



KIT



Annual Report 2013

Contents



Preface 4



KIT at a glance 6



KIT Biomedical Research 13



KIT Health 17



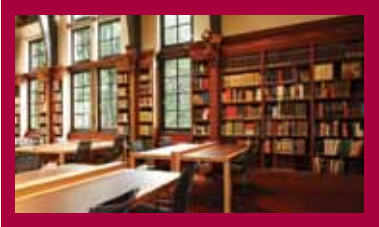
KIT SED & Gender 23



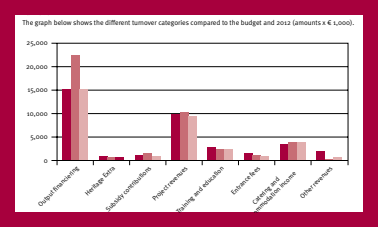
KIT Intercultural Professionals 29



Real Estate and Hospitality 33



KIT's Changes in 2013 36



Financial report 40



KIT Corporate Governance 46



Boards and Council 50



Acknowledgements 54

Preface

In 2013 we faced many challenges and changes. However, KIT is glad to have entered a new phase of its existence with confidence. Despite the institutional restructuring, KIT's consultancy, research and training activities have continued unabated. Tropenmuseum will continue to serve its visitors at the same location albeit as part the National Museum of Ethnology. These transitions are being facilitated by transition funding by the Dutch Government.



The new KIT

Clearly, a future without structural funding from the government meant we had to make significant changes to our organisation and its focus. We have strengthened our product and customer strategies and our organisation is becoming more flexible to address the needs of our clients and the developments in the market. We are looking at new forms of partnerships and explore new client opportunities. We believe our in depth knowledge of local context in countries all over the world and in the field of health, sustainable development and biomedical research are dearly needed with a primary focus on low- and middle-income countries. KIT Intercultural Professionals B.V., meanwhile, provides advice and training related to working with and in other cultures and will stay an integral part of the new KIT.

The other side

In 2013 it became obvious that we had to let go of some activities that we have cherished for over a century. Our museum, an attractive cultural window on the world attracting typically 180,000 international visitors per year, has entered a new organisational family. From April 2014 onwards the Tropenmuseum has become a trusted partner of ours, while merging with the ethnographical museums in Leiden and Berg and Dal. The ownership of the heritage collections (museum and library) has been transferred to the Dutch State on April 1st. Our library and digital information services ceased to exist in 2013. However, we are pleased to announce that by the end of 2013, the entire library collection found new homes in 20 institutes in The Netherlands and abroad. Several of the information portals have been adopted

by other organisations and the cultural heritage library collection from 1950 and before is accessible to the public via the University of Leiden. As part of the restructuring we have transferred KIT Publishing B.V. to the new ownership of LM Publishers.

Ready for the future

We look back on 2013 with mixed feelings. We had to let over 100 people go. This and closing the library remain painful memories. However, we are also grateful for new opportunities and are confident that the steps taken were necessary and adequate, and will broaden our customer base.

KIT is working both for and with government agencies, multilateral organisations, NGOs, and increasingly with the corporate sector. Together with our clients and partners, KIT remains deeply committed to make a significant contribution in the areas of sustainable development and the alleviation of poverty. We invest in medical professionals with our trainings and courses, and keep our focus on improved access to health services and adequate diagnosis and treatment for neglected diseases. Working with and in different cultures is an integral part of our services.

KIT will remain a not-for-profit, knowledge-driven organisation, with passionate professionals, determined to make the world a better place.

Dr Derk Vermeer
President
May 2014

KIT at a glance






The Royal Tropical Institute (KIT) is an independent centre of knowledge and expertise in the areas of international and intercultural cooperation. Our mission has always been to contribute to sustainable development, poverty alleviation, the preservation of cultural heritage and cultural exchange. In 2013, we redefined our mission as our reality changed

A new phase in our 100-year history

At the newly reorganised KIT, we provide solutions, advice, training and education to help our clients have greater impact in health, economic, social and organisational development. We work with a wide range of local and international businesses, and organisations and governments, in many countries

Four practices bring together and make use of multiple disciplines for our clients:

-  **KIT** | Health
-  **KIT** | Sustainable Economic Development & Gender
-  **KIT** | Biomedical Research
-  **KIT** | Intercultural Professionals

Our work is evidence-based and designed for practical implementation. We develop creative and tailor-made methodologies and solutions – a far cry from one-size-fits all ‘blueprints’. The new KIT also acts as an international knowledge hub conducting research and analysing and publishing knowledge from around the globe.

We start from reality, from what people have and do right now. We like to finish in the real world too, with practical, accessible, and action-oriented output. Our advice answers the question “what is next for you?”. We deliver solutions that can be scaled and adapted to local contexts and cultures. In each project we bring literally a world of knowledge, grounded in 100 years of international expertise. To that we add our commitment and track record on global health and economic and social development.



KIT continues to care for and exploit its unique real estate in Amsterdam. Parts will be rented out to Tropenmuseum and to other users. KIT has approximately 160 employees and will continue to be a not-for-profit organisation. Commercial activities such as KIT Intercultural Professionals and the Hospitality activities continue to be part of KIT Holding B.V., with KIT maintaining a 100% stake.

Change

In addition to the international education, research and advice activities we offer, KIT has for over 100 years also been known for Tropenmuseum and its Library. For generations, Tropenmuseum has been a source of inspiration and knowledge regarding world cultures. Meanwhile, Tropenmuseum Junior has opened new horizons for young people by exposing them directly to cultural history and developments in many parts of the world. KIT Information and Library Services have served clients’ needs to tailor made and highly specific but accessible information.

Throughout its existence, KIT has been financed by a variety of sources: through assignments for the private sector, multinational organisations, NGOs and governments. However, now that structural financing from the Dutch government has ceased and is replaced by specific project financing based on tenders, KIT has needed to reorganise and streamline its services. The newly reorganised KIT has

started to function successfully in a new financial reality and with a fresh look at its relationship with its clients.

Based on our restructuring plan, an agreement was reached with the Dutch Government regarding transition financing for the new KIT and on continued support for the museum albeit at a lower level than in the past. One of the conditions was that the Tropenmuseum would merge with two other ethnological museums in The Netherlands. This took place on April 3, 2014. At the same time the ownership of the museum collections was transferred to the Dutch Government.

The year 2013 was also for Tropenmuseum a year of significant changes including an unfortunate but unavoidable reduction in staff. However the museum continued to attract 173,000 visitors. The modern art exhibition ‘Imagined Places’ ran until April 2013 and a number of new exhibitions were made available through the year: two photo exhibitions (Dutch Doc Award, Vroeger is een ver land), Esscher meets Islamic Art, Zwart & Wit.

A sad consequence of the change in funding was that KIT had to close its library and information services by mid-2013. The heritage collection of documents and maps from before 1950, that was carefully collected for over two centuries, entered in to the State Heritage Collection and is now available to the public at the University Leiden. The rest of the collection has been adopted by cultural and scientific centres in The Netherlands and abroad.

Photos by Roger Bymolt

Some examples of contributions of the newly reorganised KIT practices in 2013

KIT | Sustainable Economic Development & Gender

Economic growth does not always benefit everybody equally. The private sector and civil society share interests, but even so, often conflicts may arise that impact people's wellbeing. Making growth more inclusive takes effort. This is where the KIT Sustainable Economic Development and KIT Gender teams work with their customers and partners to make a difference. They help shape cooperation between local government, civil society and private sector. This results in creating local value, benefitting more people through higher income, increased access to better food and a stronger voice. *Examples:*

On October 23, the 2013 Origin Chocolate Event took place at KIT in Amsterdam. The event brought together the world's most renowned and sustainable chocolate makers and international experts to share their knowledge and passion with visitors. KIT played an active role as knowledge partner in the organisation of the event.

"Our work is to support organisations in learning. In this case, both AGRA and its grantees were incredibly open to hear suggestions, critiques, and ideas. That made the process the more interesting - and the lessons more readily useful to all parties."

Mariana Wongtschowski Senior Advisor at KIT during a book launch of 'Do all roads lead to markets?' in Accra, Ghana

The KIT Gender team received excellent reports on their assignment last year:

"I wanted to let you know that the work you did for UNWomen in Iraq on analysing the Iraqi Public Sector Modernisation programme has set a great standard for our work and for the future of the UN country team programmes in Iraq. It was an excellent, thorough, and easily digested piece of work which has allowed us to do our work in furthering the women's agenda in Iraq with greater clarity."

Frances Guy of UN Women.



Focus group discussion with a farmer group in Kenya by Roger Bymolt



Market in Mozambique by KIT

KIT | Health

While health improves globally, many are still being left behind through inequality. At KIT Health, we are committed to help narrow this gap. With a multi-disciplinary team of researchers, educators and advisors we are an innovative player in international and public health.

KIT Health is a global knowledge hub that works with partners and stakeholders to deliver context-specific solutions to 'narrow the gap', locally and globally in issues related to Universal Health Coverage, Social Reproductive Health and Rights, Human Resources for Health, disease management and education for health. We produce research, share it, transform it and support our clients to implement knowledge in a way that suits their particular context. *Examples:*

On September the 5th 2013 the Dutch Minister of Foreign Trade and Development Cooperation, Lilianne Ploumen launched a Dutch Knowledge Platform on Sexual and Reproductive Health and Rights. KIT Health has been selected to host this Platform – now called Share-Net International – and its secretariat. Share-Net International shares existing knowledge, generates new knowledge, and translates knowledge to contribute to the development of better policy and practice. Share-Net International combines the expertise and strengths of Dutch organisations, Southern partners and key international actors working in the area of SRHR to achieve MDG 5 and 6 and contribute to the post-2015 agenda.



