



Annual Report

2022–2023

#HealthierDiets4All



GAIN in 2022-2023

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.

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 2022 to 30 June 2023, GAIN launched a new five-year strategy (2023-2027) which focuses on “doubling down” on healthier diets and protecting the

most vulnerable, especially in the face of ongoing food price crisis resulting from global instability. We do this by also engaging nature and scaling up our impact, underpinned by continuous institutional development. This strategy sets new targets: by 2027, we aim to improve the access of 1.5 billion people to nutritionally enhanced staple foods, improve the access of 25 million people to healthier diets, and support positive food system change in 10 countries.

This year also saw the inception of GAIN's *Nourishing Food Pathways* Programme. This multi-year, multi-donor ambitious programme seeks to accelerate progress towards the Sustainable Development Goals (particularly SDG2) by supporting inclusive and coherent food systems transformation in ten countries. This programme builds on GAIN's Making Markets Work programme (2017-2022) and outcomes of the UN Food Systems Summit, aiming to support and strengthen the design and delivery of national food systems transformation pathways. We will work with over one hundred partners across 10 countries to increase access to safe, nutritious food in an environmentally sustainable way; strengthen in-country support systems to continue to develop and to deliver their national food systems transformation pathways; and to be used as inspiration and guidance for other countries and stakeholders as pathways are developed and implemented.

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.

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Programmes

GAIN's programmes operated in the following countries: Bangladesh, Ethiopia, India, Indonesia, Kenya, Malawi, Mozambique, Nigeria, Pakistan, and Tanzania. New offices were established in Benin and Uganda, and work began to re-establish a programme in Rwanda.

Developing integrated food system interventions

2022-2023 was a year of programme development and consolidation. At the end of 2022, GAIN submitted to the Ministry of Foreign Affairs (MoFA) of the Netherlands the inception reports for the partnership to deliver a EUR80m programme: *Transforming food systems to improve diet quality and resilience for the most vulnerable* (Market-based solutions to improved diet quality and resilience for BoP consumers). In *Catalyzing Strengthened Policy Action for Healthy Diets and Resilience (CASCADE)* programme, 2022-2026, (EUR60m) also funded by Netherlands MoFA, led by CARE International, the inception phase was concluded by the end of the period. These grants combined support to integrated programmes of food system transformation and strengthening food policy implementation in 6 countries of Africa (Kenya, Mozambique, Ethiopia, Nigeria, Benin and Uganda) and globally. The market-based solutions are being rolled out in innovative integrated value change projects promoting vegetables in Kenya, Benin and Uganda, and animal-source foods in Mozambique (poultry, fish), Nigeria (eggs) and Ethiopia (dairy).

Supporting food system transformation

GAIN's *Nourishing Food Pathways* Programme fleshed out a work programme which is country-led and tackles critical food systems challenges including incorporating the voice of youth, local governance and women in food system decision-making, facilitating market access for low-income earners and nutrition-sensitive social protection programmes, mobilising private sector finance, and connecting nutrition and environment agendas. These themes gather under an umbrella of country-level policy engagement, supporting governments to strengthen policy alignment and implementation across sectors, and are underpinned by evidence generation, assessment of progress and documentation of learning. The programme secured funding commitments from Bill & Melinda Gates Foundation; German Federal Ministry for Economic Cooperation and Development; Dutch Ministry of Foreign Affairs; European Union; Canadian Government through the Department of Foreign Affairs,

Trade and Development (DFATD); Irish Aid through Development Cooperation and Africa Division (DCAD); and Swiss Agency for Development and Cooperation (SDC) of the Federal Department of Foreign Affairs (FDFA) to date.

