot be reclaimed. Direct costs are those expenses that directly relate to GAIN's mission of reducing malnutrition through sustainable strategies aimed at improving the health and nutrition of populations at risk.

Support costs include expenditure in relation to facilities, technology and systems, governance, depreciation and administration. Support costs that are fully attributable to activities are recorded as direct costs. Support costs deemed indirect are apportioned to activities based on donor agreements or staff time.

FOREIGN CURRENCIES

Accounting records are maintained in US Dollars. Monetary assets and liabilities denominated in other currencies are recorded at the rates ruling at the date of the transaction. Foreign currency assets and liabilities are translated into US dollars at rates of exchange prevailing at the balance sheet date. Exchange gains and losses are included in the Statement of Operations.

FIXED ASSETS

Fixed assets are stated at cost less accumulated depreciation. GAIN applies the straight-line method for the depreciation of these assets using a rate of 20% per annum for furniture and fixtures, 20% for technology assets and 50% per annum for office equipment.

CREDIT RISK AND CASH-FLOW MANAGEMENT

GAIN's liquid assets are maintained in cash, low-risk short-term deposits, or capital guaranteed investments. At the balance sheet dates, there were no significant concentrations of credit risk. The maximum exposure is primarily represented by the carrying amounts of the financial assets in the balance sheet, including accounts receivable and cash.

BANK GUARANTEE DEPOSITS

Guarantees are included within current assets. At the balance sheet date, GAIN held guarantee deposits related to premises in Geneva and country offices. These are recoverable, subject to prevailing contract terms, upon vacating the premises.

PROVISIONS

A provision is recognised in the balance sheet when the organisation has a legal or constructive obligation as a result of a past event, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are measured at management's best estimate of the expenditure required to settle that obligation at the balance sheet date.

CLASSIFICATION OF INCOME AND EXPENSES

Income and expenses which are subject to donor-imposed stipulations are reported as restricted. All other income and expenses not subject to restrictions are reported as unrestricted.

NOTES TO THE ACCOUNTS

CONSOLIDATED ENTITIES

The following entities' results have been included in the consolidated financial statements:

- GAIN NoSCA LLC, USA, 100% owned,
- The Global Alliance for Improved Nutrition, UK, 100% owned,
- The Global Alliance for Improved Nutrition Ltd, Nigeria, 100% owned,
- The Global Alliance for Improved Nutrition Ltd, Tanzania, 100% owned,
- Stichting The Global Alliance for Improved Nutrition (GAIN Netherlands), Netherlands, 100% owned.

The foundation's Financial Statements are consolidated according to the full consolidation method. All inter-company investments, balances and transactions have been eliminated.

GAIN PREMIX FACILITIES

The GAIN Premix Facility is represented by a revolving fund held within restricted funds to make premix procurement more effective for organisations fortifying food. It provides guarantees for payments to premix suppliers and offers extended credit terms to customers purchasing premix for incorporation into foodstuffs. Differences in the timing of income and expenditure result in receivables, payables, and consignment stock in relation to the Facility. These are specifically disclosed where appropriate.

NOTES TO THE ACCOUNTS

2. Cash and Deposits

Amounts held by GAIN but not required for immediate use are invested in instruments approved by the Board of the Foundation.

Cash and Deposits in US\$	2021	2020
Cash and cash equivalents	33,202,340	28,850,571
Cash held by local offices	2,524,765	1,194,216
Total Cash and cash equivalents	35,727,105	30,044,787
Rent Guarantee	341,366	339,200
Total Deposits	341,366	339,200
Total Cash and Deposits	36,068,471	30,383,987

3. Other Receivables

Other Receivables in US\$	2021	2020
Other Receivables	1,653,174	59,905
Grant Receivables	1,056,501	1,927,543
Premix Facility Receivables	926,711	423,035
Total Receivables	3,636,386	2,410,483

4. Premix Consignment Stock

During the fiscal year, GAIN entered into consignments stock contracts with some customers. At the end of June 2021, remaining consignments stock worth an estimated value of US\$ 260,007 (June 2020: US\$ 480,927) were stored at the customer premises.

