



# A MISSION TO DELIVER NUTRITION

2020 ANNUAL  
REPORT



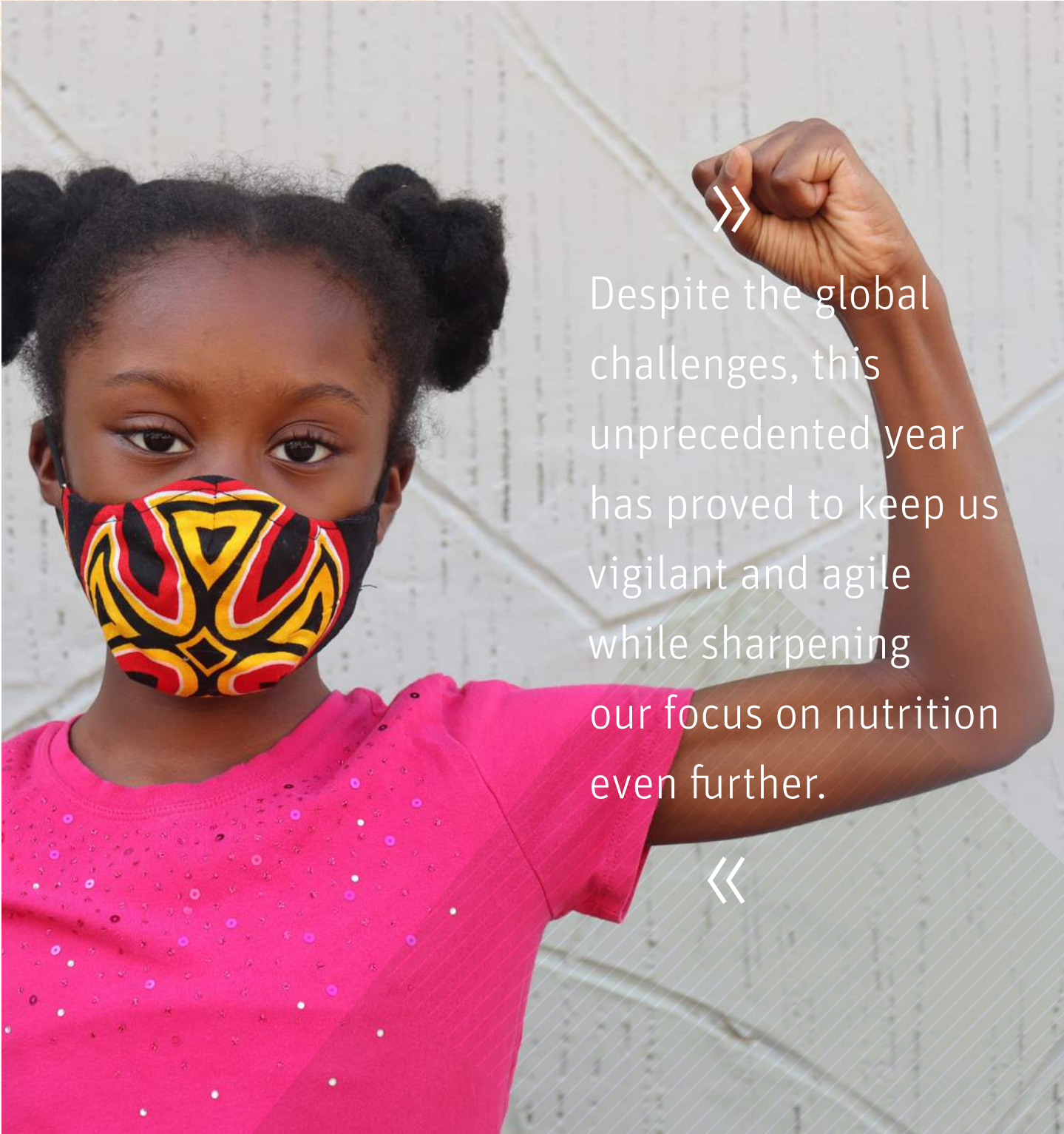




# A MISSION TO DELIVER NUTRITION

2020 ANNUAL  
REPORT

# EDITORIAL



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## DEAR COLLEAGUES

2020 has made a prominent mark in history with the outbreak of COVID-19, the increased effects of climate change and global social unrest. The pandemic's ripple effect has also caused a downturn in the economy and disruptions to food, health and social protection systems – which, in turn, will increase the risk of all forms of malnutrition. Despite the global challenges, this unprecedented year has proved to keep us vigilant and agile while sharpening our focus on nutrition even further.

Across the world, children and families were affected by lockdowns and unable to access nutritious foods or school meal services due to school closures. Here at *Sight and Life*, together with our partners, we responded and delivered over 155,200 nutrient-rich meals to children and families in Rwanda and South Africa. In India, we provided nutritious food to over 1,500 children with moderate acute malnutrition in 75 villages located in Uttar Pradesh. We have a tremendous amount of work ahead of us to mitigate the effects of the pandemic as it drives more people into poverty.

Early in the year, we released a two-part blog series, *The Role of Nutrition in the Immune System*, that explains both the importance of micronutrients and the science behind their role in helping the immune response system to operate at its full potential. We also published 'Consumer Insights', the latest issue of our *Sight and Life* magazine, which explores consumer insights to help better understand how people think and how their emotions and experiences impact their choice of products and services. This issue shares examples of how consumer insight research has been applied to improve products and services, and also to help build successful social and behavior change communication and social marketing campaigns.

Our unwavering advocacy and work on multiple micronutrient supplementation (MMS) continued. To this end, we released the *Sight and Life* Special Report: *Focusing on Multiple Micronutrient Supplements in Pregnancy*, which compiles and curates the latest evidence, experience from the field and resources for the scale-up of MMS. It is a powerful resource for decision-makers and implementers to advance the MMS agenda.

Our egg hub business model has proven to be successful, having reached the production of 3.5 million eggs annually. As a result of hitting this milestone, the pilot project has now entered a new phase and secured additional funding to further our work. Additionally, we officially established a *Sight and Life* country office in Rwanda, allowing us to achieve more locally.

Most importantly, this landmark year showed us that if we all work together towards one common goal, we can accomplish more. Let's all work together to end malnutrition for all.

Sincerely yours,



Dr Klaus Kraemer, Managing Director, *Sight and Life*



# LEADERSHIP TEAM



**KLAUS KRAEMER**  
Managing Director



**KALPANA BEESABATHUNI**  
Global Lead, Technology and Entrepreneurship



**BREDA GAVIN-SMITH**  
Global Public Health Nutrition Manager



Nutrition is life-changing – what you feed a child in the first 1,000 days of life has an unbelievable impact on its development and future potential. We can still do better and so much more; new systems thinking is urgently required.



