



# Investment Case

## 2025–2031



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Nutrition International



# Message from our President and CEO

## Challenging the status quo to end malnutrition

We are taking a focused, impact-driven approach to build hope and strengthen the belief that a better world is possible and within reach for all of us

The growing complexity of our world can challenge even the most positive of us to remain optimistic about the future. Fragmenting global cooperation, increasing geopolitical tensions, growing divisions and the widening gap between rich and poor are leaving more and more people behind. It's understandable that an initial reaction might be to feel helpless and powerless in the face of this rising storm of conflict and instability.

But now, more than ever, we must remind ourselves that there are reasons for hope — and that amid crisis, there is also opportunity. We aren't helpless, no matter how tough things may seem: we can choose to make the world better, act together with determination and focus, and make it happen.

One way we can do that is by focusing on solving the biggest problems that are holding humanity back. Malnutrition is one of these problems because it's not just about health: it's at the root of many other global problems, like poverty, inequality and conflict.

Nutrition is the difference between a child going to school and excelling there. It's the difference between an economy being stuck in a rut or being driven forward by the strength, passion and potential of the next generation. It's about creating the conditions for people to craft their own dreams for improving their family, city or country — and then to achieve them. Most of all, it's about rekindling the flames of hope and belief that a better world is possible and within reach for all of us.

That belief — combined with the conviction that malnutrition is a solvable problem — is the foundation of our Investment Case 2025–2031. Our approach will be focused and impact-driven, and it will challenge the status quo. We will encourage questions like “why not?” and “what if?” And we will listen closely to the people and communities we serve in constant pursuit of becoming a better partner.

I am grateful to the extraordinary group of people that I get to work with at Nutrition International (both our staff and our board). Behind each word of this investment case is their heartbeat and unique signature of caring, compassion, intellect, drive, curiosity and ideas — and their desire to build a world-class global nutrition organization.

Thank you for being here.

Joel



**Joel Spicer**  
President and CEO  
Nutrition International



We aren't helpless, no matter how tough things may seem: we can choose to make the world better, act together with determination and focus, and make it happen.

— JOEL SPICER



# Why nutrition?

**One in three people globally are malnourished. It doesn't have to be that way.**

Malnutrition is a tax on human potential, denying mothers safe pregnancies, infants proper growth and development, children and adolescents the ability to learn, and entire countries the human capital they need for economic development. It's a global crisis that measures its impact in lost lives, lost health and lost potential.

While malnutrition comes in many forms — including undernutrition, overweight, obesity and micronutrient deficiencies — most of them are entirely preventable. With the right nutrition at the right time, it is possible to provide people with life-long benefits and lay the foundation for a better world for everyone.

With good nutrition, we can support mothers and children, making it more likely that women have safe pregnancies and give birth to healthy infants. We can reduce the likelihood that children will experience stunting while also strengthening their immune systems, making them less vulnerable to illness, disease and death. We can protect their brain development and cognition, increasing the probability of school enrollment, academic achievement and educational attainment. And we can set adolescents, particularly adolescent girls, on a path that will help them succeed in school, fostering greater agency, expanding their decision-making power and supporting their future ability to work.

The benefits of good nutrition go beyond the individual. Investments in nutrition pave the road to self-reliance and the achievement of national ambitions. We know this because well-nourished populations are healthier and more productive: they have more income, pay more taxes and increase their country's capacity to contribute domestic resources towards essential services such as education and healthcare. At the same time, countries with healthy, well-nourished populations can reduce healthcare costs by shifting spending from treating disease to creating and preserving health.

Good nutrition makes this all possible. And yet malnutrition's legacy of poverty and missed opportunities continues. People experiencing poverty are hit the hardest, as malnutrition weakens their health and robs them of future opportunities, limiting their chances of escaping poverty and building a better life for themselves and their children. The result is a staggering multigenerational burden, one that not only affects individuals and their families, but that also echoes through communities, countries and the entire world.

Together, we can break that cycle.



## Ending malnutrition means ending the status quo

The benefits of nutrition are so clear, the solutions so cost-effective — and the impacts of malnutrition so catastrophic — that 12 of the 17 Sustainable Development Goals (SDGs) have links to nutrition.<sup>1</sup> The current pace of global progress in fighting malnutrition means that we are unlikely to meet the SDGs or the revised World Health Assembly (WHA) targets by the 2030 deadline.

**That status quo — and the inadequate levels of ambition, investment and focus that define it — is unacceptable. We have a plan to change it.**

For more than 30 years, Nutrition International has been taking focused action against malnutrition.

By conducting research and filling evidence and data gaps, we ensure that governments can implement well-targeted and effective nutrition programs in a sustainable way. Better still, we help individuals, communities and countries build resilience and strengthen systems to better face the challenges — such as illness, conflict, climate change and pandemics — that they increasingly encounter every day.

It is possible to end poverty and build a better world for everyone, but it can only be done by ending malnutrition. We are ready to use our decades of experience, world-class expertise and cutting-edge technology to help make this a reality. We have the knowledge, the capability and the plan — and we are looking for the funding and the right partners to help make it happen.