NOTES TO THE ACCOUNTS

5. Fixed Assets

Fixed Assets in US\$	Furniture & Fixtures	Office Equipment	Total
<u>Gross values of cost</u>			
At 1 July 2020	1,247,308	1,651,279	2,898,587
Additions	80,817	187,414	268,231
Disposals/Transfers/Adjustments	(39,786)	-	(39,786)
Cost 30 June 2021	1,288,339	1,838,693	3,127,032
<u>Accumulated Depreciation</u>			
At 1 July 2020	936,648	1,310,496	2,247,144
Depreciation	134,757	97,771	232,528
Disposals/Transfers/Adjustments	(43,127)	3,341	(39,786)
At 30 June 2021	1,028,278	1,411,608	2,439,886
Net book value at 30 June 2021	260,061	427,085	687,145

Fixed Assets in US\$	Furniture & Fixtures	Office Equipment	Total
<u>Gross values of cost</u>			
At 1 July 2019	1,116,349	1,361,537	2,477,886
Additions	141,556	289,741	431,297
Disposals/Transfers	(10,597)	-	(10,597)
Cost 30 June 2020	1,247,308	1,651,279	2,898,587
<u>Accumulated Depreciation</u>			
At 1 July 2019	738,299	1,228,152	1,966,451
Depreciation	205,790	75,405	281,195
Disposals/Transfers	(7,442)	6,939	(503)
At 30 June 2020	936,648	1,310,496	2,247,144
Net book value at 30 June 2020	310,661	340,783	651,443

NOTES TO THE ACCOUNTS

6. Restricted Income Funds

During the current financial year, total receipts from donors amounted to US\$ 52,432,496 (2020 – US\$ 41,451,853).

DONOR in US\$	2021 Funds Invoiced	2021 Expenditure	2021 Restricted Income Funds	2020 Funds Invoiced	2020 Expenditure	2020 Restricted Income Funds
Bill and Melinda Gates Foundation	5,260,094	(4,789,140)	4,335,715	4,628,466	(4,983,512)	3,870,237
UK Government DFID Mozambique ⁽¹⁾	1,585,080	(1,328,532)	256,548	2,479,971	(2,615,132)	-
Government of the Netherlands ⁽²⁾	17,817,334	(20,079,079)	10,317,825	20,769,557	(19,211,147)	12,590,294
US Government USAID	4,199,115	(4,199,115)	-	1,241,002	(1,241,002)	-
Children's Investment Fund Foundation CIFF	2,298,831	(2,302,259)	2,194,592	4,041,652	(1,921,534)	2,198,020
World Food Programme	819,714	(1,229,608)	26,846	521,403	(145,388)	436,740
NL EVD International ⁽⁴⁾	183,050	(187,764)	356,480	-	(263,779)	361,194
Government of Canada	3,635,145	(3,662,821)	-	-	(12,675)	27,677
Government of the Federal Republic of Germany	7,845,500	(4,350,238)	3,495,262	2,064,147	(5,013,208)	-
Danida Market Development Partnership	315,334	(112,580)	316,632	413,199	(299,321)	113,878
Irish Aid ⁽³⁾	1,358,626	(1,231,369)	998,955	933,807	(62,109)	871,697
Swiss Agency for Development & Cooperation	506,147	(46,739)	459,407	-	-	-
Botnar	850,000	(16,429)	833,571	-	-	-
Rockefeller	796,000	(491,137)	304,863	-	-	-
DeSIRA	101,524	(101,524)	-	-	-	-
WHO	700,000	(700,001)	-	-	-	-
UNICEF	48,870	(10,956)	37,914	-	-	-
Others	6,034,630	(6,203,237)	2,346,321	4,559,533	(5,052,202)	2,498,728
Total	54,354,993	(51,042,528)	26,280,931	41,652,737	(40,821,008)	22,968,465

⁽¹⁾ DFID Mozambique - Funds invoiced in 2020/2021: GBP 1,233,903 (2019/2020: GBP 1,904,535)

⁽²⁾ Government of the Netherland - Funds invoiced in 2020/2021: EUR 14,708,125 (2019/2020: EUR 18,750,000)

⁽³⁾ Irish Aid MN4 Project - Funds invoiced in 2020/2021: EUR 1,150,000 (2019/2020: EUR 880,000)

⁽⁴⁾ Detail by Workstream for NL EVD Int. funding in US\$	2021 Funds received	2021 Expenditure	2020 Funds received	2020 Expenditure
Workstream B1: Vegetables for All	-	67,385	-	251,925
Workstream B3: Micronutrient Powders	-	-	-	-
Workstream B4: Fortified Dairy	-	-	-	-
Workstream B5: Rural Retail Hubs	183,050	120,379	-	11,854
Workstream BX: Home fortification	-	-	-	-
Workstream E1: Quality Improvement Network (QIN)	-	-	-	-
Workstream E2: Access to Finance	-	-	-	-
Workstream S: Support workstream	-	-	-	-
Total	183,050	187,764	-	263,779

7. Designated Funds

Within its unrestricted funds, GAIN holds two designated funds as approved by the Board of Directors. These are as follows:

- Premix accumulated surplus. This fund represents the excess of earned income over expenditure from the operation of the Premix facility since its inception. It is held to meet any future costs arising from required investment in new software systems, and from bad debts. The balance of this fund at 30 June 2021 was US\$ 467,515.
- Foreign exchange reserve. This fund is held to provide a buffer against potential future losses arising from changes in the exchange rates for GAIN's major operating currencies. The balance of this fund at 30 June 2021 was US\$ 279,422.