Kenya by Roger Bymolt

KIT presented several projects at The Third Global Forum on Human Resources for Health, one of the main global health events in 2013. We presented:

a paper on knowledge gaps and a needs-based global research agenda on Community Health Workers (CHW): www.who.int/workforcealliance/knowledge/resources/knowledge_gaps/en/index.html

the innovative and country-specific HRH planning work in which KIT is involved as part of the French Muskoka Initiative to improve maternal and child health: www.youtube.com/watch?v=fyMILksAhDQ

a cost-effectiveness study on CHW programmes in low- and middle- income countries



KIT Biomedical Research is dealing with two significant modern trends. Firstly, infectious diseases affect the health and the economic stability of societies, therefore hampering development. Secondly, increased global interdependence has made the control of infectious diseases even more complex. Proper and timely diagnosis and treatment are essential.

KIT Biomedical Research offers practical solutions for effective infectious disease control in modern contexts. Through our combination of applied research, education and advice, we focus on an integrated package of services in the field of laboratory and diagnostics. This extends to identification of health problems; diagnostic test development for emerging and neglected diseases; provision of evidence for possible solutions; training and coaching of laboratory managers; and advising and supporting governments and multilateral organisations on policy. *Examples:*

In July 2013, CEBHA (www.cebha.org) organized two 4-day introductory workshops on evidence based healthcare in Burundi and Tanzania in collaboration with local institutions. The objective of the workshops was to introduce doctors and allied health professionals to the main topics of evidence based healthcare: how to phrase searchable questions, appraisal of different study designs, systematic reviews, searching for evidence and implementation of evidence. For Burundi, this was the first ever workshop on Evidence Based Healthcare (EBHC) arranged in the country.

KIT Biomedical Research wrote and published 45 publications in 2013. One important to mention is the co-authored study in PLoS Medicine on the efficacy of antimalarial treatment, which will serve as evidence-base for policy making (see: www.plosmedicine.org/article/info%3Adoi%2F10.1371%2Fjournal.pmed.1001564). Similarly, we published a paper on the laboratory diagnostic algorithm used in The Netherlands for tuberculosis, which resulted in adaptation of national guidelines for tuberculosis control. See: <http://dx.doi.org/10.5588/ijtld.12.0773>



CEBHA participants by Frode Forland

Syphilis transmission from mother to child is becoming a major global health problem, on a par with the transmission of HIV. Syphilis and HIV infection are usually acquired simultaneously. Early detection and treatment of both diseases can significantly reduce the risk of transmission from mother to child and complications such as stillbirth. In September KIT Biomedical Research started a new EC-funded project to develop a test to detect both HIV and syphilis in pregnant women employing a new and innovative simple multi-analyte platform named Cyclotec.

Our philosophy is that no laboratory should have to reinvent the wheel. In 2013 KIT Biomedical Research developed a tool on request of the WHO. This tool improves the quality of national public health laboratories around the world. The tool is organised into activities that are put in a logical order leading to the implementation of a fully functioning quality management system according to the ISO15189 standard. See: www.who.int/ihr/lyon/hls_lqsi/en



Cyclotec by Alice den Hartog

Organisations increasingly have to deal with diversity in markets and/or operating with employees and teams with increasingly diverse backgrounds.

KIT Intercultural Professionals provides tailor-made trainings and advice to organisations, teams and individual professionals on how to work effectively in an intercultural environment. Before initiating a training programme, we use scientifically tested methods to assess the skill level of the individual trainees. In-depth knowledge about a specific country or region can be obtained in a business culture programme or expat training preparing an individual and their family for relocation. KIT Intercultural Professionals BV is part of the Royal Tropical Institute Holding Company. The Supervisory Board is formed by the Board of Directors of the Royal Tropical Institute.

New in 2013

KIT Intercultural Professionals has been delivering trainings in Shanghai on request of our multinational clients such as Philips, DSM and Rabobank for some years now. In the wake of the global shift towards Asia Pacific we have realised many opportunities in China by working for non-Dutch organisations, both Western and Chinese. In 2013 we presented a business case to our shareholder (KIT) and they willingly agreed to invest in our next step in China: setting up a business development office. From this permanent office we will build and maintain relations with business relations and service their intercultural training and advice needs in the areas of international mergers, acquisitions and joint ventures, international team cooperation, intercultural competence and talent development and preparation and support for international assignments.



KIT Intercultural Professionals facilitates a junior country training



KIT Intercultural Professionals facilitates a junior country training

KIT Intercultural Professionals wants to unleash the power of our network organisation of (350+) country culture experts. Connecting people and sharing knowledge, leading to new business opportunities. In 2013 we started this process. We have hosted a series called ‘lunch & learn’ where we shared knowledge and ideas. We also offered a one-day social media workshop to our network so we can become more visible to the outside world. The energy is good, knowledge and ideas flow, so we will continue down this road.

The current world has become more and more complex, and organisations have to deal with intense diversity in their markets, teams and employees. KIT Intercultural Professionals wants to proceed beyond the work of gurus like Hofstede and Trompenaars, who have a more ‘one culture meets another’ approach, that is less and less the case today. Based on research, both in the theories around the world and in our daily practice, we have been developing the building blocks of our perspective on cultural differences. In 2013 we presented this vision on several platforms such as articles in the Dutch journal ‘Opleiding & Ontwikkeling’, workshops for our customers and a presentation at the annual Intercultural conference in Tallinn.



Training at Damen Song
Cam Shipyard in Vietnam
by Deborah Abrahams

- 4 Preface
- 6 KIT at a glance
- 13 KIT Biomedical Research
- 17 KIT Health
- 23 KIT SED & Gender
- 29 KIT Intercultural Professionals
- 33 Real Estate and Hospitality
- 36 KIT’s Changes in 2013
- 40 Financial report
- 46 KIT Corporate Governance
- 50 Boards and Council
- 54 Acknowledgements



KIT | Biomedical Research



Photo: Jose Bakker

KIT Biomedical Research

KIT Biomedical Research is dealing with two significant modern trends. Firstly, that infectious diseases affect the health and the economic stability of societies, therefore hampering development. Secondly, increased global interdependence has made the control of infectious diseases more complex. Proper and timely diagnosis and treatment are essential.

KIT Biomedical Research offers practical solutions for effective infectious disease control. Through our combination of applied research, education and advice, we focus on an integrated package of services in the field of laboratory and diagnostics. This extends to identification of health problems; diagnostic test development for emerging and neglected diseases; provision of evidence for possible solutions; training and coaching of laboratory managers; and advising and supporting governments and multi-lateral organisations on policy.

To achieve our goals we work closely with multi-lateral organisations such as the World Health Organization, European Centre for Disease Prevention and Control (ECDC), Ministries of Health, academia and private business.

Our work demonstrates measurable impact on the health of people in low- and middle-income countries. Our customers appreciate our approach of strong focus, rationality, quality, applicability and sustainability, and collaboration.

Would you like to know more about the KIT Biomedical Research? Have a look at www.kit.nl/biomedical-research or contact us at biomedicalresearch@kit.nl

Developing new diagnostic tools to combat tuberculosis

Annually over three million people die from tuberculosis (TB) with the World Health Organization estimating that up to one third of the world population is infected. With increasing signs of drug resistance, improved diagnostic tools are drastically needed, which KIT is helping to develop.

New demand

Insufficient control measures have led to a drastic increase in the prevalence of drug-resistant strains and worryingly, also the degree of drug resistance. To successfully treat and control TB, early detection is essential. The rapid spread of resistant bacteria in some regions is leading to increased demand for new diagnostic tools. KIT is playing its part in helping to solve the problem with funding



Photo: Jose Bakker



Photo: Jose Bakker

from the NanoNextNL Initiative. KIT is developing new equipment and techniques which are faster, more accurate and – just as importantly – a lot safer for laboratory staff involved. Dr. Richard Anthony, research coordinator, describes why this critical time saving is so necessary “Clinical microbiology remains one of, if not the most labour intensive medical laboratory disciplines. With the aim of addressing this issue we have developed a new microcolony growth and analysis system. This method saves time because the automated microscope can directly detect the growth of the bacteria or their failure to grow in the presence of a drug and thus whether the drug works.”

Validated results

The method was recently validated on a small series of cultures from the Dutch National Institute of Public Health and Environment (RIVM) and gave encouraging results. These results have been published on open-access platform PLoS ONE. Dr. Anthony is optimistic for the programme’s future and the benefits it provides for improved control of TB ‘If this project continues to be successful, we will save patients crucial time and deliver at the same time a wealth of accurate, detailed information about the growth of the bacteria to the health sector. That knowledge will help to develop more effective control measures for tuberculosis worldwide.’

Remarkable progress on skin disease in Suriname

KIT has been active in Suriname for the last 20 years. With partners Academic Medical Centre, Amsterdam (AMC), the Dermatological Service Paramaribo and Anton de Kom University, KIT has been able to make remarkable progress in studying the parasitic skin disease leishmaniasis.

‘Leishmaniasis in Suriname’ is an integrated programme that studied medical, biological and anthropological aspects of the parasitic skin disease leishmaniasis, a medical and social problem in Suriname that is on the rise. Patients encounter a number of problems that keep them from receiving proper treatment. One of those is geographical: the disease is contracted via bites of infected sand flies, which are predominantly active in the Suriname hinterland. Treatment and medical research facilities can only be found in the capital, making it a long and expensive trip for most patients.

No capacity and insufficient treatment

Dr Henk Schallig, research coordinator in Parasitology and programme leader, describes the difficulties of initiating the programme “When we started this interdisciplinary programme in 2008, there was virtually no local capacity to adequately research and treat cutaneous leishmaniasis or *bosch yaws* as it is locally known. There was no biomolecular laboratory, and a growing number of patients did not respond to treatment well – an indication that the existing knowledge of the disease and available cures were insufficient.”

