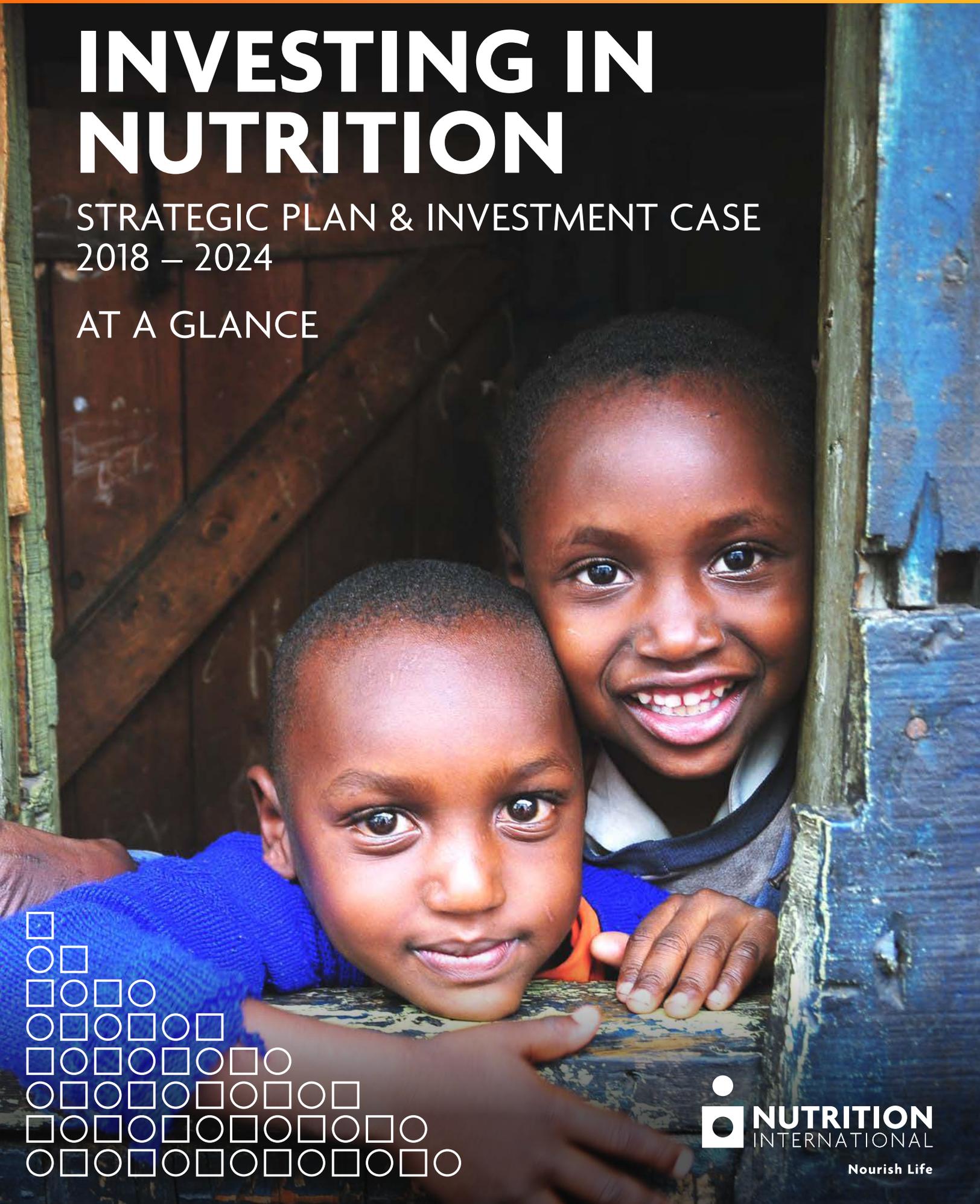


# INVESTING IN NUTRITION

STRATEGIC PLAN & INVESTMENT CASE  
2018 – 2024

AT A GLANCE



# NUTRITION: THE FOUNDATION FOR A BETTER WORLD

“At Nutrition International, we make a difference, because nutrition is the difference. It’s the difference between attending school and learning there. Between giving birth to a child and giving her life. It’s the difference between what could be and what never gets the chance. At Nutrition International, we nourish people to nourish life.”