# TEAM MEMBERS



**DANIEL AMANQUAH**

Food Fortification Specialist



**MADHAVIKA BAJORIA**

Manager, Nutrition Integration



**PAVITHRA BALASUBRAMANIAN**

Executive Assistant



**CHIARA FERRABOSCHI**

Nutrition Intern



**ELVIS GAKUBA**

Program Manager



**PRIYANKA KUMARI**

Program Coordinator



**SRUJITH LINGALA**

Manager, Technology and Entrepreneurship



**NOLA MARTIN**

Communications Consultant



**VESTINE NYIRAHABIMANA**

Method and Evaluation Specialist



**REBECCA OLSON**

Nutrition Consultant



**LAURA PRESTEL**

Global Coordinator



**PUJA PEYDEN TSHERING**

Consumer Insight Specialist





**KESSO GABRIELLE VAN ZUTPHEN**  
Knowledge and Research Manager



**KRIS WOLTERING**  
Nutrition Intern



**MARIA-LUISA ZEMP**  
Executive Assistant



*Sight and Life* offers the ideal platform of knowledge and tools with a large credible network to harness the power of cross-sectoral implementation in nutrition. We accelerate exchange of ideas and collaborations to advance social innovations that fight ‘hidden hunger’.



# BOARD MEMBERS



**EILEEN KENNEDY**

Chair of the Board, Tufts University, former dean Friedman School of Nutrition Science and Policy, Board Member since 2018



**BENEDIKT SUTER**

General Counsel at DSM, Board Member since 2015



**EMORN UDOMKESMALEE**

Senior Advisor, Associate Professor at the Institute of Nutrition, Mahidol University, Board Member since 2015



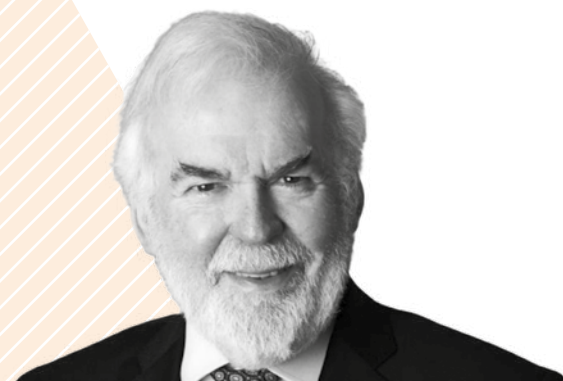
**FOKKO WIENTJES**

Vice President of Nutrition and Emerging Markets at DSM, Board Member since 2016



**MAURICIO ADADE**

President of Latin America and Global Malnutrition Partnerships at DSM, Board Member since 2018



**TOM ARNOLD**

Ireland's Special Envoy on Food Systems Board Member since 2018







# OUR VISION

A world free from malnutrition.

# OUR MISSION

To innovate in nutrition towards eradicating malnutrition in women of childbearing age and their children and to improve the lives of the world's most vulnerable populations.

# OUR VALUES

## SCIENCE, PURPOSE AND (COM)PASSION

We are curious, open-minded and guided by the discipline of science in our search for insight and answers. But that pursuit is driven by purpose and passion, fueled by our pragmatic aspiration and relentless focus to translate the best available evidence and knowledge into improved nutrition and fulfilled human potential. We strive to do that with agility, effectiveness and optimism, mindful of malnutrition's fierce urgency and its burden on humanity.

## INTEGRITY AND EXCELLENCE

We work with trust and transparency. Based on our unflinching commitment to high ethical and quality standards, we have earned support from individuals and organizations.

## LEADERSHIP AND INNOVATION

Turning the vision of a world free from malnutrition into reality requires a sense of possibility, courage and a willingness to challenge the status quo. We seek to nurture novel ideas and approaches, wherever they emerge from, and to be a catalyst in their pathway to scalability, sustainability and impact.

## COLLABORATION AND INTERDISCIPLINARITY

It takes a global village to create a world where all children are well-nourished and thriving. Our strength lies in the diversity of experiences and skills within our team and across our partners, all working together towards that common goal. We believe that effective collaboration to advance nutrition is firmly rooted in mutual trust.

## CONTINUOUS IMPROVEMENT AND HUMILITY

The immensity and complexity of the challenge before us demand that we stay humble and hungry, never resting on the laurels of any achievement or lesson learned. We bring a passionate curiosity and reflection to our work to continuously build on what we have learned from our experiences. Even as we make progress and gain insight into our endeavors, we will keep our eyes on the much greater prize – a world free from malnutrition.



# OUR STRATEGY

DEVELOPING  
VIABLE BUSINESS  
MODELS



BUILDING  
PUBLIC-PRIVATE  
PARTNERSHIPS



Consumers



Public Sector



Private Sector



TRANSLATING  
NUTRITION SCIENCE





With decades of experience at the convergence of the public and private sectors, we are ideally positioned to catalyze innovative and much-needed collective action in nutrition. By leveraging the strengths and capacities of both industry and public-sector partners to address societal nutrition goals, we will deliver value to food- and nutrition-insecure populations, aiming to serve as a model for future cross-sector cooperation and impact.

*Sight and Life's* refreshed strategy will deliver unique value to the nutrition community and food- and nutrition-insecure populations by focusing our work in the following three areas:

1



**TRANSLATING NUTRITION SCIENCE** so that programs, policies and participants are informed and effective. *Sight and Life* creates and translates science through technical assistance and communications tools such as *Sight and Life* magazine, presentations and journal articles.

2



**BUILDING PUBLIC-PRIVATE PARTNERSHIPS**, an underutilized mechanism in nutrition, which can accelerate the private sector's engagement and maximize the impact of both the private and the public sector. *Sight and Life* has a history of creating and supporting successful public-private partnerships and facilitating policy conversations.

3



**DEVELOPING VIABLE BUSINESS MODELS** that are profitable or sustainably subsidized and increase the availability and desirability of nutritious foods. Using consumer insights and unique approaches to both demand and supply, *Sight and Life* creates business models that will be viable in the long run.

# KEY AREAS OF WORK



## COVID-19

**LOCATION:** Rwanda,  
South Africa and India

**START DATE:** 2020

**END DATE:** Ongoing

**PARTNER/FUNDER:**

Bambanani, Africa Improved Foods  
and Sizanani Mzansi



### END HUNGER DURING COVID-19

With the help of partners such as Bambanani, Africa Improved Foods and Sizanani Mzansi, the *Sight and Life* team delivered nutritious food to children and families affected by the pandemic in Rwanda, South Africa and India.

**INDIA:** Together with Kutumb, we provided nutritious food to over 1,500 children with moderate acute malnutrition in 75 villages located in Uttar Pradesh. We teamed up with the Aahwahan Foundation in Bangalore and delivered 15-day grocery kits with staples and fortified kernels to migrant workers and their families. These top-up kits ensured nutritional needs were met beyond just filling stomachs. In Delhi, monthly ration kits made it to 200 daily-wage households. The kits contain additional essential supplies such as oil for cooking, grains, lentils and an egg for a family of four to help ease the pain of many in unfortunate situations.

**RWANDA:** We delivered over 80,000 meals of Super Cereal, a porridge rich in protein and micronutrients, to over 600 vulnerable households in Gasabo and Kicukiro in Kigali with the support of Africa Improved Foods.

**SOUTH AFRICA:** *Sight and Life* teamed up with long-time partner Bambanani, a humanitarian organization based in Phalaborwa, Limpopo, South Africa, to deliver fortified food to children affected by school closings. We provided 6 weeks' worth of Level Up, a daily breakfast cereal enriched with vitamins and minerals, to 600 South African children and their families through the Bambanani network of schools.

*Sight and Life* has also distributed over 50,000 servings of Level Up to home-based care centers, nursing homes and schools in partnership with Savanna Trust.