“Cruel diseases need a cruel cure”

Apart from a lack of knowledge and resources, patients tended to use unorthodox, painful and absolutely ineffective local remedies. One local belief is that a cruel disease must be treated with a cruel cure leading some to take damaging self-treatment including pouring battery acid into the skin wounds. This would only cause more damage and pain.

Deeper insights

However, the programme has yielded results that will prove useful for future prevention efforts, as well as having impact themselves. “These five years have seen a remarkable output,” says Dr Schallig “Thanks to our Ph.D. students and the multi-disciplinary research team, we have been able to find out a lot more about the disease and the context of its occurrence. We now know that there is more than one parasite species causing disease – which explains why some patients did not respond to the medicine.”

Increased awareness from local media coverage

KIT’s research and particularly events around the programme and the 2013 graduation of the two local Ph.D. researchers, Ricardo Hu and Alida Kent, attracted a lot of local media interest. This helped to identify more patients, relieve an amount of social stigma, and inform the local Surinamese population as to how leishmaniasis is contracted and how can it be treated effectively.



Ph.D. researcher Alida Kent

After effects

Dr Schallig sums up the final impacts of the project “With the project finished, we have established significant research infrastructure, including a biomolecular lab, in Paramaribo. Through this programme we learned a lot more about leishmaniasis from a medical, biological and anthropological point of view.

However, the work is not yet done. We will continue to work with our partners at AMC, the Anton de Kom University and Surinamese health authorities. In the future we hope to find the financial resources to develop alternative and more effective treatment; design and implement an effective screening and control programme; and continue to foster local research and education programmes.”

The programme received a five-year funding grant through Netherlands Organization for Scientific Research / Foundation for the Advancement of Tropical Research – Science for Global Development (project W016531300) and ran from 2008-2013.

- 4 Preface
- 6 KIT at a glance
- 13 KIT Biomedical Research
- 17 KIT Health
- 23 KIT SED & Gender
- 29 KIT Intercultural Professionals
- 33 Real Estate and Hospitality
- 36 KIT’s Changes in 2013
- 40 Financial report
- 46 KIT Corporate Governance
- 50 Boards and Council
- 54 Acknowledgements



Jurriën Toonen - Mali Hospital

KIT Health

While health improves globally, many are still being left behind through inequality. At KIT Health, we are committed to help narrow this gap. With a multi-disciplinary team of researchers, educators and advisors we are an innovative player in international and public health.

KIT Health is a global knowledge hub that works with partners and stakeholders to deliver context-specific solutions to 'narrow the gap', locally and globally in issues related to Universal Health Coverage, Sexual Reproductive Health and Rights, Human Resources for Health, disease management and education for health. We produce research, share it, transform it and support our clients in implementing knowledge in a way that suits their specific context. Our approach is evidence-based and our output is designed to be practical and easy to implement. We have unmatched international experience in understanding and addressing local context and issues, across different geographies.

As well as a knowledge provider, we are also an educator. We offer Master's degrees and courses in public and international health that – with their reputation for excellence - attract students and professionals from all over the world.

We work closely with and for organisations such as the World Health Organization, UNICEF, Netherlands Leprosy Foundation, The Dutch Ministry of Foreign Affairs, Belgian Technical Cooperation (BTC), Cordaid, AMREF, HealthNet International, Nuffic and perhaps most importantly: local professionals and organisations.

Would you like to know more about KIT Health and KIT's courses? Visit our website, www.kit.nl/health or contact us at health@kit.nl



Graduates ICHD 2012 - 2013

Developing leaders in International Health: 50 years of Master's education at KIT

Each year doctors, nurses, and employees from national ministries of health from all over the world, come to study at KIT. After a year-long Master's in Amsterdam they return home to begin improving health care in their own country.

In the past 50 years, nearly 900 future leaders in healthcare graduated from our International Course in Health Development (ICHD) alone. In September 2013, we welcomed 43 students from twenty different countries to participate in its 50th edition.

Strong history, modern approach

The International Course in Health Development was established in 1963 to increase and develop the skills of local health professionals from the South. The ICHD is now given in collaboration with the Free University of Amsterdam (VU) with the course NVAO accredited, leading to a Master of Public Health degree.

Impact: Leaders in International Health

According to Prisca Zwanikken, director of KIT training, the education is aimed at developing effective leaders that that create impact in their home countries: "Alumni of KIT obtain higher positions after graduating and contribute to health policy at district, regional and national level. They also pass on their knowledge to colleagues and local health professionals, and by teaching at universities and training institutes. As such we have a broad-based impact. Our courses train future leaders for health care in low- and middle-income countries."

Responsive and needs-based

The ICHD is known for offering a curriculum with clear practical applications, multi-disciplinary approach and interactive, participatory training methods. Students are expected to contribute their recent experience, knowledge and dilemmas from the field, making co-learning with their colleagues a valuable part of the course experience. The teachers are leading professionals in the field of public and international health and with this experience they enrich the learning of participants and put theory into perspective of the latest developments. The course brings together professionals from different parts of the world and provides a valuable forum for the exchange of knowledge and expertise. Additionally, students benefit from becoming part of an excellent international network, which will continue to offer them value after graduation.

Chandrakala Chaulagai, Section Officer with the Policy Planning and International Cooperation Division of the Ministry of Health in Nepal, alumni MPH/ICHD 2009-2010:

"In the past year (2013) I have been involved in the drafting of the new Nepal Health Policy; I am coordinating the process. My studies at KIT have equipped me to critically assess vast and diverse information in short periods of time – an important aspect of such work; because of my studies at KIT I have been able to incorporate rights and equity concerns into the new draft policy. My time at KIT has not just helped build my skills in analysis and critical thinking; it has also built my confidence in taking on a leadership role in my work."

More about studying at KIT

For more information about these and other courses, visit our website or contact us at courses@kit.nl

Would you like to give more health professionals the opportunity to study at KIT? Donate to the newly established KIT Scholarship Fund. See for more information: www.kit.nl/kit-scholarship-fund

Impressive results in improving maternal health in Mali

In 2012, KIT was asked by the Malian Ministry of Health to design and pilot a results-based financing approach to tackle the high maternal mortality in the country. After 18 months the effects of the new approach were assessed, and showed that this tool has a great potential, leading to countrywide implementation.

Bringing down maternal mortality proves to be difficult in Africa. All over the continent approaches are being investigated to speed up the attainment of the Millennium Development Goals. Results-Based Financing (RBF) seems to hold great promise for this essential development mission.

RBF: the idea

RBF is an approach which partly replaces health financing through ex ante agreements on budgets, by ex post payments based on results that have been agreed upon in an annual contract. Typically in RBF there is a contracting approach between purchaser and provider of health care, while a regulator ensures that results are produced within national norms and standards. Payments come per ‘output’, so checks and balances are key to avoid fraud: an independent organisation verifies if reported results were attained in reality.

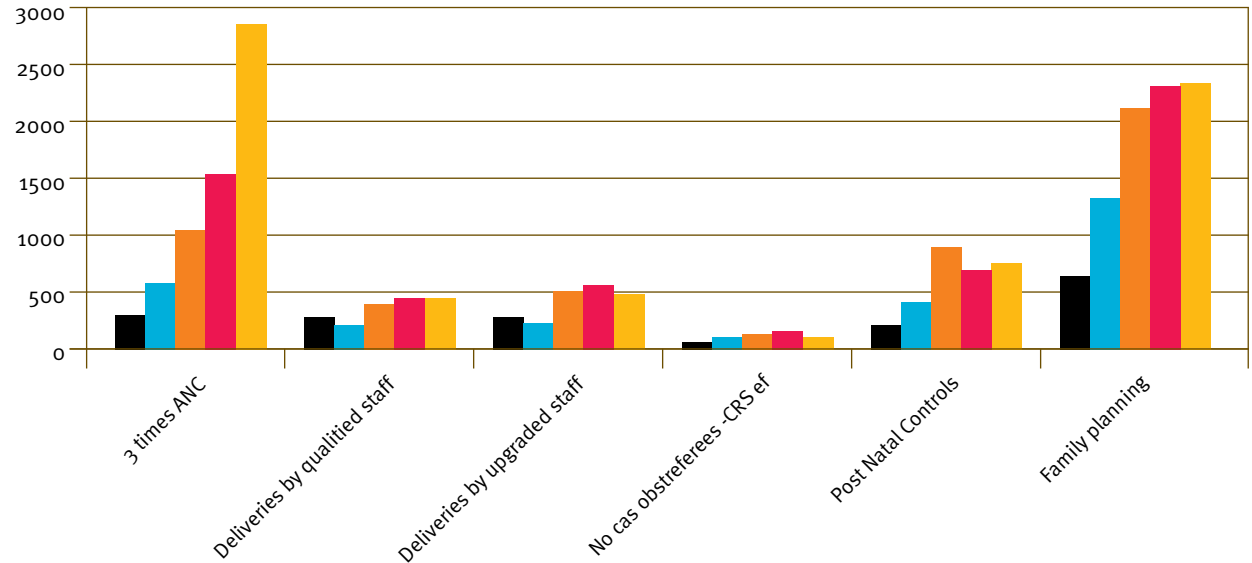
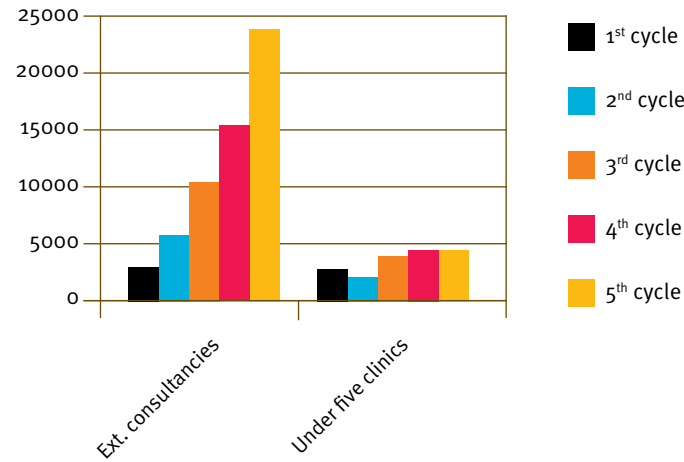
Adapted to context

KIT’s approach to RBF took place at a decentralised level, by establishing contracts between supply and demand sides. In Mali this meant between health service providers on the one hand and Local Governments together with community health committees on the other, as (purchasers of care). The RBF approach we have developed is ‘home-grown’: it enables Malians to adapt RBF principles to their specific context.