*Joel Spicer, President and CEO,  
Nutrition International*



GOOD NUTRITION IS THE FOUNDATION FOR HUMAN DEVELOPMENT. It is the critical ingredient every one of us needs to survive and to thrive. Without it, the brain cannot develop fully, the body cannot grow properly, and the immune system cannot function effectively. Malnutrition is a tax on human potential that our world simply cannot afford.

Just as malnutrition creates often insurmountable barriers to human progress, proper nutrition can open a world of opportunity. The right nutrition at the right time builds the capacity to dream, it fuels the power to achieve, and it lays the foundation upon which to build a better world.

Well-nourished women are healthier; they also have safer pregnancies and deliver healthier babies. Well-nourished infants and children have stronger immune systems, which makes them more resistant to sickness and disease while improving their overall health, brain development, and human potential.

When adolescents are well-nourished, they are more likely to stay in school, learn more and succeed in their studies. This means they can get better jobs, increase their lifetime earnings, and make a greater contribution to the development of their family, community, and country.

Nutrition is essential for building human capital because a well-nourished, healthy and educated population is the foundational pre-requisite for growth and economic development. Healthy and productive people have more income, pay more taxes, and build a country's capacity to contribute its own resources towards essential services such as quality education and improved health care.

At Nutrition International we believe a better world is possible, but to build it we need to fundamentally change the way we approach development. We need to break down silos, disrupt the status quo, and focus more on how to reach vulnerable people with interventions that work. We need to put the people we serve – and the challenges they face – at the centre of all we do. We must build partnerships and approaches that address those issues, and we have to scale up investment. In essence, *we need to do development differently.*

# OUR APPROACH

A close-up photograph of a woman with a warm smile, wearing a vibrant, multi-colored headscarf with a red beaded headband. She is holding a young child with dark hair and a red top. The background is softly blurred, showing other people, suggesting a community setting. The overall mood is positive and human.

» While malnutrition affects 1 out of 3 people on the planet in some form or another, its impacts are particularly heavy on women and girls.



NUTRITION INTERNATIONAL IS A GLOBAL NUTRITION ORGANIZATION. For 25 years, we have focused on delivering low-cost, high-impact, nutrition interventions to people in need. Working alongside governments as an expert ally, we combine deep technical expertise with a flexible approach, increasing impact without increasing complexity or cost. We serve as a force multiplier across the development ecosystem, using our unique combination of capabilities to help countries overcome barriers to scaling up nutrition, domestic resource mobilization as well as local government capacity and ownership.

Many development activities are siloed by competitive institutional mandates, the availability of financing, donor preferences or sectoral boundaries – rather than driven by the best interests of the people they are meant to serve. NI seeks to break these silos in pursuit of a “no missed opportunities approach.” We do this by using nutrition as a pathfinder, by adding value through packages and double-duty actions rather than single interventions, and by welding nutrition onto other platforms and sectors where it is missing.

While malnutrition affects 1 out of 3 people on the planet in some form or another, its impacts are particularly heavy on women and girls. A focus on gender that seeks to address this disproportionate burden and its root causes underpins our approach. Better nutrition, particularly for women and girls, is a critical element in the drive for gender equality, women’s empowerment, and the achievement of the Sustainable Development Goals.

At Nutrition International we don’t just fight *on behalf* of the people we serve, as if they were a passive, powerless force. We work *with* communities, empowering them to make better choices for themselves and their families, and to have louder voices so they can change “the way things are” into “the way things used to be.”

Woven into the fabric of our approach are the passion and drive of our global team of over 400 people. Nutrition International is exceptional because of the quality, creativity, and skill of our people and their focus on action, results, and scale. From modest beginnings as a specialized Canadian initiative, we have become a global nutrition organization, with world-class technical expertise, cost-effectiveness and global influence. We are at an important moment in our evolution and growth – with a new strategy and investment case – but our purpose remains unchanged: *we exist to do the greatest good for the people we serve.*

# OUR GLOBAL STRATEGY

» Nutrition International reaches vulnerable populations that are not otherwise reached by nutrition interventions.