Innovation for food fortification

GAIN completed the co-design phase of the Large-Scale Food Fortification grant from the Bill and Melinda Gates Foundation. The *Digital Quality Assurance/Quality Control (QA/QC) System for Food Fortification project* is developing country-owned, digital, user-friendly systems that enable mills and authorities to generate, govern, share, and utilize real-time, accurate, secure, and traceable data on food fortification quality from factories to markets. Involving a consortium of public and private sector partners, the digital system is being developed as a global public good with initial deployment in Bangladesh, India and Nigeria.

These design and inception processes have been intentional in ensuring projects across GAIN's portfolio are contributing to the strategic outcomes alongside dietary improvement. These are reaching the most vulnerable, addressing gender and resilience, food safety and environment. We are also explicitly aligning with and/or strengthening government policies wherever possible and relevant.

“These design and inception processes have been intentional in ensuring projects across GAIN's portfolio are contributing to the strategic outcomes alongside dietary improvement.”



Impact

As part of GAIN's 20th Anniversary, and at the conclusion of the 2017-2022 strategy, 20 stories of impact were published showing some of the diverse ways in which GAIN's work has impact. These are available here: <https://www.gainhealth.org/impact/stories-impact>.

The new 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. A further dimension is the number of people reached with or consuming at least one fortified or biofortified food.

Better diets for workers

In 2022-2023, evaluations of multiple workforce nutrition programmes showed collective impact on the diets of 422,000 farmers, factory workers and their families globally and in Bangladesh, Nigeria, India, Kenya and Malawi, in terms of dietary diversity, consumption of micro-nutrient dense vegetables and reduced consumption of unhealthy foods. In India and Malawi, the proportions of women achieving minimum dietary diversity due to improved consumption of animal source foods, pulses, nuts and seeds, fruits and vegetables, increased between 28% and 40%.

Fortification programmes reached 1.528bn people with fortified staples (large scale food fortification 1.397bn, GAIN premix facility 198m) and nutrient enriched crops (93m), with the largest reach in India, Bangladesh and Nigeria.

Strengthening food system businesses

Support to businesses including financial support, training and technical assistance, or other support, such as pitch competitions, and provision of equipment, reached nearly 2,500 businesses across Africa and Asia. The USAID funded *EatSafe initiative (Evidence and Action towards Safe, Nutritious Food)* expanded into Ethiopia and, in collaboration with the SUN Business Network (SBN), launched an innovation challenge which surfaced 10 promising innovations from entrepreneurs in Nigeria and Ethiopia to deliver lasting improvements in the safety of nutritious foods. The competition was won by an Ethiopian innovation in mechanised processing of enset.



Empowering young people

Youth work continued in Bangladesh with the *Act4Food Act4Change* movement, and in Indonesia, Health Heroes for healthier choice logo, to motivate young people to make healthier food choices. In Indonesia, assessment showed 5,361 young people were making healthier snacking choices as a result of playing the Food Investigator game developed by GAIN.

Better food markets

At the end of 2022, GAIN opened the *refurbished Munhava market in Mozambique* which has been equipped with cold storage powered by solar energy, combined with training for market workers to make it more resilient and better able to ensure supply of safe and nutritious products to its residents. This scheme was implemented under GAIN's COVID pandemic response programme *Keeping Food Markets Working (KFMW)*.

The final evaluation of GAIN's 2017-2022 Dutch funded portfolio was completed and handed over to the donor. The overall scorecard was very positive, and many targets were overshot. Of the 39 indicators for the 10 portfolio programmes that set targets, 18 indicators surpassed their targets, 11 met their targets exactly, 8 met 50-99% of their target and 2 achieved less than 50% of the target. Lessons learned from the external evaluation (by MDF) were primarily: (a) to strengthen targeting of vulnerable populations, (b) to enhance engagement of Country offices with Dutch embassies and (c) to develop exit strategies from very early in the lifespan of projects. These learnings are embedded in the new strategy most clearly under "protecting the most vulnerable" and "a commitment to more intentional scaling".

Influencing and Alliances

At the heart of GAIN's approach is the promotion and convening of alliances, which are key mechanisms to scale up impact and momentum for change.