# Moving towards a better, more equitable world

A growing number of global challenges are worsening malnutrition in all its forms

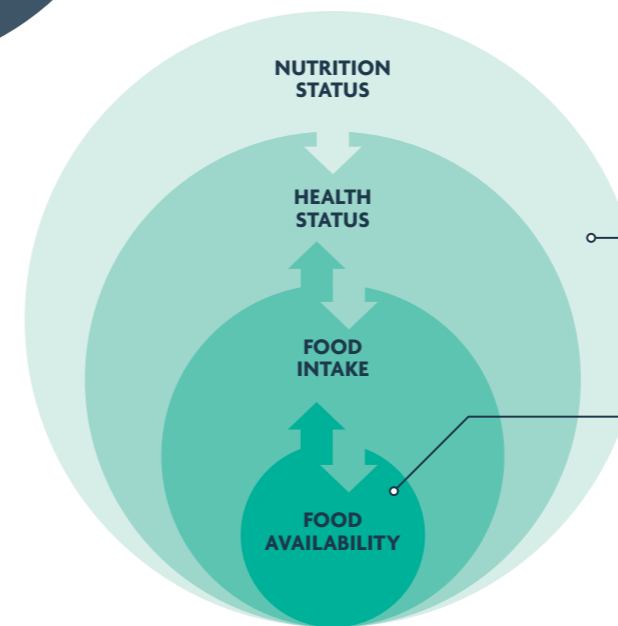


Around the world, people are facing unprecedented and intersecting challenges that are jeopardizing their health and futures.

At the beginning of the decade, the COVID-19 pandemic and its many impacts heavily affected women and children and threatened hard-won development gains. Since then, inflation and increasing levels of debt have been putting greater strain on national and donor budgets. This exerts downward pressure on social sector spending, including funding for health system strengthening and nutrition programming, which further increases vulnerability to future shocks.

Global conflicts are also affecting millions worldwide. Conflicts upset the cost and availability of food and key commodities, pushing millions more into poverty and driving healthy, balanced diets further out of reach. Meanwhile, a growing number of climate-induced shocks are disproportionately affecting those most vulnerable to food and nutrition insecurity, increasing their risk of malnutrition both now and in the future.

On their own, each of these factors would pose an enormous challenge for those most likely to face malnutrition. Taken together, they represent an urgent crisis — one that is deepening existing inequalities and straining systems around the globe.



## Food security and nutrition security programs are complementary but distinct

**Nutrition programs** focus on solving the problem of malnutrition and protecting development, growth and immunity. They will ensure that a child is not malnourished and that their brain, body and immune system have the nutrients they need to grow and develop fully.

**Food programs** focus on solving the problem of hunger. They will ensure that a child is not hungry.

While the two approaches work together, food security is just one component of our goal: **nutrition security for everyone**.

Adapted from: Gross, R., Hans, S., Hans, P., and Hans-Joachim, P. A. (2000). The four dimensions of food and nutrition security: Definitions and concepts. (Figure 6: Conceptual framework of the nutritional status at household level, page 7). Food and Agriculture Organization (FAO).

## The urgency of now: The global nutrition challenge

These challenges are compelling, urgent and impossible to ignore. They also affect the global nutrition response and threaten decades of hard-won progress for millions worldwide.

However, decision makers often lack the contextual data and evidence they need to make informed policy and budget decisions around nutrition. The resulting investments may not be optimized towards actions with the strongest evidence base, the greatest impact for the lowest cost or the highest returns in terms of both health and human capital.

That gap is compounded by the never-ending need to address immediate challenges with limited resources. This cycle can leave decision makers unable to invest in preventive measures, such as nutrition interventions, and it can trap health systems in an endless, expensive loop of treating issues rather than preventing them.

These challenges are further exacerbated by the siloed nature of the development ecosystem. Sectors operate and are funded in isolation, often advancing a single issue at a time. However, many of these issues are deeply related and affect the same populations simultaneously. As a result, instead of being driven by what people need or the potential for maximum impact at the lowest cost, approaches and priorities are often determined by sectoral boundaries, institutional mandates and ever-changing donor preferences. As ever, those who can least afford it — women, adolescent girls and children — pay the biggest price.

## Working towards a world free of malnutrition

If the challenges we face as a global community are unprecedented and intersecting, our response must be as well. We must double down on proven interventions and continuously invest in new research and innovation that help break down barriers and connect our efforts. Given the limited resources available, we must also demand the greatest impact from every dollar we invest by prioritizing the “best things first.”

Time and again, nutrition has been proven to be one of those “best things.” It is foundational for a better, more equitable world, and nutrition investments — with their solid evidence base, low cost and ability to scale — have some of the highest returns of any development intervention: up to \$28 for each dollar invested for the interventions in this investment case.<sup>2</sup> Nutrition helps increase resilience to shocks, reduce inequity and strengthen communities. It drives educational attainment and women’s empowerment. It saves lives, builds health and promotes economic growth.

There are no easy solutions, but while the past few years of crisis have driven leaders to be more reactive, largely focusing on finding ways of preventing things from getting worse, we believe it is equally important to find ways to make the world better. That belief is the basis of our strategy and central to our vision of working towards a world free from malnutrition.

# Driven by evidence, focused on results

## A leader in global nutrition

For more than 30 years, Nutrition International has been a leader in improving the nutritional status, health and wellbeing of people living in vulnerable situations around the world, especially women, adolescent girls and children. We are at the forefront of the global nutrition effort, conducting cutting-edge research and delivering life-saving nutrition interventions, all while keeping the needs of those we serve — and the challenges they face — at the centre of all we do.