OUR VISION IS WORLD WHERE EVERYONE, EVERYWHERE, IS FREE FROM MALNUTRITION AND ABLE TO REACH THEIR FULL POTENTIAL. By 2030, Nutrition International intends to transform the lives of 1 billion vulnerable people – especially women, adolescent girls and children – by improving their nutritional status. To achieve our goal, we will implement two six-year strategies.

Building upon our core strengths, Nutrition International will concentrate on 10 high-priority countries, while maintaining programming and technical assistance in over 50 others.

We will prioritize newborns and children under five, adolescent girls and pregnant women, and hard-to-reach populations. In addition to our low-cost, high-impact interventions, we will focus on new and innovative delivery platforms, including nutrition-sensitive platforms, as well as non-traditional partners, including the private sector and industry associations.

## METHOD

Nutrition International aims to be a global leader in finding and scaling solutions to malnutrition through coverage, leverage and influence, while mainstreaming gender equality throughout. Nutrition International delivers impact through **coverage** by delivering low-cost, high-impact interventions; **leverage** by utilizing new delivery platforms, innovative technology and financing; and **influence** through research, advocacy and knowledge dissemination. The interlocking nature of these three strategic components, guided by the cross-cutting goal of promoting **gender equality and women's empowerment**, is a new way of characterizing the impact that we seek to achieve.

### COVERAGE OBJECTIVE

**To scale up the delivery of low-cost, high-impact nutrition interventions, prioritizing adolescent girls, pregnant women and newborns, and children under five.** Through direct, large-scale programming – often delivered through existing government and market platforms – Nutrition International delivers cost-effective, evidence-based programs that maximize reach and optimize the use of scarce resources.

### LEVERAGE OBJECTIVE

**To integrate nutrition across sectors, strengthen local ownership and develop innovative approaches to scale.** By leveraging existing platforms, technological innovation and innovative financing models, Nutrition



International reaches vulnerable populations that are not otherwise reached by nutrition interventions.

#### INFLUENCE OBJECTIVE

**To combine research, technical assistance, advocacy, and partnerships to improve policies, programs, and to increase resources for nutrition.** By making early investments, piloting new interventions, bringing them to scale and ultimately handing over program responsibility to individual countries, Nutrition International acts as a world-class centre of technical excellence and a global expert. By working alongside national, sub-national and local governments, we provide and build the technical capacity to design, deliver and track multi-sectoral nutrition programs before channeling the knowledge gained to global partners and other governments.

#### GENDER OBJECTIVES

**To mainstream gender equality throughout Nutrition International and promote gender equality and women and girls' empowerment around the globe.** By bringing a gender lens directly into our projects and the program cycle of all our business models, programs and partnerships, Nutrition International aims to empower women and girls to be advocates for their own health and nutrition.

#### BUSINESS MODELS

Nutrition International deploys several business models to reach the right people with the right support at the right time in their lives. We have looked at what works and what doesn't, and we have designed our programs to break down silos and avoid missed opportunities; to build local capability

and expertise and increase domestic resources; and to reach the greatest number of people at the least cost.

**The Right Start Initiative** accelerates the scaling up of a comprehensive package of nutrition interventions to improve the nutrition status of at least 100 million infants, young children, adolescent girls, women, and pregnant women in nine high burden countries in Asia and Africa. Over the past three years, Right Start has reached millions of people with lifesaving interventions, pioneered interventions for adolescent girls, and established partnerships between the local ministries of health and education.

**Nutrition Leverage and Influence for Transformation (NLIFT)** integrates nutrition into existing non-nutrition platforms, leveraging established approaches to increase the reach of nutrition interventions without increasing complexity or cost. In the last three years, NLIFT has leveraged an estimated \$20 million in cash and in-kind contributions while integrating nutrition into health, education, and sexual and reproductive health programs.

**Nutrition Technical Assistance Mechanism (NTEAM)** is a global hub of expertise that provides targeted technical assistance to governments and multilateral agencies, particularly for the planning, budgeting, delivery, monitoring and evaluation of nutrition programs, in order to strengthen programmatic delivery capacity within countries. NTEAM is among the largest supplier of technical support to countries in the Scaling Up Nutrition (SUN) Movement including the SUN Movement Secretariat itself.