1,500 CHILDREN 75 VILLAGES

155,200 MEALS 600 HOUSEHOLDS



**LOCATION:** Bangladesh, Burkina Faso, Ethiopia, Haiti, Madagascar, South Africa and Tanzania.

**START DATE:** 2018

**END DATE:** Ongoing

**PARTNER/FUNDER:**

Bill & Melinda Gates Foundation, Children's Investment Fund Foundation (CIFF), Social Marketing Company, UNICEF and Johns Hopkins Bloomberg School of Public Health



The Healthy Mothers, Healthy Babies Accelerator led by the Micronutrient Forum, of which *Sight and Life* is a member, and Kirk Humanitarian gathered thought leaders and researchers to discuss MMS.



A 'green star' pharmacy in Bangladesh through which an MMS product will be retail, as part of the sustainable business model.



*Sight and Life* team members meeting up with a group of young Bangladeshi mothers to understand their perceptions on supplementation during pregnancy and to map their customer experience journey.

## MULTIPLE MICRONUTRIENT SUPPLEMENTATION

### MULTIPLE MICRONUTRIENT SUPPLEMENTS (MMS)

Nutritional deficiencies in pregnancy can lead to low birth weight, while insufficient folate status in the periconceptional period increases the risk of neural tube defects and other adverse outcomes. Multiple micronutrient supplementation can offset these deficiencies and improve birth outcomes. *Sight and Life* continues to champion the scale-up of MMS interventions for at-risk population groups. As a recognized leader, we continued implementing research and programs while leading purpose-driven global advocacy for MMS throughout 2020.

**ADVOCACY:** *Sight and Life* participated in the MMS Stakeholder Consultation sponsored by Kirk Humanitarian. In Washington DC, 43 stakeholders from 27 organizations ranging from foundations, academic institutions, implementing organizations, the private sector, government and nongovernmental organizations convened to identify, inform, align and accelerate activity on multiple micronutrient supplementation for pregnant women. With our partners, we convened joint global advocacy events such as a Devex webinar hosted by DSM and also published several sponsored op-eds. In South Africa, *Sight and Life* conducted policy and programmatic analysis to identify interventions that have the potential to bring about the re-introduction of MMS in the country.

**RESEARCH AND PROGRAMS:** *Sight and Life* and UNICEF, along with senior government officials from Bangladesh, Burkina Faso, Madagascar and Tanzania, launched a project to improve maternal and pregnancy outcomes in Ethiopia. In 2020, *Sight and Life* supported UNICEF with demonstration pilots in the four countries by means of situation analysis of production and procurement as well as formative research on utilization and adherence.

We conducted a peer-reviewed, 12-country study to establish frameworks for the procurement and production of high-quality, affordable MMS. In partnership with Vitamin Angels, we developed social and behavior change communication intervention strategies for pilot in Haiti.

In 2020, together with CIFF, GAIN and the Social Marketing Company, we developed the first-ever sustainable business model for scaling up MMS through pharmacy networks in Bangladesh. As the knowledge partner, *Sight and Life* played a key role in developing the product delivery, business model and consumer insights.

**LOCATION:** New York**START DATE:** 2017**END DATE:** Ongoing**FUNDER:** New York Academy of Sciences (NYAS) and Bill & Melinda Gates Foundation**MULTIPLE MICRONUTRIENT SUPPLEMENT (MMS) TECHNICAL ADVISORY GROUP (TAG)**

With funding from the Bill & Melinda Gates Foundation, the NYAS formed an MMS TAG with several organizations including UNICEF, Johns Hopkins University, Nutrition International, icddr, Vitamin Angels and *Sight and Life*. In 2020, *Sight and Life* focused on the development and dissemination of a roadmap to guide countries considering MMS implementation.

**LOCATION:** Bangladesh**START DATE:** 2018**END DATE:** 2021**PARTNER/FUNDER:**

Johns Hopkins Bloomberg School of Public Health and  
Bill & Melinda Gates Foundation

**JIVITA-5 ADOLESCENT SUPPLEMENTATION TRIAL**

Maternal micronutrient deficiency is a public health problem in rural Bangladesh, with young married women experiencing their first pregnancy at high risk of multiple micronutrient deficiencies. Through *Sight and Life's* partnership with Johns Hopkins Bloomberg School of Public Health, the JiVitA-5 trial will evaluate the effects of daily preconception multiple micronutrient supplements (MMS) versus placebo on pregnancy outcomes, including mortality, low birth weight and small for gestational age. *Sight and Life* supported the local production of MMS and placebo tablets through Bangladeshi company Beximco. In November 2020, the final data collection date for primary outcome measure was completed and the study is due to be published in May 2021.

**LOCATION:** Rwanda**START DATE:** 2017**END DATE:** Ongoing**PARTNER:** University of Rwanda, Department of Nutrition, School of Public Health; Department of Physiological Chemistry, Faculty of Chemistry, University of Vienna

In 2020, *Sight and Life* was officially established as an international nongovernmental organization in Kigali, Rwanda.

**RWANDA NUTRITION INITIATIVE****RWANDA COMPLEMENTARY FOODS**

The Rwanda Nutrition Initiative supports the implementation of the food fortification regulations in Rwanda. This includes capacity building, technical support and broader partnership engagement across the food chain. *Sight and Life* also works with the National Early Childhood Development Program (NECDP) in Rwanda with the aim of improving nutrition for women and children, by providing links with the food value chain and identifying and supporting new knowledge and product development in the area of affordable nutritious foods. The assessment of complementary foods purchased in the Rwandan market revealed high mycotoxin, microbiological and pesticide contamination, in addition to significant deviations of nutrient contents from international standards.

In 2020, *Sight and Life* collaborated with the Rwanda Food and Drugs Authority (FDA) to provide technical guidance in terms of regulation and guidelines for selected food vehicles (maize flour, wheat flour, sugar, cooking oil and salt). We also helped to train Rwanda FDA staff and industries, created public awareness, supplied testing equipment, facilitated the supply of premixes and initiated the piloting stage to ensure the success of the fortification initiative.

**LOCATION:** Rwanda**START DATE:** May 2016**END DATE:** Ongoing**PARTNER/FUNDER:**

DSM, International Finance Corporation (IFC), Department for International Development (DFID) and Dutch Entrepreneurial Development Bank (FMO)

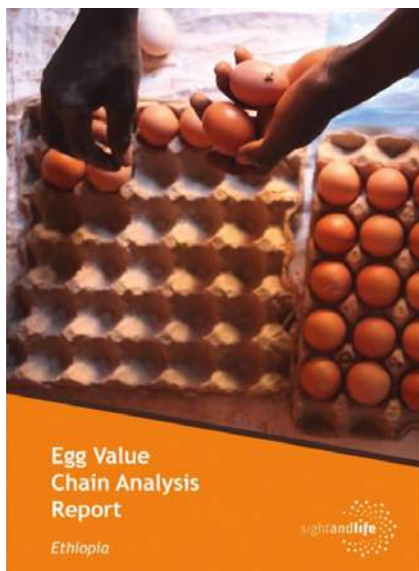
**AFRICA IMPROVED FOODS (AIF)**

*Sight and Life* is helping AIF to succeed in its mission in Rwanda and East Africa, and also to develop a replicable model for other countries and regions. It is supporting AIF to: address challenges and opportunities in supply, portfolio strategy, demand generation and the enabling environment; articulate and pursue key research questions and develop a framework for regional suppliers of fortified foods; design incremental fundable scopes; and qualify and pursue opportunities. *Sight and Life* is also using its value chain technical expertise to provide AIF with support on business models for nutritious food and monitoring and evaluation.