Impressive results

After 1.5 years piloting this Malian RBF, the first results have been verified - and they are impressive. Based on these results the Malian Ministry of Health has decided to extend the pilot and

start the implementation of RBF for the whole country. So, what are the results that the Malian Ministry of Health (MOH) was so enthusiastic about? Well, in the 15 months after the first quarterly payment, clinic visits of children up to five years-old have risen by 484%, for Family Planning by 366% and for post natal care by 851%. Furthermore, the number of deliveries in health centres attended by skilled personnel increased to 164%. These are astonishing outcomes that create very real differences in quality of life, as well as advancement towards the fourth and fifth Millenium Development Goals.



Cultural beliefs less significant than thought

That the number of women who have given birth attended by skilled staff has increased by two-thirds is already an enormous success. It was thought that for cultural reasons women would prefer to stay at home to deliver. However, the incredibly high increase in the use of family planning (FP) services is even more surprising. It has always been believed that 'women in Africa' do not want to restrict their fertility because of cultural beliefs. Now, only by paying the provider (not the women) the incentive to use has increased by almost four times. This raises the interesting question of why family planning methods have not been used previously. Because of resistance created by cultural beliefs, or because providers have blocked access to them?



Photo: Jurriën Toonen

The next step

The pilot proved to our client that RBF works as a tool to improve maternal care. KIT Health will continue to study what worked and how; the interactions between different elements and actors; and what can be improved upon. KIT hopes to support other countries in developing their own approach to results-based financing, so that they can realise similar benefits.

Would you like to know more about our work on RBF financing schemes for health? Visit our website www.kit.nl/health or contact Jurriën Toonen, senior advisor Health at j.toonen@kit.nl

4	Preface
6	KIT at a glance
13	KIT Biomedical Research
17	KIT Health
23	KIT SED & Gender
29	KIT Intercultural Professionals
33	Real Estate and Hospitality
36	KIT's Changes in 2013
40	Financial report
46	KIT Corporate Governance
50	Boards and Council
54	Acknowledgements



KIT | Sustainable Economic Development & Gender



Kakamega, Kenya by Remco Mur

Sustainable Economic Development & Gender

Economic growth does not always benefit everybody equally. Private sector and civil society share interests, but even so, conflicts can arise that impact on people's wellbeing. Making growth inclusive takes effort. We need to MIND THE GAP. This is where the KIT Sustainable Economic Development and KIT Gender teams work with their customers and partners to make a difference.

KIT Sustainable Economic Development and KIT Gender help shape the cooperation between local government, civil society and private sector. This results in creating local value, benefitting more people through higher income, increased access to better food and stronger voice.

We operate as a knowledge partner and independent third-party advisor that:

- Shapes joint cooperation between private and public sector;
- Designs and provides coaching for innovative projects;
- Measures and evaluates impact;
- Facilitates learning and documents practices.

Our focus is in the areas of food value chains, agri-services, land and natural resources management and gender rights.

We work with a diversity of clients, including private companies, social investors, multilateral and bilateral donors, governments and NGOs. We operate as part of a large international network and engage our local and international partners in our work.

For more information about our team, products & services, visit our website on www.kit.nl/sed and www.kit.nl/gender

Nicolaus Cromme, Common Fund of Commodities:
"We bank on KIT and they always deliver what I expect, and sometimes even more. KIT is able to present results in a highly accessible manner which is unique in our world. They never give me no for an answer, but will look at a creative solution that will satisfy my demand, even when resources are limited."



KIT supports agricultural research for development with focus on gender equality and innovation

Although technology is often the focus; research for agricultural development is really about people and their interactions. The Consultative Group for International Agricultural Research (CGIAR) Research Programme MAIZE, led by the International Maize and Wheat Improvement Centre (CIMMYT) asked for KIT's support in two assignments: to improve stakeholder interaction through innovation platforms and undertake a gender audit of CGIAR's research programmes on wheat and maize.

Why KIT?

KIT was chosen for its decades of experience in putting academic research into practice. The fact that we supply experts on both gender and agricultural innovation also made us the right partner for MAIZE in analysing the gender dimensions of their work and in supporting their organisation to work more effectively with other actors in the field.



Fieldtrip Kenya by Remco Mur

Researchers' changing role

Rather than the traditional role of providing knowledge alone, researchers are now seen as service providers. Agricultural research supports experimentation, uptake and adaptation of new products, technologies, practices and knowledge. In playing this role, researchers come into direct contact with several stakeholders – farmers, traders and NGOs – that include both women and men. As service providers, understanding and being able to address the different and related needs of stakeholders is critical.

Innovative and multidisciplinary approach

For KIT, gender audits aim to understand the gender dimensions of an organisation and its programmes. With MAIZE, KIT undertook a year-long study that provided an analytical and operational contribution to the process of strengthening institutional capacity to integrate gender for enhanced targeting and impact of research for development. The audit of the MAIZE programme – and that of another research programme, WHEAT - focused on three levels: policy; procedures and processes; and implementation.

For the gender audit, KIT offered a unique approach by first identifying different understandings among researchers of the meaning of gender and its relevance to agriculture research. We then tracked how these understandings had an impact on the different ways women's and men's farmers' needs were being addressed. This laid the basis for recommendations of how MAIZE could better promote gender equality.

Innovation Platforms

Innovation Platforms organise interaction among different stakeholders in the Innovation System. Platforms can provide valuable feedback to researchers, and help them to produce more relevant, demand-driven, scientific output. In practice, however, operationalising multi-stakeholder innovation platforms is challenging and requires another set of skills than many agricultural researchers have been used to over the years. A first step in the collaboration between KIT and MAIZE was to look at how stakeholder collaboration actually takes place in MAIZE projects, and to provide suggestions on how and where that could be improved. In August 2013, several pilot schemes began to assist local project teams with the transition towards more participatory and multidisciplinary approaches to agricultural

research. We employed gender experts to analyse the particular challenges of involving women. Additionally, we developed a programme to enhance the local teams' capacities to make the Innovation Platforms work.

Long-term impact

Both projects have confirmed two beliefs central to KIT's work. First, that increasing the quality of researchers' engagement with other stakeholders can have substantial impact. Moreover, understanding the different needs of women and men farmers and how research for development can address these will help improve the livelihoods of rural populations in low- and middle-income countries and contribute to providing food security for the world's growing population.



Fieldtrip Kenya by Remco Mur



KIT and SSI research business potential of sustainable spices

In 2013, KIT and Sustainable Spices Initiative (SSI), a commodity initiative of the Sustainable Trade Initiative (IDH), teamed up to research the business potential of sustainable spices. The study identified the costs and benefits for farmers, exporters and spice manufacturers, of making sustainability a greater part of their value chains. The study focused on black pepper, which is the spice with the largest trading volume, and on Vietnam, where most of the world's traded pepper is produced. Rainforest Alliance (RA) certification was the key benchmark for sustainability. The business case was presented during a workshop of the SSI members, both companies and civil society organisations, in September 2013 at KIT in Amsterdam.

Photo: Black pepper in Vietnam by Geneviève Audet-Bélanger

Direct impact in business practice

A KIT team developed an analytical framework to study costs and benefits of investing in sustainable pepper production in Vietnam. Data was collected at all levels in the pepper supply chain, from farmers in Vietnam to exporters, and from national and international spice manufacturers and food producers. Since certification is very new in pepper supply chains we compared the findings with the transition costs and benefits of the coffee sector in Vietnam. The model KIT developed was then used for feeding the discussion of spice companies in potential costs and benefits of setting up sustainable pepper trade.

Marije Boomsma, senior advisor to KIT, describes the benefits the project has yielded for spice companies "The work has given the spice companies involved in SSI substantial new insights into the needs of setting up sustainable trade, including costs and benefits of pepper certification. It also clarified the needs of smallholder spice farmers to improve their livelihoods. As a result some companies directly translated the findings into new policies on supporting farmers in sustainable production."

Why sustainable spices?

The market increasingly requires sustainable and traceable products. Fulfilling the food industry and retailers' needs is the main driver for spice traders to invest in sustainability. According to the companies participating in this research, the market demand makes achieving sustainability a worthwhile investment. The study estimated that the costs of changing to sustainable spice production can be recovered within four years, in the case of Vietnamese Black Pepper. Improved sustainable practices will increase yields and product quality, and limit negative impact on water quality and availability, on soil conditions and on human health. Greater involvement of the food industry in making spice production and trade more sustainable will help give weight to the impact of the Sustainable Spice Initiative.



Vietnam farmer by Geneviève Audet-Bélanger

Food security and public-private partnerships

The Dutch spice industry faces many challenges, ranging from consumer awareness of conditions of production and trade; to demands for standards by the food industry and concerns by civil society for the food security of spice-producing households. These challenges can only be addressed by joint action and resource mobilisation. Each spice company is too small to make a significant difference, but together and in collaboration

with other actors a standard for sustainability can be successfully introduced that benefits all stakeholders. KIT was glad to contribute to the establishment and strengthening of this public-private partnership.