NOTES TO THE ACCOUNTS

8. Personnel Costs

Personnel costs represent payroll and social benefits for employees in representative and country offices.

Personnel Costs in US\$	2021	2020
Wages, Salaries and Social benefits	17,598,578	15,206,960
Other personnel costs	255,098	251,448
Total	17,853,676	15,458,408

The remuneration of key management (including salaries, all benefits and all social charges), comprising the Executive Director and members of the Senior Management Team, amounted to US\$ 1,900,033 (2020: US\$ 1,614,037).

9. Sub-Awards Expenditure

Sub-Awards spent by clusters were as follows:

Clusters in US\$	2021	2020
Enabling Environment	1,089,500	1,132,705
Supply Chains for Nutritious Foods	6,145,692	4,267,426
Amsterdam Initiative against Malnutrition	187,764	209,642
Food Policy and Finance	1,782,459	1,510,409
Targeted Dietary Improvement Programmes	1,187,929	1,125,684
Knowledge Leadership	444,826	600,771
Total	10,838,170	8,846,637

10. Gifts in Kind

GAIN implements a programme on behalf of NL EVD. This programme requires in kind contribution from the partners in this programme totaling 50.4% of the total programme. The balance of the programme is met by 49.6% contribution in cash from the Netherlands Agency EVD International FDOV programme.

11. Remuneration and Indemnities Paid to Board Members

Remuneration is not provided to Foundation Board Members as these are voluntary appointments. Costs relating to attending meetings are covered by the Foundation.

NOTES TO THE ACCOUNTS

12. Services Received and Rendered Free of Charge

GAIN received no services free of charge other than those of the Board members. GAIN did not provide any services free of charge.

There are no other volunteers except Board Members.

13. Foundation Capital

The Foundation capital amounts to CHF 50,000.

This is equivalent to US\$ 36,187 at the rate of exchange on the date of inception of the Foundation, 26 March 2003.

14. Rent and Leasing Commitments

As of 30 June 2021, the Foundation had future office rental commitments and leasing contracts up to the end of their contract period totalling US\$ 1,963,708 (2020: US\$ 2,291,675).

15. Related Party Transactions

There were no related party transactions during the year.

NOTES TO THE ACCOUNTS

16. Pension Plan Obligations

GAIN sponsors different pension plans. The main retirement plans are the following:

Employees based in Geneva, Switzerland: GAIN headquarters' employees benefit from a pension scheme covering retirement, invalidity and death according to the provisions of the Federal Law for occupational retirement (LOB). The occupational benefits are provided by a collective foundation, Patrimonia, according to a defined-contribution benefit plan. The plan is funded by the contributions of GAIN and the employees. As of 30 June 2021, 33 employees were enrolled in the plan (2020: 31 employees). The total amount expensed for GAIN's contributions was US\$ 325,430 (2020: US\$ 276,565). As of 30 June 2021, the capital ratio is at 111.1% (2020: 104.1%). Due to the coverage ratio, no liabilities were recognised in the Balance Sheet and no outstanding amount was due at closing date.

Employees Based in Washington, DC: GAIN NoSCA, LLC sponsors a 401(k) defined contribution plan (the "Plan") which is a US retirement savings plan under the US Internal Revenue Code, for all eligible employees. Employees become eligible upon being hired and may participate immediately upon employment (Interns are excluded from the Plan). The plan is funded by the contributions of GAIN and the employees. As at 30 June 2021, 21 employees were enrolled in the plan (2020: 18 employees). The amount expensed for GAIN's contributions was US\$ 171,874 (2020: US\$ 118,736).

Employees based in London, UK: On 1st May 2014 GAIN UK entered into a defined contribution pension scheme with Scottish Life for all eligible employees. The plan is funded by the contributions of GAIN and the employees. As of 30 June 2021, 35 employees were enrolled in the plan (2020: 36 employees). The amount expensed for GAIN's contributions was US\$ 345,931 (2020: US\$ 308,845).

17. Assets Pledged as Guarantee for Commitments

At the balance sheet date, a bank of the Foundation had provided a rental letter of guarantee totalling CHF 10,500 (US\$ 11,348) (2020: CHF 10,500 - US\$ 11,105) in favour of a third party. Cash for an equivalent amount is pledged at the corresponding bank.

18. Subsequent Events

There were no significant subsequent events to report.