Moving the global agenda for food system transformation

A mapping showed that GAIN was engaged in 58 collaborative initiatives across 9 countries, in 2022-2023, including advisory groups, alliances, campaigns, coalitions, consortiums and networks. At the global level GAIN contributed to 32 collaborative initiatives, many of which arise from the UN Food Systems Summit (UNFSS), including being a driving force in the Universal Social Protection 2030 Working Group on Social Protection and Food Systems Transformation, the Transitioning Urban and Rural Food Systems and the Urban Food Systems Coalitions and the Zero Hunger Private Sector Pledge.

GAIN played an active role in the UNFSS Stocktaking Moment in July, which aimed to share lessons, successes and challenges in the transformation of food systems as envisioned in the UNFSS in 2021. In addition to engaging with coalitions, GAIN is playing a supporting role in developing action plans for food system transformation pathways in all programme countries under *Nourishing Food Pathways*, contributing to the True Value of Food Initiative and is co-facilitating the Food Systems Countdown 2030 Initiative to monitor progress, amongst others.

Linking climate and nutrition

GAIN played a much more significant role in COP27 in Egypt in 2022 than in previous years. This included shaping the *Initiative on Climate Action and Nutrition (I-CAN)* with the Government of Egypt. The I-CAN baseline paper compiled by the GAIN environment team in preparation for COP28 collated baseline values for 20 indicators which show limited integration of nutrition and climate across domains of action, data, policy and investment.



Contributing to global standards

GAIN contributed to the 2023 World Health Assembly Resolution on Food Fortification which was passed in May 2023 with 74 organisational signers and 17 formal national endorsements. The resolution aims to ensure that 84 countries establish mandatory fortification programmes and will strengthen advocacy for higher prioritisation and investment in food fortification programmes from donors, development partners and UN agencies, as well as national governments.

In response to a proposal by Codex members Bolivia, Kenya, Nigeria, Indonesia, and Peru, and with technical assistance from GAIN's *EatSafe* programme, the WHO / FAO Codex Committee of Food Hygiene agreed to develop guidelines to improve food safety in traditional markets.

Evidence and outreach for better diets

Evidence is essential for influence and scaling action through inspiring, informing and catalysing action. In 2023, 61 different GAIN staff were listed as article authors, and citations of GAIN knowledge products by other researchers continued to grow. One of the top 3 influential articles in the year with over 20 citations was *Friend or Foe? The Role of Animal-Source Foods in Healthy and Environmentally Sustainable Diets*, T. Beal, et al, 2023, Journal of Nutrition, v153.2. GAIN Discussion paper 12 *Inequity in Access to Healthy Foods*, K. Schneider et al., 2023, was the most downloaded paper, with 307 downloads.

GAIN with Gallup, and Harvard TH Chan School of Global Health, launched the Dietquality.org site, publishing new data from the *Diet Quality Questionnaire*, a new low cost approach to assessing diet quality. The site offers data for 55 countries on what people eat to provide essential information to enable effective diet quality monitoring for food systems decisionmakers looking to improve diets. The *Food Systems Dashboard* continues to gain traction. The global Dashboard was used by AGRA in the assessment of African food systems to be presented at the African Food Systems Summit, and national dashboards with sub-national data, and ownership of national ministries, were launched in Indonesia and Nigeria, with other countries to follow.

GAIN published important new analysis which compiled and assessed the ways that business models can reach lower income consumers. This is essential information for designing GAIN's own programmes as well as influencing others (published in Global Food Security journal).

GAIN's media mentions continued to rise with greater diversity of voices across global and country teams and arena, in top tier media globally and regionally, including BBC, Economist, Al Jazeera, Forbes, Nature, All Africa media, Asia One and many others, and outperforming some older international organisations.