We work in more than 60 countries globally, generating data and evidence, supporting policy makers and institutions to make informed decisions, and working alongside governments as an expert ally to ensure their programs successfully deliver the right nutrition interventions at scale to those who need them. This includes our support for the procurement and distribution of the global supply of vitamin A, one of the greatest nutrition successes in history.<sup>3</sup>

From our headquarters in Ottawa, Canada, and our offices across Africa and Asia, we work with governments, global and regional institutions, and local civil society organizations to create impact-driven partnerships to solve complex nutrition and health challenges. This connected approach helps us ensure that no opportunity is missed when it comes to breaking down barriers between different sectors and successfully integrating nutrition into non-nutrition platforms.

We are driven by evidence, impact and a commitment to ending the injustice of malnutrition for all. Combining expertise and high-quality management, governance and capacity building, we strengthen local leadership and its ability to create meaningful change. And by applying a gender lens to our programs, projects and partnerships, we work to ensure that women and girls are empowered advocates for their own health and nutrition. Taken together, these actions generate sustainable impact at scale.

## Delivering cost-effective, high-impact nutrition interventions at scale

Whether we are called on by the African Union to develop a continental strategy for adolescent nutrition or by a subnational government to determine how to increase vitamin A coverage in hard-to-reach communities, our focus remains the same: delivering cost-effective, high-impact nutrition interventions at scale to those who need them.

### How do we do it?



We combine cutting-edge technical expertise and research abilities with high-quality governance and operational capability, allowing us to deliver the right interventions, the right way, at the right time. We use our research expertise to improve program design and quality, and we draw on our operational experience to identify new research opportunities. These combined strengths also allow us to integrate new technologies and innovations more efficiently and to bring evidence-backed interventions to scale as quickly as possible.



We serve as a bridge from evidence to action at scale, connecting decision makers with the context-specific tools and information they need to identify and prioritize the most effective actions that generate the greatest impact. We then work alongside them to design and deliver high-quality, cost-efficient programs, and to strengthen systems by reinforcing efforts to improve policy, planning, regulation and legislation.



We increase both the demand for and the supply of nutrition financing by engaging with global institutions, multilateral development banks, regional organizations, and national and subnational governments on technical, advocacy and political issues that affect nutrition and health.



We eliminate missed opportunities by embedding nutrition into existing platforms and investments while also seeking the optimal balance between scale and equity. This enables us to deliver the greatest impact for the lowest cost while also ensuring we support those who are most likely to be left behind.



We know that no single organization, government or group can solve all the issues driving malnutrition worldwide. That is why we work across siloes, borders and sectors to create the greatest good possible using the available resources.

Our unique combination of knowledge, experience and capacity help us identify barriers, suggest context-specific solutions, support country leadership and deliver results in resource-constrained systems, ensuring that every dollar we invest generates the maximum measurable impact.

## The results of our approach speak for themselves\*

**\$42**  
BILLION  
in future  
economic benefits\*\*

**45**  
MILLION  
IQ points gained  
among children

**34**  
MILLION  
cases of anaemia  
averted

**13**  
MILLION  
cases of stunting  
prevented since 2000

**7**  
MILLION  
deaths averted

**6**  
MILLION  
children have gained  
a year of education  
since 2018

**1**  
MILLION  
pregnancies with  
reduced risk of neural  
tube defects

**4**  
MILLION  
mental impairments  
averted



**In more than 60 countries,  
Nutrition International nourishes  
people to nourish life**

# Stories of impact

**We have reached more than one billion people globally with life-saving nutrition interventions**

Behind our numbers are real people whose lives have been changed by good nutrition. These stories showcase just some of our work and the impact it has had for individuals, families and communities around the world.



SCAN HERE to learn more about our stories of impact, or visit [NutritionIntl.org/stories](https://NutritionIntl.org/stories)



## Delivering vitamin A supplementation to hard-to-reach areas

When heavy rains flood dirt roads in the northwestern state of Jigawa, Nigeria, boxes of vitamin A capsules are strapped to the back of motorbikes to safely reach their destination and ensure children under five receive their twice-annual dose during maternal, newborn and child health weeks.



## Leading the way on multiple micronutrient supplementation implementation research

Multiple micronutrient supplementation (MMS) is just as effective for reducing maternal anaemia as weekly iron and folic acid supplementation (WIFAS), while also being more effective in improving birth outcomes. Nutrition International is leading implementation research on MMS in partnership with national governments to strengthen service delivery and promote a positive pregnancy experience through human-centred design. See MMS in action and follow along as we visit a basic health unit in Swabi, Pakistan.



## Turning strategic plans into sustainable programs

Nutrition International is supporting county governments in Kenya to unlock additional domestic resources to turn strategy into life-changing programs. Learn more about the power of partnership at the subnational level and how a mother-to-mother support group in Vihiga County is improving the lives of women and newborns.



## Pairing large-scale food fortification with social safety net programs in Bangladesh

Nutrition International is supporting the Government of Bangladesh to leverage two of the largest social safety net programs (SSNP) in the country to help ensure people at risk of micronutrient deficiencies are receiving fortified food. Follow along in photos as a family accesses fortified rice through an SSNP and see what this means for their daily diet.



## Supporting adolescent girls around the world with good nutrition

With good nutrition, we know she'll grow into it. WIFAS paired with nutrition education is critical to combating anaemia. Nutrition International partners with the African Union to improve support for adolescents and empower them to become advocates for their own health and nutrition. Watch what adolescent girls have to say when asked why nutrition matters to them.