Interested to learn more about KIT and Sustainable spices?

Have a look at www.kit.nl/SED

or contact with Bart de Steenhuijsen Piters, Head Sustainable Economic Development & Gender at b.d.steenhuijsen.piters@kit.nl

4	Preface
6	KIT at a glance
13	KIT Biomedical Research
17	KIT Health
23	KIT SED & Gender
29	KIT Intercultural Professionals
33	Real Estate and Hospitality
36	KIT's Changes in 2013
40	Financial report
46	KIT Corporate Governance
50	Boards and Council
54	Acknowledgements



KIT | Intercultural Professionals



Group at Damen Song Cam Shipyard, Vietnam. By Deborah Abrahams

KIT Intercultural Professionals

Organisations increasingly have to deal with diversity in markets and/or operating with employees and teams with increasingly diverse backgrounds.

KIT Intercultural Professionals provides tailor-made trainings and advice to organisations, teams and individual professionals on how to work effectively in an intercultural environment. Before initiating a training programme, we use scientifically tested methods to assess the skill level of the individual trainees. In-depth knowledge about a specific country or region can be obtained in a business culture programme or expat training preparing an individual and their family for relocation. We operate from our head quarter in Amsterdam, but also serve clients from our regional offices in Shanghai and Boston.

KIT Intercultural Professionals BV is part of the Royal Tropical Institute holding company and is financially self-supporting. The Supervisory Board is formed by the Board of Directors of the Royal Tropical Institute.

KIT Intercultural Professionals BV is recognised by Cedeo, an initiative of HR managers from the largest firms and associations in the Netherlands and the Ministry of Economic Affairs. Cedeo carries out customer satisfaction surveys at Dutch-based training institutes to offer insight into the quality of the training being offered. Recognition is granted by obtaining a minimum of 80% satisfaction and criteria such as quality, continuity, and focus on business. According to Cedeo, "KIT Intercultural Professionals should be proud of all the praise it has received."

KIT Intercultural Professionals BV is also ISO-certified, which ensures management quality. This means the demands of our clients - for speed, reliability, and administrative efficiency - can be met.

More about us, visit: www.interculturalprofessionals.nl

Training Damen Song Cam Shipyard in Vietnam

In April 2013, Deborah Abrahams, senior trainer at KIT Intercultural Professionals travelled to Damen Song Cam Shipyard in Vietnam to see how its newly built teams from different countries could work together better. This enabled the new colleagues not just to understand each other's cultures, but to form a new one together.

Damen Song Cam Shipyard is a joint venture between Damen in the Netherlands (70%) and Song Cam Shipyard (30%), based in Haiphong in 2013. Damen Song Cam Shipyard was preparing for the launch of a new shipyard in 2014. The management team was primarily Dutch with engineers and support staff mainly Vietnamese. The client's request was to raise cultural awareness and facilitate working dynamics between engineers and managers of different international backgrounds.

Photo by Deborah Abrahams



Different views on problem solving

Deborah Abrahams says that the common priority for those involved was understanding, which can underpin productive co-operation: "One of the main topics from both the management team and the engineers was how to understand and work with each other's different approaches and ways of working. 'How can we combine the best of both worlds?' one participant asked."

Trust & Peer learning

An intense programme meant that 72 people were trained in 6 days. The long days asked for a well-balanced interactive program, using a whole range of training and intervention methods. Building an atmosphere of trust and openness was key to the success of the training.

An added bonus was that some of the Vietnamese team already had some international exposure and their willingness to share their experiences proved very helpful.

Creating a new culture

Exploring questions such as: who are you? how do you interact? what is normal for you, and what is abnormal? became triggers for further discussion. The whole process turned in to a dialogue – not about adapting to the other culture, but finding possibilities together for developing a new company culture. We ended up looking for new opportunities and giving the entire team a head start in developing their cooperation.

Attention to individuals breeds cultural awareness

Abrahams remarks on KIT's specific contribution: "Trainers at KIT Intercultural Professionals share a high sensitivity to group dynamics, and the different needs of individuals in a group. Training like this one was not about the Vietnamese or Dutch culture per se – but about being able to zoom in to individuals' needs and differences. We don't come in and do a set thing of management tricks. We spend time building relationships with the people we work with. In this way we develop tailor-made programmes that really fit the particular realities of a team. We believe co-creation is the key to our success. But the true test to our claim is whether our clients' needs have been satisfied."

Maintaining open cultural dialogue at the Amsterdam International Community School

After a successful initial collaboration in the spring of 2013, KIT Intercultural Professionals and the Amsterdam International Community School (AICS) have continued to facilitate internal dialogue about the core values in this academic institution's culture. As a result of the initial meetings on diversity and its mission, the entire AICS team of 80 faculty members wished to discuss the school's underlying values and develop them further.

Methodology

The AICS teachers and other staff members have a variety of cultural backgrounds. This is why it has opted for having KIT Intercultural professionals implement and facilitate the method of dialogic negotiation, a valuable means to enter into discussions in a culturally diverse environment and keep the line of dialogue open. This method allows team members to openly talk about their approaches and perspectives with one another. It is about understanding, not convincing, and working together to search for the core values of AICS. Arjan Verdooren, senior trainer KIT

Youth expat training at KIT Intercultural Professionals



Intercultural Professionals says “Facilitating the dialogue on AICS’ values is a very gratifying and inspiring thing to do. First of all because of the mutual respect and openness that the staff display and because it’s a great example of how people of such diverse backgrounds basically produce a new culture together through their cooperation.”

Diversity

In the run-up to this collaboration, a small group of teachers, parents and students, again facilitated by Intercultural Professionals, discussed the subject of diversity. Examples of this included how to deal with the Dutch tradition of *Zwarte Piet* and the role of same sex preferences in the curriculum. These are often treated from a Dutch perspective, but they may be taboo or offensive for others. At AICS, various cultural perspectives were all present, which meant that a mutually satisfying answer must be found. Core values that needed to be addressed were community, diversity, integrity (honesty), discovery, and professional behaviour.

Extended collaboration

With this collaboration, the AICS wanted to accomplish two goals. The intention was both to discuss and further develop the AICS’s values, as well as to provide AICS staff with additional opportunities to have open dialogues with one another. In 2014, KIT continues to work with AICS to facilitate dialogue with all stakeholders, including parents.

Curious to learn more about the services of
KIT Intercultural Professionals?
www.interculturalprofessionals.nl



KIT Intercultural Professionals
facilitates a junior country training

4	Preface
6	KIT at a glance
13	KIT Biomedical Research
17	KIT Health
23	KIT SED & Gender
29	KIT Intercultural Professionals
33	Real Estate and Hospitality
36	KIT’s Changes in 2013
40	Financial report
46	KIT Corporate Governance
50	Boards and Council
54	Acknowledgements

Real Estate and Hospitality



Real Estate and Hospitality

The Royal Tropical Institute (KIT) building is a landmark in Amsterdam. Visitors are often stunned as they enter its marble entrance hall, whose style typifies what is found throughout the facilities. With acclaimed architecture, it also accommodates top of the range conference facilities that host symposia, lectures, exhibitions and business functions. Our wide variety of organisers and hosts all look for the extra elegance and aesthetic dimension present in the KIT building that is difficult to find elsewhere.

Completed in 1926, the building houses the Tropenmuseum alongside offices blocks and library facilities. The property also houses the NH Tropen Hotel as well as an office block and training centre. Because of KIT's reorganisation, part of the building will be rented out as office space with the income going towards the preservation of this landmark building.



Overview KIT premises from back side. Photo: N.H. Hotels

KIT's Changes in 2013

The year 2012 ended with the last performance on KIT's cultural stage, the Tropentheater. In 2013 KIT had to conclude that the theatre - along with KIT's other cultural and public activities the Tropenmuseum and the KIT Library and Information services - did not have a future within the KIT framework. These departments and their activities required substantial governmental funding to survive, which was no longer forthcoming. As a result, the 'New KIT' will have to be 100% financially self-sustainable by the end of 2015, therefore prompting the move.

This has led to an intense search for a new destination for the substantial collections and impressive projects of these two departments. The Tropenmuseum received funding from the Ministry of Foreign Affairs and the Ministry of Education, Culture and Science for the next three years. As of April 1st 2014, the staff and cultural and research activities of the Tropenmuseum are an integral part of a new National Museum for World Cultures: a merger of the Tropenmuseum with the museum of Ethnography in Leiden and the Afrikamuseum in Berg en Dal. The new museum will apply for funding for the three museums for the subsidy period starting in 2017. The Tropenmuseum will stay at the same location in the KIT historical building. Ownership of the museum collection and its largely international cultural heritage has been transferred to the Dutch State.

KIT Information & Library Services

At the end of 2013 the KIT library and Information services unfortunately had to stop. The library collection was dispersed over libraries in The Netherlands and the library in Alexandria, Egypt. In Changes in 2013, the former directors of Tropenmuseum, Mr Jan-Willem Sieburgh, and the KIT ILS, Mr Hans van Hartevelt, look back on a difficult year.



Signing over parts of library collections. Photo by Irene de Groot



Tropenmuseum

Shaping a new reality: KIT and Tropenmuseum after 2013

Our world is changing at a rapid pace. Borders are being reconfigured and we live in a far more interconnected world than ever before. With these rapid changes people are looking for anchors. Where can citizens of the world in 2013 still find something to build on? To put it simply: with each other. They find it in the lives of others, from other cultures, not only in the past but also in the present. By being curious about the world around us, about the ways others negotiate their day-to-day lives we can better understand our own. The Tropenmuseum stimulates our viewers to have an open view of the world. We encourage a better understanding of the diversity of world cultures, of what makes us different, and what unites us. Addressing important contemporary subjects, we remain relevant to our various stakeholders.