# OUR INVESTMENT CASE

» Malnutrition remains one of the most persistent barriers to improved prosperity, growth and human development.

OVER THE PAST 25 YEARS, NUTRITION INTERNATIONAL HAS MOBILIZED \$1 BILLION IN THE FIGHT AGAINST MALNUTRITION; nearly one-third of that in the last five years. For the six-year cycle starting in 2018, we are seeking \$700 million to scale up our operations, impact, and support to countries.

To maximize every dollar, we tested a series of investment options across interventions and geographies using a customized model – validated by Johns Hopkins University – that combined the best impact estimates available with our own cost data for each nutrition intervention.

The result is a bold, evidence-based investment case designed to save and improve the most lives in Asia and Africa at the least cost, while building the capacity of countries to finance and lead their own fight against malnutrition. This is the first investment case of its kind by a global nutrition organization focused on advancing the Sustainable Development Goals and driving human capital impacts.

## HEALTH IMPACTS

Malnutrition remains one of the most persistent barriers to improved prosperity, growth and human development, limiting the ability of generation after generation to grow, learn and earn to their full potential.

Fully funded, in the next six years Nutrition International will:

**Save the lives of 1.2 million children.** Most of the 5.5 million child deaths that occur each year are preventable. By continuing to be a global leader in vitamin A supplementation and expanding zinc/oral rehydration salt treatment for diarrhoea at scale, Nutrition International programs will help save the lives of 1.2 million children.

**Avert 60 million cases of anaemia.** Anaemia is the number one cause of disability among adolescent girls and it decreases educational performance, work productivity, and resistance to illness for significant portions of the world's population. By fortifying staple foods, providing iron and folic acid supplementation to pregnant women, multiple micronutrient powders to children and pioneering weekly iron and folic acid supplementation for adolescent girls, Nutrition International programs will help avert 60 million cases of anaemia.



**Prevent 4.4 million cases of stunting.** Stunting is a life sentence that leads to poor cognitive and educational outcomes, reduces lifetime earnings, and impacts workforce productivity. Through vitamin A supplementation and iron and folic acid supplementation, Nutrition International programs will help prevent 4.4 million cases of stunting.

**Avert 1 million mental impairments.** Iodine deficiency in pregnant women is a significant cause of mental impairments in newborns, preventing these children from realizing their full potential. By increasing access to iodized salt globally, Nutrition International programs will help avert 1 million cases of permanent mental impairment in newborns.

**Prevent 400,000 cases of low birth weight.** Low birth weight is a leading cause of neonatal deaths and a contributing factor to stunting. By scaling up iron and folic acid supplementation and nutrition education for pregnant women, Nutrition International programs will help prevent 400,000 cases of low birth weight.

**Avert 10,000 neural tube defects.** Folic acid deficiency is a major contributor to neural tube defects, which have a devastating impact on babies and their families. By fortifying staple foods, Nutrition International programs will help avert 10,000 neural tube defects.

## HUMAN CAPITAL IMPACTS

Nutrition is essential for building human capital, allowing children to learn better and stay in school longer, get better jobs, increase their lifetime earnings, and make a greater contribution to the development of their family, community, and country.

Fully funded, in the next six years Nutrition International will:

**Increase the cognitive potential of children by 85 million IQ points.** Ten million children who would otherwise have below-normal intelligence will gain an average of 8.5 IQ points each, allowing them to achieve their full potential. Through access to iodized salt, exclusive breastfeeding, and reductions in stunting, Nutrition International programs will help increase the cognitive development of over 10 million children.

**Achieve an additional year of schooling for 10 million children.** The same children will also gain an extra year of education, increasing their independence and ability to earn. Through access to iodized salt, exclusive breastfeeding, and with reductions in stunting, Nutrition International programs will help over 10 million children gain an additional year of schooling.

**Generate an additional \$54 billion in economic benefits.** Productivity that would otherwise have been lost through death or disability and health system cost-savings will result in an additional \$54 billion in economic benefits.

## READ MORE...

For more details on our data and models, please see our 2018-2024 global strategy and investment case at [www.NutritionIntl.org/strategy](http://www.NutritionIntl.org/strategy). More information about Nutrition International can be found at [www.NutritionIntl.org](http://www.NutritionIntl.org).



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