**LOCATION:** Indonesia, Latin America, Malawi, Ethiopia and India  
**START DATE:** 2016  
**END DATE:** Ongoing  
**PARTNER/FUNDER:** DSM, CIFF, World Vision Indonesia, the Dioraphte Foundation and JP Morgan



Packaging for the Porridge for Mama product was designed by *Sight and Life* for consumers in India.



Egg Value Chain Analysis Report on the assessment and case study analysis of innovative poultry business models in Ethiopia.

## EGG INITIATIVES

### EGGCITING INNOVATIONS

It began as a pilot project to make eggs available and affordable to low-income households by supporting the introduction of innovative poultry business models, and now 3.5 million eggs are produced annually through the egg hub, a proven and sustainable project. In 2020, we piloted new innovations in egg production and egg-based products, models, tools and approaches to address protein and micronutrient malnutrition during pregnancy, infancy and adolescence in Ethiopia, India, Indonesia, Latin America and Malawi.

In 2020, *Sight and Life* also worked with JP Morgan Code for Good and developed an innovative technology solution for data visualization for [eggshub.org](http://eggshub.org). Kalpana Beesabathuni, Global Lead, Technology and Entrepreneurship, joined the International Egg Nutrition Centre (IENC) Global Egg Nutrition Expert Group.

**LATIN AMERICA:** DSM adapted the egg hub business model in Latin America, moving the innovation forward.

**MALAWI:** *Sight and Life's* first impact investment project aims to support smallholder poultry farmers to achieve commercial scale. A portion of the funding was given as a loan by the Dioraphte Foundation and repayment of the loan is expected by 2021. In 2020, *Sight and Life*, in collaboration with Maeve and Lenziemill (local feed mill company), piloted an egg hub model and supported smallholder poultry farmers to achieve commercial-scale efficiency by providing farm inputs, market support and training.

**INDONESIA:** The Joining Forces for Last-Mile Nutrition partnership between *Sight and Life*, World Vision and DSM will play a vital role in promoting the production and consumption of eggs and increasing the poultry sector's profitability. A value chain assessment of the poultry sector has been completed, as well as research on designing a social marketing campaign and exploring options for improving egg availability.

**ETHIOPIA:** *Sight and Life*, in partnership with CIFF and the Government of Ethiopia, is shaping a \$15 million investment on a market accelerator business model and designing strategies to scale up the production and consumption of eggs through egg hubs and egg powder in the country. This includes developing route-to-market strategies for innovative egg-powder-based foods to reach last-mile consumers.

*Sight and Life* published an Egg Value Chain Analysis Report in Ethiopia on the assessment and case study analysis of innovative poultry business models to address bottlenecks, which successfully created efficient and high-yield intensive systems.

**INDIA:** In 2020, we submitted a proposal to develop a variety of innovative, aspirational, tasty, affordable egg-powder-based products for young children and pregnant and lactating women, and to explore how these products can be made available to lower income consumer segments. From over 500 applications, *Sight and Life* was awarded funding to undertake this project from the Bill & Melinda Gates Foundation's Grand Challenges Explorations in collaboration with the Government of India's Department of Biotechnology. We are partnering with the St John's Research Institute in Bangalore for the acceptability trial.









## PARTNERSHIPS



**LOCATION:** Global  
**START DATE:** 2007  
**END DATE:** Ongoing  
**PARTNER/FUNDER:**  
 DSM and WFP

### WORLD FOOD PROGRAMME (WFP), DSM AND SIGHT AND LIFE (SAL)

Through this partnership, we reach more than 30 million people each year with improved nutrition. *Sight and Life* supports the WFP–DSM partnership by providing strategic advice in the Steering Committee and technical assistance in the work streams aimed at improving the diets of people, using essential vitamins, nutrients and fortified rice in countries that include Nepal, Kenya, Bangladesh and Afghanistan. *Sight and Life* supported the demand-generation work stream that has been active in Latin America and sub-Saharan Africa. We also provided leadership on this work stream to ensure that the funds are being used on activities that lead to greater demand for fortified foods.

This fortified foods project also contributes to the market-based approach for sustainable nutrition through OBAASIMA, a quality seal identifying fortified foods in Ghana, which was developed in partnership by *Sight and Life*. This partnership has supported activities such as strengthening capacity, implementation of social and behavior change communication strategies and social marketing campaigns, which led to the supply of fortified food products to retailers.



**LOCATION:** Rwanda and Brazil  
**START DATE:** January 2017  
**END DATE:** Ongoing  
**PARTNER/FUNDER:**  
 DSM and World Vision

### WORLD VISION, DSM AND SIGHT AND LIFE (SAL)

Joining Forces for Last-Mile Nutrition enables three partners – a think-tank, an NGO and a corporate – to pool resources and expertise with the shared goal of improving nutrition and livelihoods for children and women, especially from last-mile communities, through innovative, market-based solutions for optimal nutrition, at scale. *Sight and Life* has contributed to the scope, objectives and approach for a supply-side pilot testing of a new maize sourcing model (cob model) that has the potential to improve the quality of locally sourced maize and increase access to market and income for farmers. In tandem with the SDG Partnership Facility Grant program, we worked to mobilize and train small-scale farmers in Rwanda to improve the quality and quantity of maize produce by using the cob model, which helps to connect buyers with prime market representatives and negotiate purchaser agreements. *Sight and Life's* role is to monitor and evaluate this work for the partners involved.

The Joining Forces for Last-Mile Nutrition partnership between *Sight and Life*, World Vision and DSM plays a vital role in promoting the production and consumption of eggs and increasing the poultry sector's profitability in Indonesia. A value chain assessment of the poultry sector has been completed and also research on designing a social marketing campaign and exploring options for improving egg availability. The partnership is also focused on introducing fortified chicken feed so that higher-quality eggs will become available in local markets..

In 2020, the partnership extended to include creating demand for and improving the adherence of multiple micronutrient supplementation, a proven intervention that has the potential to improve birth outcomes and achieve significant gains in human capital.

In Brazil, *Sight and Life* held virtual training for World Vision and DSM teams on social marketing and business models.





**LOCATION:** Nigeria  
**START DATE:** September 2013  
**END DATE:** 2021  
**PARTNER/FUNDER:**  
 DSM, UNICEF and  
 Generation Unlimited

#### UNICEF, DSM AND SIGHT AND LIFE (SAL)

The partnership between *Sight and Life*, Royal DSM NV and UNICEF is driven by the common objective of preventing vitamin A and other micronutrient deficiencies in impoverished and undernourished regions of the world. The project aims to create an enabling policy environment and strengthen the capacity of the Government to implement and scale up home fortification with micronutrient powder to reduce micronutrient deficiencies in children in Nigeria. *Sight and Life* supported global advocacy campaigns and programs with the goal of improving food systems to deliver nutrient-rich foods and provide optimal nutrition to children. In 2020, the partnership also joined forces with Generation Unlimited to create inclusive employment opportunities for young people in Africa through sustainable food systems.