## Challenging menstrual misconceptions to empower adolescent girls

A holistic approach to adolescent nutrition includes supporting menstrual health programming. When girls are informed and prepared to understand their growth and development from an early age, they're equipped to take those learnings into adulthood. Meet a grade 11 student in Uttar Pradesh, India, who demonstrates what it means to be a leader inside and outside of the classroom.

# The road to sustainable change

**2030 will be a milestone year that marks the end of both the revised World Health Assembly targets and the 2015 Sustainable Development Goals**

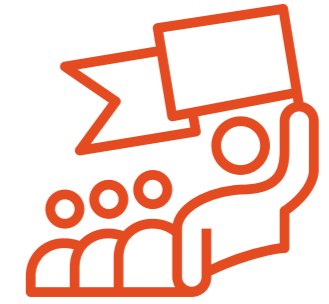
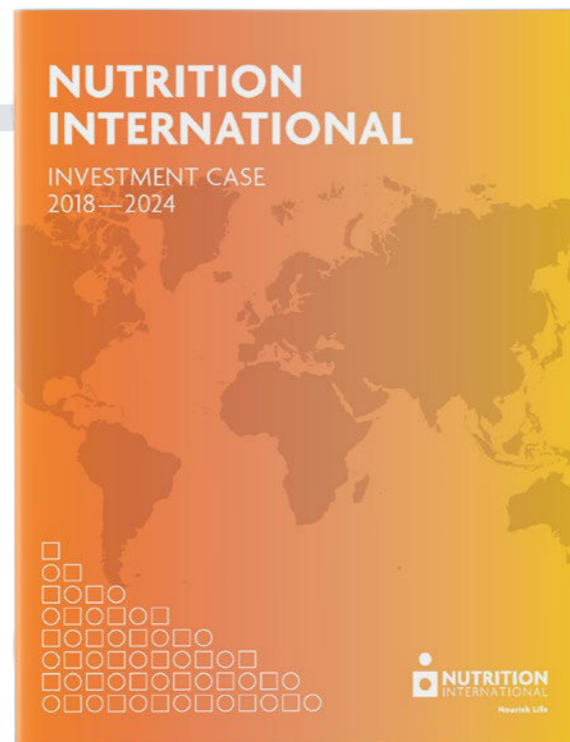
Nutrition is crucial to achieving nearly all of the global targets, but progress has been too slow and is currently off track. That's why Nutrition International is ramping up our efforts to accelerate progress towards those goals. This focus drives our strategy and planning.



## Investment Case 2018–2024

Our 2018 investment case was the first of its kind for a global nutrition organization. An ambitious, evidence-based proposal, it laid out a plan to save and improve the most lives for the least cost, while also building the capacity of countries to finance and lead their own fight against malnutrition.

That first investment case aimed to mobilize \$700 million to fund the scale-up of proven nutrition interventions, particularly for women, adolescent girls and children, and to accelerate progress towards the World Health Assembly nutrition targets and the Sustainable Development Goals.



## Our Investment Case 2025–2031

Our new investment case is a plan for building a better, more hopeful world for millions of people. With a funding goal of \$1 billion, it reinforces the foundational value of good nutrition, particularly in a world beset by challenges, by doubling down on what works: a focus on evidence-based, high-impact and cost-effective interventions that produce measurable results. It focuses on mothers and newborns, children under the age of five and adolescent girls. It breaks down silos, connects partners and platforms, and seeks to generate more funding for nutrition.

Our goal is simple: end malnutrition and break the cycle of poverty and inequality — and in doing so, save lives, improve health, strengthen health systems and generate significant, lasting social and economic benefits.

## Global challenges to nutrition

Over the last decade, multiple challenges have threatened to undermine global progress to date. Donor and country budgets are under heavy pressure and competing crises risk diluting our focus on the foundational importance of nutrition. Once again, it is those who can least afford it who will bear the greatest burden of this growing malnutrition crisis — if we don't respond together in a focused, connected and sustainable way.



Photo: Natalia Mroz



# By the numbers

With a funding goal of \$1 billion, our investment case aims to fundamentally reshape the global nutrition landscape by 2031

The nutrition programs in this investment case are efficient, cost-effective and evidence based. Drawing on our expertise and decades of operational experience, they leverage the relationships that we have built and the progress we have made to achieve the greatest measurable result for the world. The result is one of the highest returns of any development intervention: \$28 for each dollar invested — and millions of lives changed for the better.<sup>2</sup>

## HEALTH IMPACTS

**50 MILLION** cases of anaemia averted in adolescent girls, children, pregnant women and women of reproductive age

**4 MILLION** cases of stunting prevented among children under the age of five

**750 THOUSAND** child deaths averted

## HUMAN CAPITAL IMPACTS

**29 MILLION** children gain additional IQ points and an improved ability to learn

**4 MILLION** children receive at least one additional year of schooling



**1 MILLION** cases of non-communicable diseases (NCDs) averted\*

\*NCD estimates are based on effects over the lifetime of individuals and are derived from peer-reviewed modelling from other contexts. Global evidence on how specific interventions translate into impacts is still being developed, which increases uncertainty and requires more assumptions about NCD-related impacts.