GAIN@20

In celebration of GAIN's 20th Anniversary, 20 events were convened across GAIN countries and globally to bring together GAIN staff and partners to reflect on achievements and look forward. These were accompanied by 20 blogs addressing the food system challenges we face. <https://www.gainhealth.org/gain20>

Operations

Values

With the renewal of the Strategy, we refreshed and focused on the values which shape GAIN's work. In a spirit of learning, a sharing and learning seminar on Equity, Diversity and Inclusion (EDI) was held with staff and partners Unilever and WWF. The core values are:



GAIN continued to score well on the Global Health 50/50 gender equity rating, with scores steadily increased since the rating first came into being in 2018.

Growth

GAIN staff reached 357 in July 2023, showing significant growth from 151 in January 2017. Notably the percentage of those based in country offices shifted from 45% to 71%. This includes more cross GAIN operational functions located in country offices. In this context, maintaining the quality of the staff experience at GAIN is a priority and is closely monitored through staff satisfaction KPIs and EDI indicators. The indicators regarding motivation and valuing of staff, support for professional integrity and inclusivity, as well as perceptions of GAIN as a good place to work and treating staff well, all showed maintenance or improvement on 2021-2022 levels.

New offices were established in Benin and Uganda. Following an invitation from the Government of Rwanda to re-establish a presence in the country, a situation analysis and country visit were conducted to engage with stakeholders. New directors were appointed in Kenya, Benin and India, and the Directors' Forum established to enable more systematic involvement of country directors in strategic decision making for the entire organisation.

Financially in 2022-2023, GAIN continued the upward trend in income and in January 2023 met the target of \$140m forward contracted funds for the next 4 years. In line with growing strategic ambition, this target has increased by \$10m a year to \$180m. As with the staffing, we see an increasing proportion of proposals originating from country programmes.

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 2023, GAIN had 357 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.”



Felia Salim
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 updated in 2021-2022 on safeguarding, gender, equality and diversity, anti-harassment, and whistleblowing. These policies are accompanied by training and staff awareness raising. In 2022-2023, the values were updated and promulgated as part of the new GAIN strategy (2023-2027) and work has focused on staff wellbeing in a hybrid working context and managing workload, and building a culture of appreciation. IT Security has also been prioritised with regular mandatory training.

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 2022-2023, GAIN was active in convening companies in the food sector to engage in food system transformation, including promoting of the Zero Hunger Private Sector pledge under the Zero Hunger Coalition.

GAIN, through SUN Business Networks, 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.

In 2022-2023, GAIN began internal consultations to update our Principles of Engagement, particularly in relation to working with the private sector in the food and beverage sector.

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



Leadership

for the period 1st July 2022 to 30th June 2023

BOARD MEMBERS

Catherine BERTINI

Distinguished Fellow, Chicago Council on Global Affairs,
Chair of GAIN's Board (left the GAIN Board in March 2023)

Felia SALIM

Chairperson of the Governing Board of Kemitraan / Partnership
for Governance Reform and the Chairperson of Transparency
International Indonesia, Indonesia, Vice Chair of GAIN's Board
(appointed Chair of the GAIN Board in March 2023 following
Catherine Bertini's departure)

Dominic O'NEILL

Executive Director of the Water Supply and Sanitation
Collaborative Council (WSSCC), Chair of the Finance and Audit
Committee (left the GAIN Board in December 2022)

Kathryn DEWEY

Distinguished Professor Emerita, Department of Nutrition,
University of California

Tom ARNOLD

Former Director General of the Institute of International and
European Affairs (IIEA)

Ajai PURI

Non-Executive Director at Tate and Lyle PLC, Firmenich SA and
Britannia Industries Limited

Cherrie ATILANO

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

Sheryl FOFARIA

Head of the Philanthropy Centre for Europe, the Middle East
and Africa, JP Morgan (left the GAIN Board in October 2022)

Ndidi NWUNELI

Managing Partner, Sahel Consulting Agriculture & Nutrition Ltd

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

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
(term started December 2022)