**LOCATION:** India  
**START DATE:** 2020  
**END DATE:** Ongoing  
**PARTNER/FUNDER:**  
 Tata Trusts, CSR Box and  
 NASSCOM Foundation

#### IMPACT4NUTRITION (I4N)

The second year of the public-private engagement platform was created to enhance private-sector action to augment the Indian Government's efforts to achieve the POSHAN Abhiyaan goals and targets. In 2020, when the second phase began, *Sight and Life* helped to develop workplace training modules, and also undertook high-level advocacy, communication and amplification to gain visibility and buy-in for the platforms from stakeholders at all levels. We reached 141 pledged partners (three times the number for the previous year), creating a 2.3 million employee base, and collectively reached out to more than 200,000 health and nutrition professionals and organizations through social media engagement. In June 2020, I4N was honored with a UNICEF Global INSPIRE Award in the category 'Best Multistakeholder Engagement' and received coverage in leading business publications. Nearly 100 campaigns from 50 countries were nominated and voted on by UNICEF staff worldwide.

**LOCATION:** India  
**START DATE:** 2020  
**END DATE:** Ongoing  
**PARTNER/FUNDER:** DSM

#### MANDI

Project MANDI (Making a Nutrition Difference to India) aims to build a socio-commercial business model that will deliver innovative local product solutions, including fortified food and staple products, especially rice, as well as vitamin and mineral supplements. The model also aims to facilitate community education to help solve the issue of malnutrition in India, especially for children and pregnant women. In 2020, *Sight and Life* developed and implemented a survey in Maharashtra State in India to assess and understand MANDI's consumers, their socio-economic, demographic status, eating habits and consumption of various foods and products.

**LOCATION:** India  
**START DATE:** 2020  
**END DATE:** Ongoing  
**PARTNER/FUNDER:**  
 Tata Trusts

#### NUTRITION MODULES

Children empowered with the right nutrition knowledge can develop healthy and nutritious eating habits, thus contributing to improved quality of life. In 2020, together with Tata Trusts, we developed a 3-level education module to facilitate long-term mindset and behavior change regarding nutrition among children in India.

## THOUGHT LEADERSHIP



**LOCATION:** Global

**START DATE:** 2009

**END DATE:** Ongoing

**PARTNER/FUNDER:** UN agencies, academia, nongovernmental organizations and producers of home fortification products

### HOME FORTIFICATION TECHNICAL ADVISORY GROUP (HF-TAG)

In 2009, *Sight and Life* helped establish the global HF-TAG, which provides guidance based on the best available evidence and current best practices, by developing manuals and guidelines, and is now one of its Executive Committee members. HF-TAG comprises organizations implementing or supporting the scale-up of home fortification programs, from UN agencies and academia to nongovernmental organizations and the producers of home fortification products.



**LOCATION:** Global

**START DATE:** 2011

**END DATE:** Ongoing

**PARTNER/FUNDER:**

Nutrition International, GAIN, CDC, HarvestPlus, UNICEF, Bill & Melinda Gates Foundation and Vitamin Angels

### MICRONUTRIENT FORUM (MNF)

The Micronutrient Forum serves as a global catalyst and convener for sharing expertise, insights and experience relevant to micronutrients in all aspects of health promotion and disease prevention, with special emphasis on the integration with relevant sectors. In 2020, the Micronutrient Forum held CONNECTED, a virtual conference covering the broad spectrum of micronutrients – research, efficacy and safety, implementation, and the policy and enabling environment. This conference united leading nutrition experts, government officials, global health leaders, and sustainable agriculture experts and practitioners. A member of its Board of Directors, *Sight and Life's* Klaus Kraemer was the Chair of the Micronutrient Forum Conference Committee, guiding the strategy and planning of the program for the Micronutrient Forum 5<sup>th</sup> Global Conference.

During the CONNECTED conference, *Sight and Life* hosted two Sponsored Symposia with Kirk Humanitarian focused on MMS, presented in two high-level sessions and submitted six scientific posters. We also conducted an Elevator Pitch Contest on pandemic-proof innovations and received over 54 applicants from 11 countries. Maria Añora of AtoANI was awarded a USD 5,000 grand prize and Yutaro Oka of NutriPride was honored with the Audience Award for their innovations.



### THE SIGHT AND LIFE GLOBAL NUTRITION RESEARCH INSTITUTE

The *Sight and Life* Global Nutrition Research Institute of Johns Hopkins Bloomberg School of Public Health is committed to enhancing research in assessing and preventing micronutrient deficiencies through strengthening faculty, doctoral scholarship and academic activities, and providing professional opportunities for students. Dedicated to examining the critical role of micronutrients on mortality, morbidity and growth during the first 1,000 days, it offers training opportunities to the School's MSc and PhD students at our office in Switzerland, and in our field projects, providing them with broader exposure to public health nutrition in action.

**LOCATION:** Global

**START DATE:** 2013

**END DATE:** Ongoing

**PARTNER/FUNDER:**

Johns Hopkins Bloomberg School of Public Health



### SWISS SCHOOL OF PUBLIC HEALTH SUMMER SCHOOL LUGANO

In partnership with the Swiss School of Public Health (SSPH+) Summer School, *Sight and Life* aims to build the capacity of social marketing and behavioral science for application across a broad spectrum of disciplines with a focus on nutrition.

**LOCATION:** Global

**START DATE:** 2020

**END DATE:** Ongoing

**PARTNER/FUNDER:**

Swiss School of Public Health

Beginning in 2020, *Sight and Life* provided curriculum theoretical and applied knowledge on social marketing. Our expert instructors shared real-life case studies from the *Sight and Life* playbook, highlighting demand-creation programs like OBAASIMA as well as behavioral science and social marketing campaigns. In 2020, *Sight and Life* funded three applicants to attend the virtual courses hosted by the Swiss School of Public Health and attended by over 45 public health professionals. In addition, *Sight and Life* presented two plenary sessions on the impacts of social marketing and the importance of public-private partnerships.



## PROJECTS | AFFORDABLE NUTRITIOUS FOODS

### OBAASIMA

OBAASIMA is a market-based approach to improve the availability of fortified foods on the market for women of reproductive age and promote these nutritious foods with a quality seal. A local public-private partnership between the Association of Ghana Industries and the Ghana Standards Authority was developed to run the quality seal. *Sight and Life* provides advisory services, domain expertise for marketing, business case models and is a member of the Steering Committee. We work with products including biscuits and instant porridges. During 2020, we helped to persuade five food companies and the WFP to adopt the OBAASIMA fortified food seal in their retail strategy, potentially reaching more than 25,000 women in Ghana by 2021.

**LOCATION:** Ghana

**START DATE:** 2013

**END DATE:** 2021

**PARTNER/FUNDER:** DSM,

Ajinomoto, BMZ (German Federal Ministry for Economic Cooperation and Development), GIZ, Bill & Melinda Gates Foundation, CIFF, the Association of Ghana Industries (AGI) and the Ghana Standards Authority (GSA)

In 2020, the second phase of the OBAASIMA advertising campaign focused on digital and 'above the line' material was launched.