Jan-Willem Sieburgh, interim director at Tropenmuseum looks ahead to the changes we face. "The museum has suffered a lot; we lost many valuable members of staff in 2013. While we continue to lament this loss, we can now feel a positive mood in the institution: optimism. The drastic changes in State funding have meant that we have had to cut our organisational ties to KIT, and look for new partners in the museum world. Happily, we have succeeded."

A new family

"With two other Dutch ethnographic museums, Volkenkunde Leiden and Afrikamuseum in Berg en Dal, we are building a new institution, as equal partners. This has given us creative and financial independence to shape our future and our future successes. Expectations are high, we know, but we are confident. We are not at all worried that our relationship with KIT will disappear. We have shared roots and we remain firmly connected by our history and our stunning building. A perfect location in Amsterdam and, quite frankly, one of the best museum buildings in the entire Netherlands."



The audience is broadening

"2013 was a year of dramatic changes but we continued to serve our audiences. We had seven exhibitions. 'Escher meets Islamic Art' was a particularly successful, attracting new audiences to our museum. We also presented exciting video art in the exhibition 'Imagined Places' and new documentary photography in 'The Past is a Foreign Country'. 22% more visitors came to the MixMax Brasil exhibition in our Junior museum. The project 'Foto zoekt Familie', which was undertaken with the help of crowd funding and the support of partner organisations Albelli and Go Tan resulted in the return of 17 photo albums to the families of those who lost them during WWII."

International connections

"We have continued to develop important cooperation projects with diverse partners internationally. We have shared our knowledge, expertise and collections and maintain good relations with colleagues across the world. In Brunei we worked on the exhibition Borneo Cultures and Dutch Collections, a special exhibition that was an integral part of the widely publicised royal visit of Queen Beatrix. The exhibition 'In the land of the emperor: A Dutch visit to Ethiopia 1930-1931' was shown in Addis Ababa, Ethiopia, and two of our previous children's exhibitions were shown in Villa Zapakara, Suriname."

Sharing knowledge

"Curators and staff members of the Tropenmuseum shared their expertise and knowledge in a number of scientific publications and lectures, and we have also conducted a community project with local entrepreneurs, in connection with the inauguration of King Willem Alexander."

In short – we have been busy and we are proud of our achievements in 2013. We are ready."

KIT Information & Library Services

One of the major consequences of losing our structural governmental funding was the closing down of all activities of the KIT Information and Library Services, a department which pre-dated KIT.

Collecting and distributing information: a longstanding tradition

KIT's library started in 1864, when the Colonial Museum was founded in Haarlem. The collection is even older and has its roots in the Holland Society of Sciences and Humanities (Hollandsche Maatschappij der Wetenschappen) which was founded in 1752. Former director of the KIT Information & Library Services (KIT ILS), Hans van Hartevelt, never imagined that it would be his job to dismantle a centuries old library and reallocate a million of documents, including 500,000 books, 25,000 journals, brochures and maps. But it was. Here he reflects on the experience.

Impressive achievement

“Though these last two years have been tough, for staff, our partners, our users and myself, I think we have accomplished a lot. Our collection was impressive: within Europe we had the most complete library on development issues and developing countries including topics such as agriculture, health, economics and culture. Initially we covered only the Dutch colonies, after 1950 the scope became wider and the entire developing world was our focus. It is a true loss for the Dutch academic and international development sector to have lost the post-1950 collection “60 years of Dutch Development Aid”. Every annual report, article, policy paper or report published in the Netherlands pertaining to development cooperation could be found in our library. All these documents have been shipped to the Bibliotheca Alexandrina in Egypt. Other parts of our collection were moved to Dutch institutes.”

Valuable discipline

But why has KIT's support for access to information been such an important service over so many decades? “Maybe one thinks, especially now, that Google or any other popular search engine offers anyone access to all the information one may be looking for. Of course the internet offers huge amounts of information, but

not all the information, and certainly not value-free information. An important role of the library was to screen, select and provide relevant information to professionals in the Netherlands and in the South. We have developed thematic portals, aimed at bringing together relevant information on topical subjects. Professionals are keen to be updated, but can't spend their whole day searching for information. We have also offered information services at a fee for a number of Dutch development organisations over the last few years. It was a cost-effective alternative for maintaining their own libraries and academic subscriptions. We managed to fund 30% of our exploitation costs with money we earned – in the library sector this is a unique achievement.”

Bridging the digital divide

What many people may not have known are some other activities of KIT ILS over the years. Van Hartevelt explains “We were one of the first libraries to embrace and adopt the potential of ICT-developments. As early as 1975 we started automating information services and provided international access to information via telecommunication facilities such as Lockheed. Later on, in the mid-eighties, we were the second organisation in the Netherlands that started using CDs to store agricultural databases to make these available for librarians in developing countries. We stood at the cradle of ‘bridging the digital divide’ – one of our largest projects was for the European Union – we were asked to provide databases, computers and software and train librarians, in academic libraries in 50 developing countries. These librarians and libraries were empowered, became pioneers and gave a huge boost to academic development at universities in their countries – suddenly they had access to a world of information.”

HIV Exchange

Access to information was also key in the 25 years KIT ILS published the ‘Exchange on HIV and AIDS, Sexuality and Gender’, upon request of the World Health Organization. Targeting health



Former KIT Library, reading room. Photo: N.H. Hotels

workers in Africa, with up to 100,000 readers every three months, the exchange supported peer- to-peer information and education, sharing lessons learned.

Digitising and unlocking Colonial Maps

Over the past decade KIT has worked hard to digitise all colonial maps and make these maps available online. Hans explains “A tough, extremely labour intensive job, which, however lead to a great result. Our project has shaped the international standard. Our oldest map dates back to 1579 and the total collection shows the development of cartography throughout the centuries. It was dramatic to see one of our flagships being moved. However, we are satisfied to see the maps and other documents pre-1950 are now hosted by the University Library of Leiden, where we know the historic collection will be taken care of with the highest degree of respect.”

Looking back

“We have always served our users, customers, partners and visitors with great pleasure and dedication, and we have always scored high in customer satisfaction. Independent auditors have validated our efficiency, information architecture and the quality

of our services. Our collection was unique – 40% could not be found elsewhere in the Netherlands. Of course, we expected budget cuts. We were prepared to find alternative sources of income, as we had gradually been doing over the last decade. We were clearly not able however, to adapt to these sudden and abrupt changes. If we had been offered a transition period of three years, I am sure that we would have been able to survive. No doubt.

Regrets and pride

“Looking back, I wish we had been more commercially minded earlier – we never had any problem to talk about the content and implications of our work, but felt uneasy marketing and selling ourselves and our products and services. And perhaps the decades of structural funding left us a little too comfortable. I remain proud of my staff that has worked relentlessly on facilitating the reallocation of the physical and digital collection. I am grateful that all parts of the collection and some of our products and services have found good homes, including the famous Bibliotheca Alexandrina, with new owners that are dedicated to making knowledge accessible for research and education.”

Abbreviated Financial Report 2013

The Financial Statements 2013 relate to all activities of the Vereniging Koninklijk Instituut voor de Tropen/Royal Tropical Institute Association (KIT), Holding KIT BV (including KIT Publishers BV, KIT Hotel BV and KIT Intercultural Professionals BV), Stichting Eijkman Medaillefonds and Stichting Tropenmuseum Collectiefonds.

Result 2013

2013 was a turbulent year. At the beginning of 2013, KIT was uncertain of future structural governmental funding and was still in discussion with the Ministry of Foreign Affairs. Therefore KIT was forced to discontinue its activities of Information & Library Services. In April 2013 KIT announced a vast reorganisation, which resulted in more than 85 redundant employees of the Tropenmuseum, Information & Library Services and the supporting staff departments. The knowledge departments and the remaining staff commenced a transition to an organisation which can operate without a structural fixed governmental subsidy (output financing).

In 2013 KIT realised a negative consolidated net result of € 1,414. The association KIT performed better than budget through further cost reduction. The line departments realised a positive result in 2013. The result of the staff departments is heavily influenced by the effects of the reorganisation, both positive and negative. Holding KIT realized a negative result as a consequence of once only reorganisation costs. Activities of KIT Publishers B.V. – part of Holding KIT B.V.- were continued outside KIT as LM Publishers as of July 1, 2013.