## COST SAVINGS

**\$5 BILLION** healthcare costs to countries saved by preventing disability and disease



**\$2 BILLION** out-of-pocket expenses to individuals and families saved by preventing disability and disease



**\$7 BILLION** total healthcare costs saved

## ECONOMIC BENEFITS



**\$116 BILLION** in total economic benefits generated

**\$109 BILLION** economic value generated through improved health outcomes (averted death and disease)

**\$7 BILLION** healthcare costs saved by preventing disability and disease

## NUTRITION FUNDING

Countries increase domestic financing for nutrition and expand multi-sector nutrition programs



**\$1 BILLION** leveraged for nutrition

MDBs, philanthropies and institutional donors mobilize around a shared set of nutrition priorities and programs



Social protection programs invest in nutrition outcomes



Multilateral health funds embed nutrition into their investments



NOTE: All dollar values are Canadian dollars (CAD).

# Our work

## Securing the health and wellbeing of millions

We work across more than 60 countries, bridging the gap between evidence and action, and leading the charge against malnutrition at the local, regional and global levels. Two critical issues cut across our work: climate and gender equality. From building the resilience of programs and populations to climate change to using a gender lens to help address the root causes of inequality, climate and gender equality are central to our work to secure the health and wellbeing of millions for the present and the future.



### Climate

Climate change and climate-induced shocks are increasing the risk and repercussions of malnutrition for millions of people around the world. Changes in climate affect crop yields, food availability and concentrations of essential nutrients in staple crops like wheat and rice. Meanwhile, the effects of extreme heat, floods, droughts and similar events fall most heavily on those who are already at higher risk of malnutrition, such as women and girls.

Faced with more frequent and severe climate-related events, governments are forced to divert funding and attention away from preventative measures to reactive ones. The resulting disruptions to economic, health and social structures threaten to deepen existing inequalities and stall — or even reverse — global development and growth achieved over the last few decades.

A response to climate change needs to consider both food and nutrition insecurity, and nutrition interventions must consider climate vulnerability. To maximize the impact of our work on this global challenge, we apply the same guiding principles that drive all our efforts: reliance on evidence, focus on populations in vulnerable situations, and prioritization of cost-effectiveness and impact at scale.

From integrating innovative technology solutions — such as geospatial mapping, AI and digital decision-making tools — into the design and delivery of our nutrition interventions to helping build the resilience of populations and integrate nutrition-sensitive approaches into climate strategies, we will continue to include climate considerations in our nutrition work.

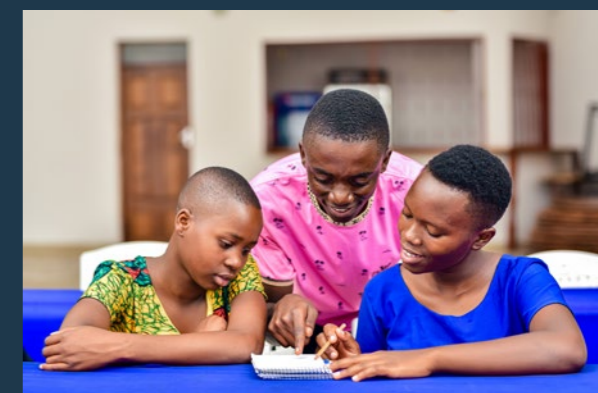


We put people and their needs at the centre of everything we do

### Gender equality

Access to good nutrition is a universal human right, and we believe that good nutrition and gender equality are mutually reinforcing: we can't improve nutrition without promoting gender equality, and better nutrition among women and adolescent girls will create conditions for greater gender equality.

That is why we put people — particularly women and adolescent girls — and their needs at the centre of everything we do. We promote and pursue gender equality through approaches that enable girls, boys, women and men to realize their agency, voice and power when it comes to their health and nutrition rights. We recognize the many individual and contextual factors that compound the inequalities brought on by gender equality and we use qualitative approaches to understand the perspectives of women and girls so that their voices, experiences and perspectives can guide our work.



Our approach brings more voices, ideas, opportunities and engagement to any discussion of nutrition — because without the participation of the people affected by malnutrition, ending it will not be possible.



# Ensuring mothers, children and adolescents get **the right start**

**The right nutrition at the right time is critical to our wellbeing, development and lifelong potential**



Photo: Natalia Mroz

Good nutrition is the critical ingredient that everyone needs to survive and thrive. Well-nourished women are healthier and more productive; they also have safer pregnancies and deliver healthier babies. Well-nourished infants and children have stronger immune systems, optimal brain development and improved cognitive ability, all of which ensures that children are ready and able to learn and succeed in school.

Adolescents with access to nutrition programs are both healthier and empowered with the knowledge, skills and confidence they need to make informed decisions about their health and their lives. Should they become mothers, they and their children are both more likely to be healthy.

Well-nourished populations can fuel growth and economic development, saving healthcare costs by preventing disease and disability, building human capital and increasing a country's capacity to contribute its own resources towards essential services, such as quality education and improved healthcare.

Taken together, these interventions are our greatest tool to break the intergenerational cycle of malnutrition, poverty and lost potential. That is why the right start is so crucial: it is an investment that makes so many things possible for individuals and their families, communities and countries — both now and in the future.



## The right start in life

Every child deserves the best start in life, and every woman deserves the safe and healthy start to motherhood only good nutrition can provide.

The right start requires good nutrition for mothers and their babies from the very beginning. Well-nourished mothers will have safer pregnancies and give birth to stronger, more resilient children. Newborns, infants and young children who get the good nutrition in the first 1,000 days — from conception to two years of age — are more likely to reach their full potential. This means stronger immune systems, improved brain development and greater physical growth — all of which are crucial for them to survive and thrive throughout their entire lives.