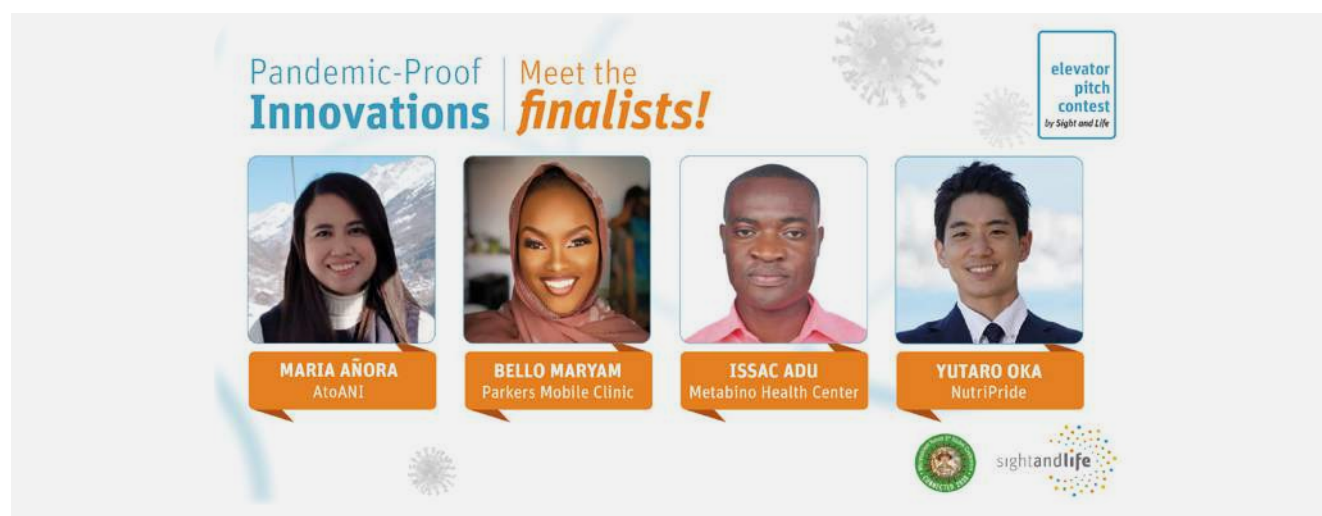


## PROJECTS | BUSINESS MODELS

**LOCATION:** Global  
**START DATE:** 2016  
**END DATE:** Ongoing  
**PARTNER/FUNDER:**  
 McGill University, AGI and  
 Micronutrient Forum

### ELEVATOR PITCH CONTEST

The Elevator Pitch Contest was founded by *Sight and Life* in 2016 and provides a platform for students and young entrepreneurs to present their innovations in nutrition to a distinguished team of experts, potential investors and the nutrition science community. In 2020, we conducted three virtual contests. The online competition for Climate-Smart Nutrition, hosted by UNITLIFE, had seven exceptional finalists, who were selected from over 600 registrants from 45 countries. We held a second contest in November of 2020 for Pandemic-Proof Innovations during the Micronutrient Forum CONNECTED conference. Four finalists were selected for a third contest in December that continued the theme of pandemic-proof innovation and was held in partnership with African Green Revolution Forum (AGRF).



**LOCATION:** Kenya, Ethiopia and Malawi  
**START DATE:** September 2016  
**END DATE:** December 2020  
**PARTNER/FUNDER:**  
 Stichting Dioraphte till 2017; and  
*Sight and Life* funds thereafter

### NUTRITION ENTREPRENEURS

*Sight and Life* assessed 100 successful social businesses and identified five models that can scale nutrition interventions in a cost-effective manner through symbiotic partnerships. We are now collaborating with a social-franchising model to integrate nutritious foods for children and pregnant and lactating women through a chain of low- budget private clinics in Kenya.



# 2020 HIGHLIGHTS

## JAN



**JANUARY 14** The Egg Value Chain Analysis Report was released. This report provides insight into the poultry ecosystem and the dynamics of various stakeholders across the egg value chain, and identifies the challenges and opportunities for a range of stakeholders.



**FEBRUARY 5–6** The MMS Stakeholder Consultation by the Micronutrient Forum sponsored by Kirk Humanitarian convened 43 stakeholders from 27 organizations ranging from foundations, academic institutions, implementing organizations, the private sector, government and nongovernmental organizations to identify, inform, align and accelerate activity on multiple micronutrient supplementation for pregnant women.

## FEB

## APR



**APRIL 22** In partnership with Bambanani and Sizanani Mzansi, we delivered to 600 South African children and their families a daily breakfast enriched with vitamins and minerals for at least 6 weeks to help improve the nutrition of those affected by the COVID-19 pandemic.



**APRIL 28** At the 'Improving prenatal nutrition: making the case for MMS' webinar hosted by Devex and DSM, Klaus Kraemer, Managing Director at *Sight and Life*, was a guest speaker and announced the release of the *Sight and Life* Special Report: Focusing on Multiple Micronutrient Supplements in Pregnancy.

## APR



**MAY 19** Dr Purnima Menon, from the International Food Policy Research Institute, received the Nevin Scrimshaw Mid-Career Award in Global Nutrition sponsored by *Sight and Life*.

MAY

MAY



**MAY 24** We launched the latest issue of *Sight and Life* magazine, which explores consumer insights through examples of how consumer insights have been applied to design products and services, using different approaches such as social and behavior change communication, human-centered design and social marketing, and much more.



**JULY 15** We hosted the #PowerforMothers Twitter chat to elevate the key messages supporting multiple micronutrient supplementation in pregnancy.

JUL

**JULY 17** We participated in the Advancing the Global Agenda for Sustainable Livestock at the High-Level Political Forum 2020 (HLPF 2020).

AUG



**AUGUST 6** The winner of our Elevator Pitch Contest: Climate-Smart Nutrition – held with the support of UNITLIFE – was announced as Dysmus Kisilu of Solar Freeze (Kenya), for his pioneering portable cold storage units powered by solar energy.



**AUGUST 28** As part of the SSPH+ Lugano Summer School, Breda Gavin-Smith and Kalpana Beesabathuni presented the plenary session 'Public-Private Partnerships and Business Models for Public Health'. Additionally, *Sight and Life* sponsored a 3-day online course – 'Generating demand for better public health goods and services: A systems and consumer-centered approach'.

AUG

SEP



**SEPTEMBER 4** Elvis Gakuba, *Sight and Life* Program Manager in Rwanda, led a session on food fortification standards and guidelines during a workshop hosted by the Rwanda Food and Drugs Authority.





**OCTOBER 16** On World Food Day, Elvis Gakuba of *Sight and Life* shared a traditional Rwandan recipe for Imvungure: [www.wvi.org/more-than-a-meal/recipe-book/imvungure](http://www.wvi.org/more-than-a-meal/recipe-book/imvungure) and we posted a blog post on dietary diversity: [sightandlife.org/blog/the-dietary-diversity-score-dilemma/](http://sightandlife.org/blog/the-dietary-diversity-score-dilemma/)

OCT

NOV



**NOVEMBER 6** Madhavika Bajoria of *Sight and Life* presented a case study on the policy and programmatic review of multiple micronutrient supplementation in South Africa during the webinar titled 'Micronutrient Support During Pregnancy in South Africa' hosted by Vitamin Angels.