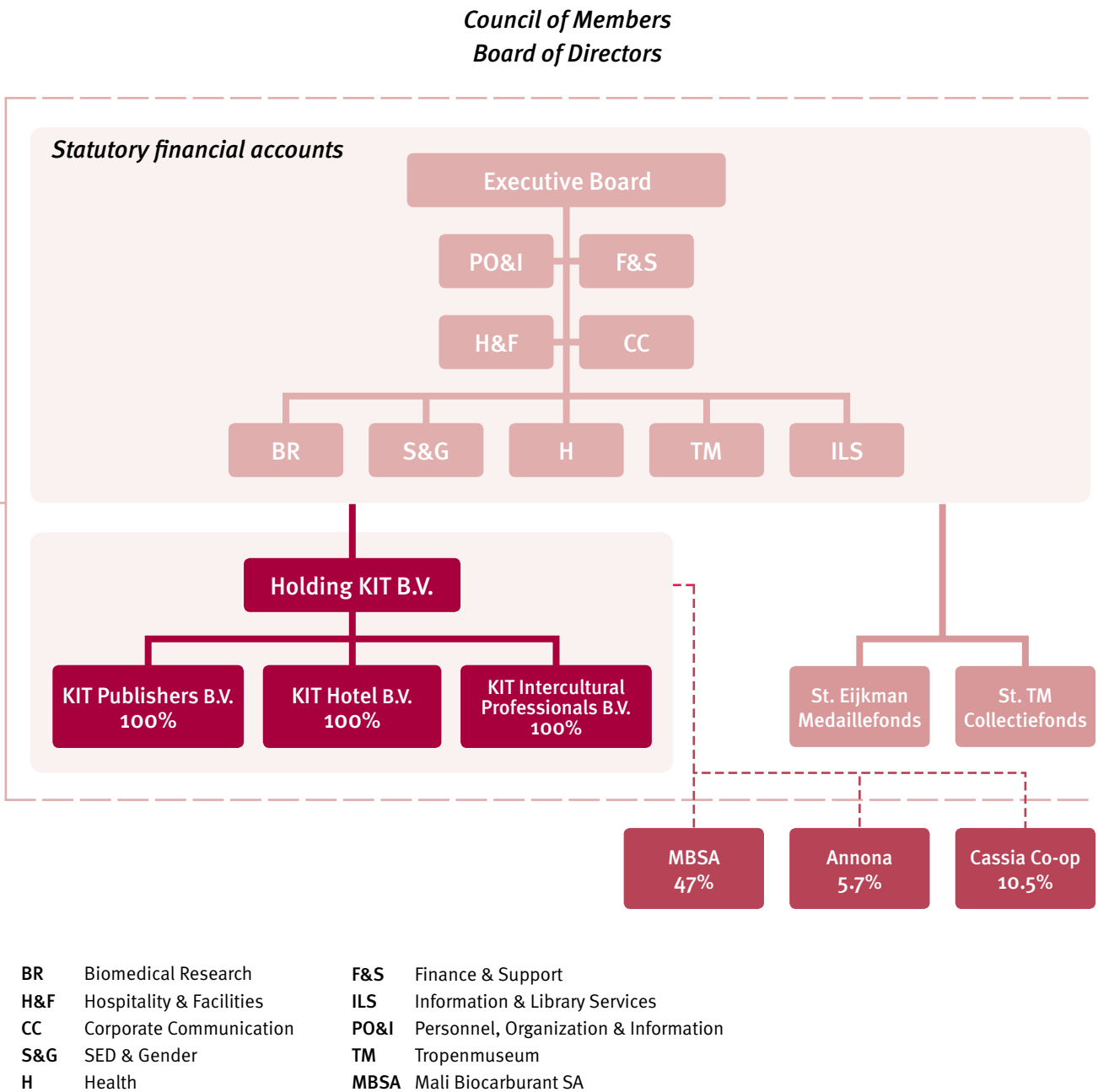
Accounting principles

The annual report has been drafted in accordance with Directive 640 on reporting for non-profit organisations of the Netherlands Council for Annual Reporting. The figures presented in this abbreviated financial report are based on the annual financial report 2013.

2014 and beyond

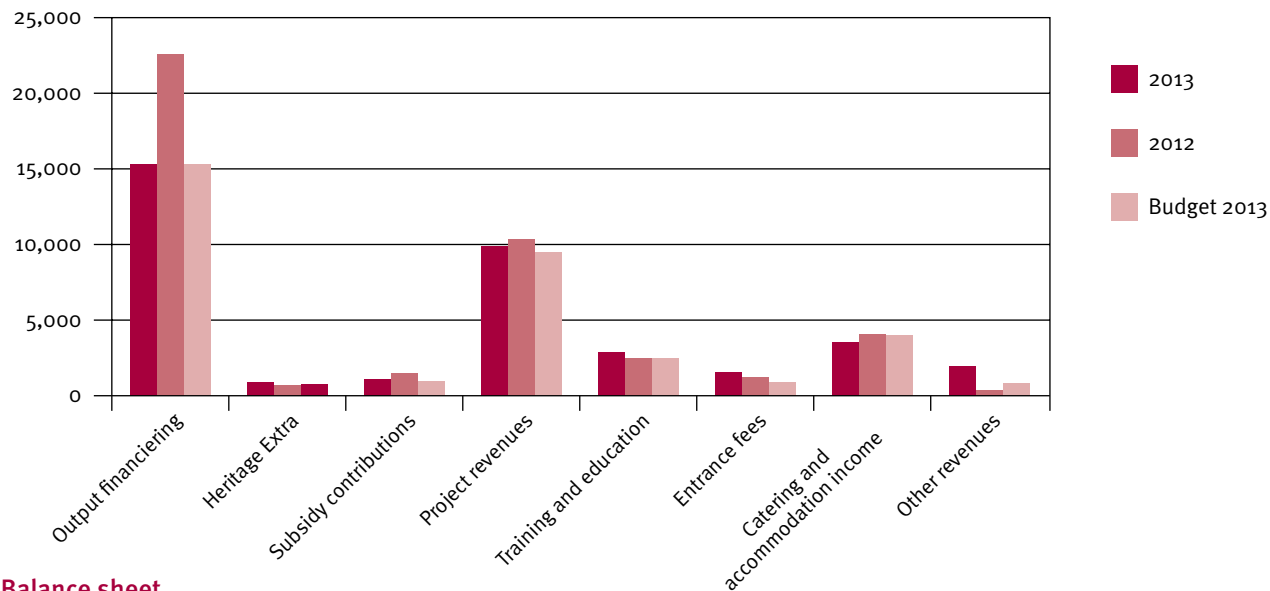
In December 2013 KIT reached an agreement with the Ministry of Foreign Affairs concerning the transition financing for 2014 and 2015 and contribution to restructuring costs. The agreement comprises a one-off payment of € 28,000 million. KIT received this amount in December 2013. Part of this amount (€ 11,000 million) is earmarked for Tropenmuseum, for the years 2014 and 2015. The other part (€ 17,000 million) is earmarked for transition and friction cost of KIT, amongst which a large sum as a contribution for redundancy payments.

Consolidated Financial Accounts



Turnover

The graph below shows the different turnover categories compared to the budget and 2012 (amounts x € 1,000).



Balance sheet

	31-12-2013	31-12-2012
x € 1,000		
Assets		
Tangible fixed assets	19,449	21,360
Financial fixed assets	539	808
Stocks	105	226
Work in progress	1,781	1,732
Receivables	4,797	4,718
Cash	42,790	16,556
Total Assets	69,461	45,400
Equity and Liabilities		
Equity	29,117	30,257
Provisions	11,072	3,103
Current liabilities	29,272	12,040
Total Equity and Liabilities	69,461	45,400

Income and expenditure

	2013	2012	Budget 2013
x € 1,000			
Income			
Output financing	15,300	22,367	15,300
Heritage Extra	-	632	-
Subsidy contributions	1,354	1,776	1,040
Project revenues	9,887	10,092	9,193
Training and education	2,849	2,656	2,600
Entrance fees	1,175	1,110	864
Other revenues	5,081	4,559	4,975
Total: income	35,646	43,192	33,972
Expenses			
Personnel costs	18,856	20,993	19,594
Depreciation	1,678	1,881	1,788
Project costs	4,339	5,631	4,399
Other operating expenses	11,404	11,310	8,869
Total: Expenses	36,277	39,815	34,650
Operating result before incidental income and expenses	(631)	3,377	(678)
Financial Income & Expenses	234	112	169
Other income, expenses, impairments and taxes	(738)	81	(146)
Allocation to Appropriated Funds	106	13	-
Allocation to Appropriated Reserve	(385)	(3000)	-
Net Result after allocation to / from Appropriated Funds / Reserves	(1,414)	583	(655)

Independent Auditor's Report on the Abbreviated Financial Statements

To: the General Meeting of members of Association Royal Tropical Institute (KIT)

The accompanying abbreviated financial statements, which comprise the abbreviated balance sheet as at 31 December 2013, the abbreviated profit and loss account for the year then ended and the notes, comprising a summary of the accounting policies and other explanatory information are derived from the audited financial statements of KIT for the year ended 31 December 2013. We expressed an unqualified audit opinion on those financial statements in our auditor's report dated 16 April 2014. Those financial statements, and the summary financial statements, do not reflect the effects of events that occurred subsequent to the date of our auditor's report on those financial statements.

The abbreviated financial statements do not contain all the disclosures required by General Accepted Accounting Principles in The Netherlands. Reading the abbreviated financial statements, therefore, is not a substitute for reading the audited financial statements of KIT.

Management's responsibility

Management is responsible for the preparation of the abbreviation of the audited financial statements in accordance with the principles described on page 40.

Auditor's responsibility

Our responsibility is to express an opinion on the abbreviated financial statements based on our audit. We conducted our audit in accordance with Dutch law, including the Dutch Auditing Standard 810, "Engagements to report on abbreviated financial statements".

Opinion

In our opinion the abbreviated financial statements derived from the audited financial statements of KIT for the year ended 31 December 2013, are consistent, in all material respects, with those financial statements.

Amstelveen, 24 April 2014

BDO Audit & Assurance B.V.
on its behalf,

O. van Agthoven

KIT Corporate Governance



KIT Corporate Governance

KIT is a private organisation incorporated as an association with individual and corporate members; bylaws govern its structure. KIT has adopted the Code Cultural Governance as the corporate governance directive applicable to it. The mission and underlying values of the institute are the essential guidelines for its Council of Members (Council) and Board of Directors (Board). In order to fulfil that mission, the Council and the Board stimulate KIT and its employees to be innovative and to further develop and apply knowledge and expertise for a sustainable future worldwide and act as vital ambassadors to support those goals and strengthen KIT's image within their networks.

Board of Directors

Institutional management

In 2013 KIT worked hard to formulate and execute new scenarios for the future role and position of the knowledge and training departments. The Board of Directors (Board) played an active role in formulating the long term mission and vision for a 'new KIT'. The role of the Board is different from the daily management executed by the Executive Board; however, the Board took its share of crisis management. Apart from the formal duties, the Board frequently became involved in discussions on the new direction of KIT, and fulfilled its role as advisor and sounding board, for the choices that had to be made to safeguard KIT's future.