Elizabeth Wambui KIMANI

Senior Research Scientist and Lead, Nutrition and Food
Systems Unit, African Population and Health Research
Centre (APHRC) (term started January 2023)

EX OFFICIO MEMBERS

Mauricio ADADE

President Latin America and Global Malnutrition
Partnership, DSM, Chair of GAIN's Partnership Council

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

Mduduzi Ndumiso Ncube MBUYA

Director, Knowledge Leadership

Charl VAN DER MERWE

Director, Country Programmes

Paul YOUNG

Chief Financial Officer

COUNTRY DIRECTORS

Gaspar CUAMBE

Mozambique

Wubet GIRMA

Ethiopia (from April 2022)

Leah KAGUARA

Kenya (until November 2022)

Rudaba KHONDKER

Bangladesh

Agnes MALLIPU

Indonesia

Enock MUSINGUZI

Tanzania (until September 2022),
Uganda (from September 2022)

Farrah NAZ

Pakistan

Michael OJO

Nigeria

Ruth OKOWA

Kenya (From May 2023)

Prisca Kokutona RWEZAHURA

Tanzania (from September 2022)

Françoise Lema SAYI

Benin (from May 2023)

Tarun VIJ

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Financial Support

GAIN would like to thank all those individuals and institutions that made a financial contribution to our work in 2022/2023.

The following donors funded activity over \$100,000 during the year:

- Auchan Foundation
- Bill and Melinda Gates Foundation (BMGF)
- Children's Investment Fund Foundation (CIFF)
- Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)
- Department of Foreign Affairs, Trade and Development (DFATD) of Canada
- Development Cooperation of the Ministry of Foreign Affairs of Denmark (Danida)
- Directorate General for International Cooperation and Development of the European Commission [EuropeAid] through projects led by Landell Mills Ltd and United Purpose
- Federal Ministry for Economic Cooperation and Development, Government of Germany (BMZ)
- Food and Agriculture Organization of the United Nations (FAO)
- Founders for Good / Founders Pledge
- Irish Aid of the Department of Foreign Affairs and Trade of the Government of Ireland
- Ministry of Foreign Affairs, Netherlands, directly and through partnership with Care International
- Norwegian Ministry of Foreign Affairs
- Rockefeller Foundation
- The Swiss Agency for Development and Cooperation (SDC)
- United States Agency for International Development (USAID), directly and through projects led by Jon Snow International (Advancing Nutrition programme), Catholic Relief Services (NAWIRI project, Kenya), ADPP Mozambique (Transform Nutrition, Mozambique) and Save the Children (Okhokelamo ni Solha, Mozambique)
- VF Corporation Asia Ltd
- Waterloo Foundation
- World Food Programme
- World Resources Institute (with funding from Norway's International Climate and Forest Initiative)

Summary of Audited Accounts for 2012-2023

Consolidated Balance Sheet

	2023 US\$	2022 US\$
Current Assets	44,457,531	50,562,551
Non-current Assets	859,757	1,043,468
TOTAL ASSETS	45,317,288	51,606,020
Current Liabilities	7,256,535	8,166,598
Restricted Funds	31,451,843	37,678,650
Capital of the Foundation	6,608,910	5,760,772
TOTAL LIABILITIES, FUNDS AND CAPITAL	45,317,288	51,606,020

Consolidated Statement of Operations

	2023 US\$	2022 US\$
Income *	51,880,521	60,501,264
Direct and administrative expenses	58,072,680	51,793,001
Intermediate net surplus/(deficit)	(6,192,159)	8,708,263
Net financial result	813,489	(454,546)
Change in restricted funds	6,226,808	(8,644,147)
Net surplus/(deficit) for the year prior to allocations	848,138	(390,430)
Allocation to Unrestricted funds	(848,138)	(390,430)
<i>*of which is restricted</i>	46,441,500	56,123,408

These financial statements were approved by GAIN's Board on 15 December 2023.

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/financial-statements>



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