From anaemia prevention, screening and treatment for pregnant women to vitamin A supplementation (VAS) for infants and children under the age of two, we make the most of our world-class technical and operational capacity to identify and deliver at scale cost-effective interventions that guarantee the best outcomes for mothers, newborns, infants and young children.

## The right start to school

Good nutrition during a child's second 1,000 days — between the ages of two and five years — is the next critical stage of a child's growth and development. It prevents stunting, helps children build strong immune systems and supports their continued brain development and cognitive function.

With good nutrition, we can ensure their potential for learning isn't held back and they arrive at school ready to learn and grow. With stronger immune systems, children can use their energy to grow instead of fighting more frequent and serious bouts of infection and disease. With good growth and brain development, children are better equipped to learn and succeed in school, opening a world of opportunities.

This matters because children who are well-nourished learn more, and when they become adults, they earn more and are more productive.<sup>4</sup> They have more opportunities to escape poverty and build a better life for themselves and their families, establishing an ongoing cycle of health, economic growth and progress.

It all begins with nutrition. No matter how many textbooks we buy, teachers we train or schools we build, children will never reach their full potential if they are malnourished before they go to school.



## The right start to an empowered future

With good nutrition, adolescents are better able to attend and succeed in school, opening a lifetime of possibilities for themselves, their communities and their countries.

Adolescent girls are at particular risk of malnutrition. Due to a combination of biological, social and cultural factors, they are twice as likely to suffer from malnutrition as men and boys. Anaemia is particularly debilitating: it is the leading cause of disability among adolescent girls globally, reducing energy levels, impairing cognitive function and lowering physical capacity.<sup>5,6,7,8,9</sup>

Effective nutrition interventions — particularly weekly iron and folic acid supplementation (WIFAS) for reducing anaemia — can improve a girl's ability to learn and lead in school. And giving adolescents access to age- and stage-appropriate health and nutrition information programs can support their empowerment with the knowledge, skills, confidence and agency they need to make informed decisions about their own lives.

The benefits are lasting. Increased levels of education are directly linked to improved job prospects and increased lifetime earnings. Taken together, they can increase a woman's financial independence, agency and decision-making power throughout her life, creating more opportunities for herself, her family and her community.



## The right start for everyone

Breaking the cycle of malnutrition and achieving the greatest impact means reaching the right people at the right time — with the right interventions.

That's why we focus on pregnant women, newborns, infants, children and adolescents: each of these stages offers a window into a person's development and an opportunity to change their life for the better.

For more than 30 years we've been supporting the scale-up of proven, low-cost and high-impact nutrition interventions through government-run health systems. We work to integrate nutrition into existing platforms and sectors, such as social safety net programs and education, and we use our research and implementation expertise to ensure that millions of women and children get the right nutrition at the right time.

We believe that development is not done *to* people — it is done *with* them. That's why we work alongside the groups we serve to amplify their voices, reflect their priorities and support their needs. It's why we work with government partners, supporting them to cost, plan and move projects to scale, all of which help ensure local ownership and sustainability. And it's why we engage with stakeholders at all levels, from global norm-setting bodies to subnational governments, working with them to remove roadblocks to scale at every stage.

All of our work is driven by the same commitment: to help pregnant women have safer pregnancies and healthier babies, to give infants the chance to grow and build resilience to disease and infection, to provide children with the best chance of succeeding at school, and to empower adolescents in ways that expand their chances to learn, earn and reach their full potential. Because everyone deserves the right start in life.

**We believe that development is not done *to* people — it is done *with* them**

# Fortifying the future for all

## Delivering better nutrition at scale



Good nutrition is essential for many things: achieving optimal growth, maintaining health, building resilience, succeeding at school and earning more over a lifetime. But when people lack adequate access to essential vitamins and minerals at the right time — largely because of poor diets and limited access to nutritious foods — the impact can be devastating for individuals, families, communities and countries.

Large-scale food fortification is a proven, cost-effective method of improving the health of populations. Standard practice in most developed nations, it bridges dietary gaps in vitamin and mineral deficiencies by adding small amounts of vitamins and minerals to regularly consumed staples and condiments, enabling us to promote better nutritional outcomes and improve overall health and wealth for entire populations.



With these benefits in mind — and following evidence and guidance from global experts like the World Health Organization and our own world-class technical experts — Nutrition International has invested more than \$180 million over the past two decades to support governments and industry to build and operate the right systems to fortify staple foods sustainably. Our large-scale food fortification programs operate in nine countries across Africa and Asia, supporting the fortification of foods such as wheat flour, maize flour, rice and oil, and condiments like salt, with essential micronutrients, including iron, folic acid, zinc, vitamin A and iodine — and often more than one, depending on the needs of the population.

As a result of our programs, support and advocacy, four million cases of mental impairment have been averted since we first started our universal salt iodization programming. As we expand into new locations, explore new approaches and bring trusted interventions to scale, we will continue to offer effective, efficient ways of reaching increasing numbers of people with the micronutrients that they need to thrive.



## Taking a leading role in food fortification

Large-scale food fortification has the potential to benefit nearly half of the world's population, but with countries facing many important and conflicting priorities, it isn't always one of them. This can lead to a lack of capacity and resources within the industry, ineffective and weak regulation and enforcement, and limited consumer understanding of the benefits of fortified foods.

We're working to change that.

We advocate with decision makers, generate evidence and share findings with stakeholders to support strengthening the structures that guide food fortification, including policies, legislation and standards.