**NOVEMBER 9–13** At the MNF CONNECTED Conference, *Sight and Life* and Kirk Humanitarian hosted two Sponsored Symposia on MMS, presented in two high-level sessions, participated in two 'Ask me anything' events and submitted six scientific posters.

NOV

NOV



**NOVEMBER 13** The winner of our Elevator Pitch Contest: Pandemic-Proof Innovations I, which was supported by the Micronutrient Forum, was announced as Maria Añora of AtoANI, and the winner of the Audience Award was Yutaro Oka of NutriPride.



**NOVEMBER 17** *Sight and Life*, together with Tata Trusts, published a special report entitled 'Take-Home Rations: A Compendium' to assist state governments in India to ascertain the best course of action; this compendium identifies and lays out feasible fixes that they can adopt.

NOV



**NOVEMBER 19** *Sight and Life* team members participated in the UNSCN ‘Nutrition in a Digital World’ Webinar series, and Srujith Lingala gave a presentation during the episode titled: ‘The opportunities and risks of digital technologies in nutrition behavior change and capacity building’.

NOV

NOV



**NOVEMBER 24** As part of the POSHAN Talks series, Madhavika Bajoria of *Sight and Life* spoke about the mission and success of IMPAct4Nutrition’s knowledge and resource center on nutrition to activate and enable discussions and developments for corporate social responsibility and workplace nutrition.



**DECEMBER 4** We announced the winners of our Elevator Pitch Contest: Pandemic-Proof Innovations II, which was supported by AGRI. The joint contest winners were Chibuike Emmanuel of Agserver (Nigeria) and Elizabeth Gikebe of Mhogo Foods (Kenya), and Caleb Mawuko of Traza Geospatials (Ghana) won the Audience Choice award.

DEC

DEC



**DECEMBER 19** *Sight and Life* hosted an information webinar titled ‘Let’s Talk About Nutrient Profiling: Are we forgetting low- and middle-income countries?’ to present the power and potential of nutrient profiling. We also announced our forthcoming *Sight and Life* Special Report: Nutrient Profiling: Designing a Healthier Future for Global Benefit, which provides a holistic view of nutrient profiling, a roadmap of current knowledge including in-the-field testimonials and addresses important gaps to kick-start action.

# PUBLICATIONS

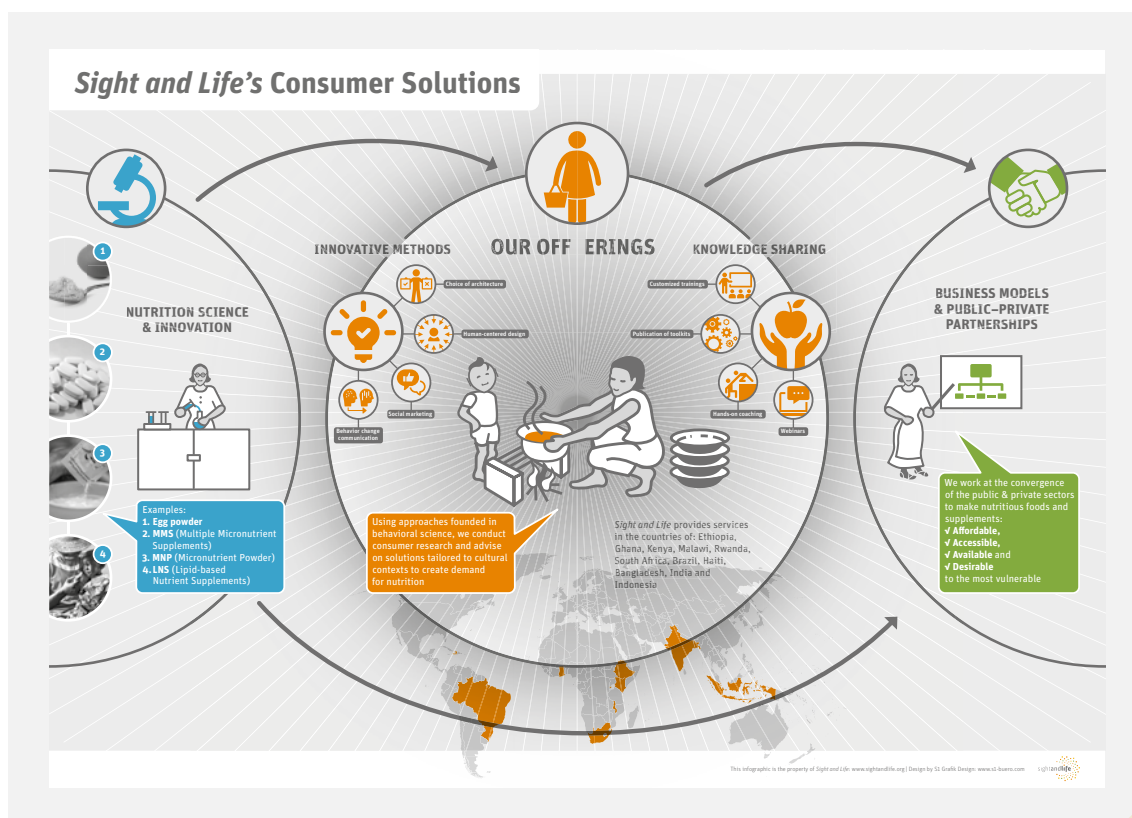
## SIGHT AND LIFE MAGAZINE



### CONSUMER INSIGHTS

This edition explores the various dimensions and applications of consumer insights. We look at innovative methods and tools that make use of behavioral science as the foundation for generating consumer insights and identifying trends. There are examples of how consumer insights have been applied to design products and services, using different approaches such as social and behavior change communication, human-centered design and social marketing, and much more!

## INFOGRAPHIC



Sight and Life's Consumer Solutions: <https://sightandlife.org/infographics/>



## SIGHT AND LIFE SPECIAL REPORTS



### FOCUSING ON MULTIPLE MICRONUTRIENT SUPPLEMENTS IN PREGNANCY

This *Sight and Life* special report compiles and curates the latest evidence, experience from the field and resources for the scale-up of multiple micronutrient supplements, and serves as a resource for decision-makers and implementers.



### EXPERT CONSENSUS ON AN OPEN-ACCESS UNIMMAP-MMS PRODUCT SPECIFICATION

This *Sight and Life* special report details the specification of a product that conforms to the United Nations International Multiple Micronutrient Antenatal Preparation (UNIMMAP) formula and is a multiple micronutrient supplement (MMS) for pregnant women that is delivered in the form of a film-coated tablet.



### EGG VALUE CHAIN ANALYSIS REPORT FOR ETHIOPIA

Following various surveys, several focus group discussions and 50 interviews, *Sight and Life* conducted a thorough analysis of the factors required to improve production and de-bottleneck the egg value chain to ensure scalable and sustainable egg production in Ethiopia. This report provides an understanding of the poultry ecosystem and the dynamics of various stakeholders across the egg value chain, and identifies the challenges and opportunities for a range of stakeholders. We hope this report stimulates attention and investment to increase egg production in Ethiopia.



### TAKE-HOME RATIONS | A COMPENDIUM

Take-Home Rations are more crucial now than ever before – the COVID-19 pandemic has disrupted food systems all across India, reducing the general availability of nutritious, micronutrient-rich foods. In 2020, *Sight and Life*, together with Tata Trusts, published the Take-Home Rations compendium to assist state governments in India to ascertain the best course of action; this compendium identifies and lays out feasible fixes that they can adopt. The compendium was featured in seven leading publications in India.