We also provide technical assistance to governments and industry partners to improve and sustain the production and availability of quality, adequately fortified foods, and we use existing market-based platforms and social safety net programs (SSNPs) to reach populations at scale.

Moving forward, we will continue to take a leading role in food fortification, working as a trusted ally to governments, a comprehensive technical partner and a global advocate.

### Trusted ally



We will continue to work hand-in-hand with governments and industry to scale up effective and efficient national and subnational programming through open markets and SSNPs. As part of this, we will continue to prioritize forging partnerships with local, regional and global governments and actors, and leveraging existing mechanisms and institutions to ensure our large-scale food fortification programs stay relevant in an ever-changing context.

### Technical partner



We will continue our rigorous research and development to identify and test solutions to key problems that are limiting the public health impact of large-scale food fortification. And through our global team of technical and implementation experts, we will provide our partners with quality, timely and coordinated technical assistance and capacity-building services.

### Global advocate



We will strengthen the global large-scale food fortification ecosystem by advocating for its prioritization and then helping to shape global guidance and practice. By maintaining and building upon our strategic collaborations with partners, we will also continue generating and disseminating global, regional and country-specific evidence to address knowledge gaps around food fortification.



# Leveraging evidence and innovation for greater impact

## Better data produces better results

New products, approaches and technologies do not arrive immediately ready to use at scale, and evidence-informed interventions and policy choices cannot be made in a vacuum. To be effective, efficient and tailored to specific contexts, they need a strong foundation of robust data, rigorous research, and extensive expertise and collaboration.

We provide that foundation.

Drawing on decades of experience and operational reach, we translate the promise of new and emerging evidence and technologies into context-specific approaches, products and services at scale. In collaboration with global and regional partners, governments and other groups, our experts provide decision makers with evidence to inform policy decisions and adapt global best practices into strong technical guidance that is customized to the challenges in their specific contexts.

## Translating data and evidence into better decisions

Decision makers need high-quality data and analysis to make policy and investment choices that create the greatest public good. Our experts generate and translate context-specific evidence to determine the real drivers of malnutrition. This includes using the latest data to build models that better predict the needs of programs or help pinpoint those living in vulnerable situations. Doing so enabling us to pre-position interventions and supplies and proactively increase the resiliency of people and programs rather than just responding to shocks after they happen.

We also use data and evidence to create strong technical guidance and evidence-informed policies and recommendations. This includes using combined analyses to determine the optimal mix of interventions to produce the greatest impact at the lowest cost.

The result is better and more reliable data and an improved ability to track results and respond with programmatic solutions faster and more accurately — all of which lead to increased efficiency, wider reach and greater impact.

## Creating context-specific approaches that reflect country needs

New technologies or approaches can't immediately be implemented in all contexts. Global guidance must be translated, tested and adapted to address the unique barriers and situations in specific contexts to ensure it has the greatest impact and reach.

We translate the promise of new and emerging evidence and technology into context-specific approaches that reflect country needs and are ready to be scaled up. We do this by testing their real-world effectiveness, identifying and overcoming bottlenecks to their implementation and scale-up, and guiding decision makers on allocating resources and shaping strategies and policies.

Bridging the gap between theory and practice helps ensure that development efforts not only yield the desired outcomes, but that they do so in the most efficient way possible, maximizing the impact of limited resources. Furthermore, involving local stakeholders helps build domestic capacity for program delivery and evaluation, fosters sustainability and self-reliance, and increases resilience to local changes and shocks — such as those resulting from pandemics or conflicts.

## Sharing knowledge and accelerating innovation

New technologies hold the promise of addressing and overcoming public health challenges — but only if they are effective, efficient and scalable.

To fully realize this potential, we act as both an accelerator and conduit, bringing problems to solution-makers, incentivizing innovators to address public health problems, and helping countries and sectors access solutions. We also encourage countries to come together to share real-world examples so they can learn from each other and avoid duplicating efforts.

By connecting innovative solutions to public health challenges — and building partnerships with local actors, research institutions and centres of excellence — we help rally innovators around the problems experienced by people living in vulnerable situations. This ensures that we are asking the right research questions and reducing the time it takes to get innovations to those who need them most.

## Bridging evidence and action at scale

Better data means better results, but harnessing the benefits of context-specific evidence — and unlocking the full potential of cutting-edge technologies and novel approaches — requires both technical expertise and operational reach. While many organizations have one or the other, we have decades of experience in both. We are learners, thinkers and doers, with on-the-ground expertise, world-class researchers and a global network of partners and experts. This enables us to bridge evidence and action at scale, identifying and pursuing the data, approaches and innovations that can deliver the greatest health impact for those who need it most.

# Serving as an expert ally across the development ecosystem

Around the world, multiple forms of malnutrition — including overweight, obesity, undernutrition and micronutrient deficiencies — are increasingly affecting countries, communities and individual households.

Although their causes and impacts differ, these forms of malnutrition have one thing in common: they are entirely preventable. This means that ending malnutrition is a choice: it's a political choice, an economic choice and a choice about the kind of world we want to build.

For decades, we have been supporting governments, institutions, multilateral development banks (MDBs) and donors by providing cutting-edge data, tailored modelling and other support they need to choose to end malnutrition and take the necessary action to achieve it.

## Putting governments in the driver's seat

Our approach and unique combination of capabilities drive global commitments to addressing malnutrition through budget advocacy, optimized investments, country plans and context-specific data that direct resources to where they can have the greatest potential impact. Most importantly, they put governments in the driver's seat, increase the availability of international funding for nutrition and ensure it aligns with national priorities — all while building domestic capacity, fostering ownership and encouraging domestic investment.

- **Modelling impact to increase commitments and improve decision-making.** We provide decision makers at the national and subnational levels with context-specific data and evidence that show not only the health and human capital impacts of investing in nutrition, but also the economic consequences of not doing so.
- **Costing and prioritizing solutions to make good nutrition fundable and sustainable.** We help governments unlock more domestic and international resources for nutrition by developing optimized plans that prioritize the best investments first — and then we work with them to bring those decisions to life. This includes building targeted investment cases and evidence-based, costed and context-specific nutrition action plans that prioritize delivering the greatest impact at the lowest cost.
- **Improving the policy environment for better nutrition.** We work alongside governments to provide long-term technical assistance and capacity development, helping create tailored policy options that enable them to advance their planning, prioritization, legislation and regulation efforts.
- **Strengthening nutrition governance.** We strengthen government capacity to coordinate nutrition across sectors, including planning, implementing and monitoring nutrition programs and their impact.

**Taken together, these steps create real change, transforming funding, policy and political will.**



## PLANNING FOR SUCCESS

### Strategic technical assistance to end stunting in Ethiopia

Nutrition International is supporting the Government of Ethiopia to plan, coordinate and implement the Seqota Declaration. Our consultants — embedded in the government over the long term — are using their expertise to help Ethiopia meet its commitment to end stunting and undernutrition among children under the age of two by 2030.



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to read the full story

## More money for nutrition, and more nutrition for the money

Alongside our approach to put governments in the driver's seat, we work horizontally across sectors and vertically through levels of government and financing bodies to connect investments with the enablers of improved nutrition. This lets us avoid the constraints, duplication and inefficiency of an externally-driven, projectized approach, enabling us to deliver more money for nutrition — and more nutrition for the money.

- **We secure commitments to address malnutrition by working at all levels to translate advocacy for nutrition into concrete and measurable impact.** As a partner to global norm-setting bodies, we support the creation and adaptation of nutrition policies and guidance. Our work with political and policy institutions at the regional and sub-regional levels helps raise awareness about the health and economic benefits of nutrition and build frameworks for results.
- **We work with donors and MDBs to design and deliver high-impact, value-for-money portfolios.** This helps banks make their portfolios nutrition-smart, leveraging investments in multiple sectors — such as education, agriculture, gender equality, health and economic development — to improve both nutrition and sector-specific results.
- **We take a no missed opportunities approach to public health.** Targeting a single issue in isolation, such as education, infectious diseases or immunization, among populations with high rates of malnutrition does not achieve the best outcomes per dollar spent. However, by identifying cost-effective opportunities for integrating nutrition with other issues, we can generate positive health and development outcomes that go beyond nutrition alone.

Ending malnutrition is possible, but in financially constrained environments, every dollar counts. By working across sectors and with governments rather than around them, we can transform the development ecosystem and maximize the impact of every dollar, achieving more effective and sustainable results.

# An ambitious plan for achieving global change

**Achieving the maximum measurable impact for the world**

The right start for mothers, children and adolescents. Stronger, more productive and more resilient populations and systems. An end to malnutrition and its intergenerational burden of poverty and missed opportunities.

All of this and more is possible. We can ensure better nutrition for those who need it, and in doing so, create better education outcomes for children and adolescents. We can foster greater agency among women, adolescents and girls so they can make informed choices for themselves, their households and their communities. We can improve growth at all levels.

Together, we can create a better future for millions of people, but bringing about global change requires substantial commitment in human and financial resources. That's why we are looking to raise \$1 billion to make the vision of this investment case a reality.

It's an ambitious number — and it is achievable. More importantly, it represents only a fraction of the value that we can generate and the difference we can make. With a return of \$28 for every dollar invested, the nutrition programs in this investment case are efficient and cost-effective, offering some of the highest returns of any development intervention.<sup>2</sup> Based on our expertise and years of operational experience, they leverage the relationships that we have built and the progress we have made, positioning them to make the maximum measurable impact for the world.



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# Our vision for a better world

Our investment case represents our vision for the world and how we know it can be. It is also our plan for getting there.

We can achieve that vision by doing what works: investing in nutrition, working with governments, pursuing evidence-based, context-specific programs, and demanding the most possible impact from every dollar invested.

It is possible to end poverty and build a better world that works for everyone, but it can't be done without ending malnutrition. It's how we break the cycle of poverty and inequality, strengthen health systems and improve overall health. It's how we can save lives and help current and future generations realize their full potential. It's how we can create hope and prosperity for the future, despite the challenges that we face today.

We're dedicated to driving that change and altering the trajectory of our world for the better — and we need your help.

Now is the time to act.

**Join us.**



Photo: Natalia Mroz



## Endnotes

- 1 Lopez de Romaña, D., Greig, A., Thompson, A., Arabi, M. (2021). Successful delivery of nutrition programs and the sustainable development goals. *Curr Opin Biotechnol*, 70 (Aug), 97–107. doi: 10.1016/j.copbio.2021.03.004
- 2 These numbers are derived from the Nutrition International investment case model, which forecasts the program coverage of nutrition-specific interventions for a given funding envelope and calculates the consequent health outcomes.
- 3 Vitamin A capsules are provided every year to eligible countries through an in-kind donation program implemented by Nutrition International and UNICEF, with support from the Government of Canada.
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