# PUBLICATIONS

## BLOGS

- > **THE DIETARY DIVERSITY SCORE DILEMMA**  
<https://sightandlife.org/blog/the-dietary-diversity-score-dilemma/>
- > **ALTERNATIVE PROTEINS: THE NUTRITIONIST'S PERSPECTIVE**  
<https://sightandlife.org/blog/alternative-proteins-the-nutritionists-perspective/>
- > **ALTERNATIVE PROTEINS: SPEAKING TO CONSUMERS**  
<https://sightandlife.org/blog/alternative-proteins-speaking-to-consumers/>
- > **ALTERNATIVE PROTEINS: WHAT'S THE DEAL?**  
<https://sightandlife.org/blog/alternative-proteins-whats-the-deal/>
- > **EXCHANGE IN BEHAVIOR CHANGE**  
<https://sightandlife.org/blog/exchange-in-behavior-change/>
- > **IT MAKES ME SMILE**  
<https://sightandlife.org/blog/it-makes-me-smile/>
- > **NUTRITION IN THE WORKPLACE IS A WINNING SOLUTION DURING AND POST-COVID-19**  
<https://sightandlife.org/blog/workplace-nutrition/>
- > **FEEDING FAMILIES IN NEED DURING COVID-19 PANDEMIC**  
<https://sightandlife.org/blog/feeding-families-in-need-during-covid-19-pandemic/>
- > **FIVE-STEP PLAN TO PREVENT AN IMPENDING NUTRITION FAMINE DURING COVID-19 IN INDIA**  
<https://sightandlife.org/blog/5-step-plan-india-covid/>
- > **REACHING LAST-MILE COMMUNITIES IN SOUTH AFRICA WITH FORTIFIED FOOD**  
<https://sightandlife.org/blog/covid19-south-africa/>
- > **THE ROLE OF NUTRITION IN THE IMMUNE SYSTEM | PART I OF II**  
<https://sightandlife.org/blog/nutrition-immunity/>
- > **THE ROLE OF NUTRITION IN THE IMMUNE SYSTEM | PART II OF II**  
<https://sightandlife.org/blog/nutrition-immunity-part-ii/>
- > **THE CONVERGENCE OF COVID-19, CLIMATE CHANGE AND MALNUTRITION**  
<https://sightandlife.org/blog/covid19-climate-change-malnutrition/>
- > **SPOTLIGHT: GRATITUDE TO FRONTLINE WORKERS AT THE TIME OF CORONAVIRUS**  
<https://sightandlife.org/blog/spotlight-gratitude-to-frontline-workers-at-the-time-of-coronavirus/>
- > **"THE POWER OF US": MNF CONNECTED 2020**  
<https://sightandlife.org/blog/the-power-of-us-mnf-connected-2020/>

## WEBINARS

**LET'S TALK ABOUT NUTRIENT PROFILING**  
<https://sightandlife.org/videos/single-video/sight-and-life-webinar-on-nutrient-profiling/>

**SSPH+ PLENARY SESSION | PUBLIC-PRIVATE PARTNERSHIPS AND BUSINESS MODELS FOR PUBLIC HEALTH BY BREDA GAVIN-SMITH AND KALPANA BEESABATHUNI**  
<https://sightandlife.org/videos/webinars/ssph-plus-lecture-series/>

**SSPH+ PLENARY SESSION | CREATING DEMAND FOR PUBLIC HEALTH GOODS AND SERVICES: A FOCUS ON NUTRITION**  
<https://sightandlife.org/videos/webinars/ssph-plus-lecture-series/>

## MEDIA

### THE TIMES OF INDIA

Take-Home Rations: A route to nutrition security  
<https://timesofindia.indiatimes.com/blogs/voices/take-home-rations-a-route-to-nutrition-security/>

### THE NEW TIMES

*Sight and Life* donates nutritious food to 600 vulnerable households during COVID-19  
<https://www.newtimes.co.rw/news/featured-sight-and-life-donates-nutritious-food-600-vulnerable-householdsduring-covid-19>

### EMERGENCY NUTRITION NETWORK (ENN)

Prevention of child wasting in Asia:  
 Possible role for multiple micronutrient supplementation in pregnancy  
<https://www.ennonline.net/fex/63/childwastingpreventionasia>

### GLOBAL HEALTH & PHARMA MAGAZINE AWARD

Leading Pioneers in Evidence-Based Malnutrition Solutions 2020  
<https://www.ghp-news.com/issues/intl-life-sciences-awards-2020/16/index.html>

## JOURNAL ARTICLES

### CURRENT DEVELOPMENTS IN NUTRITION

1. Sabi Gurung, Kerry Schulze, Lee Wu, Subarna Khatry, Manfred Eggersdorfer, Klaus Kraemer, Parul Christian, Keith West, Jr. Vitamin E Deficiency Is Associated with Reduced Handgrip Strength in Rural Nepalese Children. *Current Developments in Nutrition*, Volume 4, Issue Supplement 2, June 2020, Page 1805  
<https://doi.org/10.1093/cdn/nzaa067.032>
2. Jessica Fanzo, Adam Drewnowski, Jeffrey Blumberg, Gregory Miller, Klaus Kraemer, Eileen Kennedy. Nutrients, Foods, Diets, People: Promoting Healthy Eating. *Current Developments in Nutrition*, Volume 4, Issue 6, June 2020, nzaa069  
<https://doi.org/10.1093/cdn/nzaa069>

### JOURNAL OF AGRICULTURAL AND FOOD CHEMISTRY

Silke Grosshagauer, Klaus Kraemer, Veronika Somoza. The True Value of Spirulina. *Journal of Agricultural and Food Chemistry*, 68 (14), March 2020, 4109–4115  
<https://pubs.acs.org/doi/10.1021/acs.jafc.9b08251>

### ADVANCES IN NUTRITION

Daniel J Raiten, Ian Darnton-Hill, Sherry A Tanumihardjo, Parminder S Suchdev, Emorn Udomkesmalee, Carolina Martinez, Dora Inés Mazariegos, Musonda Mofu, Klaus Kraemer, Homero Martinez. Perspective: Integration to Implementation (I-to-I) and the Micronutrient Forum—Addressing the Safety and Effectiveness of Vitamin A Supplementation. *Advances in Nutrition*, Volume 11, Issue 2, March 2020, Pages 185–199  
<https://doi.org/10.1093/advances/nmz100>

### UNSCN NUTRITION

Srujith Lingala, Madhavika Bajoria, Rebecca Olson. Using cutting-edge technology to end malnutrition. *UNSCN Nutrition 45: Nutrition in a Digital World*, July 2020, Pages 92–95  
<https://www.unscn.org/uploads/web/news/UNSCN-Nutrition-45-WEB.pdf>



# FINANCIALS

## CONSOLIDATED INCOME STATEMENT 2020

DONATIONS RECEIVED

3,552,362 CHF

DIRECT EXPENSES

1,273,434 CHF

OPERATING EXPENSES

1,344,036 CHF

OPERATING RESULT

938,779 CHF



# IMPRINT

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change the way nutrition is delivered  
to people who need it the most.

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