In 2013 the Board met 8 times in formal sessions to evaluate its work and discuss strategic, financial and human resources issues with the Executive Board. The Board also attended 4 Council of Members meetings. An additional 4 meetings were held by the Audit Committee.

The Board of Directors reviewed quarterly financial reports and the 2012 Financial Report and the auditors' management letter. The Board discharged the Executive Board of liability. The Board

of Directors was in turn discharged by the Council of Members. Issues raised in the management letters were successfully addressed by the Executive Board.

Appointments

The Board of Directors is responsible for the appointment of the Executive Board. Continuity was a major concern in 2013, especially in the turbulent times KIT experienced. Both bodies saw a number of changes in 2013.

Professor Rudy Rabbinge, Chairman of the Board of Directors, acted as President of the Executive Board on a temporary basis until March 1. He was succeeded by interim President Derk Vermeer who started his assignment at KIT in January 2013. The Board gave Mr Vermeer three major tasks: to secure transition funding from the Ministry of Foreign Affairs, to recalibrate KIT's strategy and to restructure the organisation. The Board has been satisfied with the wisdom and boldness in which he has taken to these tasks.

Within the Board of Directors, prof. Joost Ruitenbergh acted as chairman until from July 1st Kees Blokland took over. Additionally the Board strengthened its capacity with new members; Mrs Pauline Kruseman, Mr Maarten le Clercq and Mr Peter van Leeuwen. Mr Peter Groenenboom and Mrs Laetitia Griffith announced their resignation as of March 2013.

KIT's public activities

With great regret, the Board agreed that there were no viable alternatives to save KIT's library and information activities within the financial agreements with the Dutch State and the relative short period to achieve 100% financial coverage from the market. The commitment and relentless efforts of the staff of the KIT Library and Information department to find good homes for the collection was highly regarded and well appreciated by the Board members.

Tropenmuseum was given a better alternative – a merger with two other ethnographical museums. It has received a formal condition of government support, supported by favourable arguments. In 2013

the new structure and design of this new national Ethnographical Museum Coalition were defined and will be implemented early 2014. The Board supported those efforts and met several times with representatives of the supervisory boards of the two other partners to offer advice and expertise.

KIT's future

The Board of Directors remains confident in the value of KIT's activities for the Netherlands and the world at large. The new KIT with the four remaining Business Units will be financially self-sustaining within two years. We believe in the strength, capacities and more over the commitment of the people working at KIT.

On behalf of the Board of Directors,

Mr C. Blokland
Chair

KIT Corporate Governance

Council of Members

The year 2013 was one of major transition towards a completely transformed institutional structure and financing basis for the KIT.

The council of members in 2013

In 2013 the Council met more frequently than usual. Next to the statutory two meetings to approve the annual accounts and to discharge the Board of Directors and to approve the plan for 2014, both formal and informal sessions with the Board and management were held to closely follow and advise on the transition process.

The Council advised on interim management and subsequently appointed interim president Derk Vermeer as proposed by the Board of Directors. The interim directorship of Derk Vermeer, proved a sound basis to start and effectively steer the transition process. The Council was kept informed and advised on the ensuing reorganization including the interest of staff in the process of restructuring. Also at the advice of the Council of Members, the Board of Directors underwent a major change in composition.

Changes in membership

Early in the year 2013, in good cooperation with the Board of Directors, the Council approved the phased resignation of the full Board. Mr Kees Blokland and Mrs. Pauline Kruseman, both Council Members, were appointed to the Board. The Council wishes to express great appreciation to Prof. Rudy Rabbinge, who left KIT as acting Chairman of the Executive Board in February 2013. He chaired KIT well in difficult times.

Mgrs. Laetitia Griffith and Peter Groenenboom resigned as members of the Board and we express our appreciation for their longstanding contribution. In November 2013 the Council appointed Mr Maarten le Clerq and Mr Peter and Leeuwen as new Board Members.

Difficult decisions in 2013

In 2012 KIT had to cease its cultural stage activities, Tropentheater, with all the painful aspects of closing an integral part of KIT, as well as for its identity. In 2013 the Library/ILS and Tropenmuseum

received the full attention of the Council. After a painstaking review process, the Board had to decide to end the activities of the unique Library and disperse the collection. The Council was sad to see the library collection go, though is glad that all parts of the collection found good homes in academic institutes in the Netherlands and in the Library of Alexandria, Egypt.

The future of the museum and notably its unique collection was discussed by the management both with Government departments concerned (Ministry of Foreign Affairs and Ministry of Education, Culture Science) and the other two Dutch museums with adjacent collections; Volkenkunde in Leiden and the Afrikamuseum in Berg en Dal.

The aim of these discussions was to bring as much synergy as possible to the collections without diminishing their unique value, and to be cost effective in this endeavour. As of 1 April, 2014 the three museums have merged. The KIT museum collection has been transferred to the Dutch Government. The Government made continued support contingent on the merger and transfer of the ownership of the collection.

Governance

The future legal structure for KIT and its governance is still under discussion. Two major options i.e. the existing association structure or an alternative foundation structure are considered. All involved realise the rich history and heritage of KIT and its founding members. The Council feels a particular responsibility to see to it that this dimension receives proper attention.

Gratitude

We are grateful to the Dutch Government for providing transition financing and to the City of Amsterdam for their serious efforts for the continuity of KIT and the Tropenmuseum. Last but not least, we feel particularly compelled to express our great appreciation and respect for all involved particularly the staff of KIT, both who had to depart and who have stayed on, often in difficult circumstances. We owe the staff great thanks for their unwavering commitment to the Institute. We are pleased to see that the research, consultancy and training activities will continue as the core of the new KIT.

On behalf of the Council of Members

Mr Jan Hoekema,
Spokesperson

Boards and Council

Patroness

H.M. Queen Máxima of the Netherlands

Board of Directors

Chairman

P.J. (Peter) Groenenboom, MA
(till February 28, 2013)

Prof. Dr E.J. (Joost) Ruitenberg
(member, chairman from March till July 2013)

Mr C. (Kees) Blokland, MSc
(member since February 28, Chairman since July 2013)

Mr A.A. (Bram) Anbeek van der Meijden, MA

Mr H.M. (Maarten) le Clercq
(since November 2013)

Ms L.J. (Laetitia) Griffith LL.M
(till February 28, 2013)

Mr P. (Peter) van Leeuwen LL.M
(since November 27, 2013)

Dr M.J.A. (Maartje) van Putten

Ms P.W. (Pauline) Kruseman
(since February 28, 2013)

Executive Board

Prof. Dr R. (Rudy) Rabbinge, MSc
(till February, 2013)

Dr. D.J. (Derk) Vermeer
(since January, 2013)

Chairman Board of Directors Electrabel N.V.
Chairman Board of Directors Qpark
Former President of the Board of Internatio-Müller N.V.
Professor of International Public Health, VU University Amsterdam

Chairman of the Board of Dutch Rail Pension fund
Former Director Personnel and Organizations NS
Former Vice President of the Board of Delta Lloyd Groep NV
Member Financial Committee Bartimeus Sonneheerdt
Member Supervisory Board Stichting AGIS
Member Supervisory Board of Reumafonds Foundation
Member Supervisory Boards Kennemer/Spaarne hospitals
and 't Lange Land hospital
Formerly CEO of Ipse/de Bruggen (for the mentally disabled)
Former Board member of Leiden University Medical Center.
Previously Royal Dutch Shell
State Councillor
Former Member of the Dutch House of Representatives
Former Alderman of Amsterdam
Former Dutch Ambassador
Board member of NKCH (Netherlands-Kazakhstan Centre for Trade Promotion)
Member of Supervisory Committee of Media Support Center Foundation in
Bishkek
Senior advisor Complaints Mechanism European Investment Bank; Managing
Director Global Accountability B.V., Vice-Chair of the European Centre for
Development Policy Management; Former Member of the World Bank
Inspection Panel;
Former Director, Amsterdam Historical Museum

President

Member/President

Council of Members

Mr M.A. (Max) van Alphen, MA RA
Mr R.M. (Michael) Barth, MA

Mr C. (Kees) Blokland, MSc
(till February 28, 2013)
Mr J. (Jeroen) Blüm
Ms mr. M.E. (Maria) Cuartas y de Marchena,
on behalf of E.E. (Eberhard) van der Laan LL.M
(till August)
Mr M. (Michiel) Hardon, MBA
Mr J.Th. (Jan) Hoekema, MSc
Mr J.A.S. (Jochum) Jarigsma MA

Ms T. (Tamrat) Kidane

Dr. R.R. (Riemer) Knoop

Mr J.A. (Johan) de Koning MA, M.Phil
on behalf of Dr H. (Hans) Dröge
Ms P.W. (Pauline) Kruseman
(till February 28, 2013)
Mr R.C. (Rob) Labadie
Mr R.P. (Roald) Lapperre
(till June)
Ms I.L. (Irene) van Luijken, MA

Mr A.J.B.M. (Toon) Peek LL.M
(since June 2013)
Ms A. (Anatal) Perlin on behalf of Mr. H. (Haig) Balian
Mr F. (Floris) Recourt, LL.M
Mr W (Wietze) Reehoorn LL.M
(till May 2013)
Ms Sj.A. (Sjoukje) Rullmann LL.M
Mr M.E.J. (Marc) Salomons
Mr G.H. (Gerard) Versseput, MA
Mr J.J.M. (Jack) van de Winkel
Mr J.P. (Johan) Zoutberg, Ma-HRM

Former Vice President of the Board of Internatio-Müller N.V.
Member Board of Directors of FINCA Microfinance Holding
Member Board of Directors of the TriLinc Global Impact Fund
Member Board of Directors Bamboo Finance (Luxemburg)
Member Board of Directors SNV (USA)
Member Investment Committee Tuninvest/Africinvest
Non-resident Fellow of the Center for Strategic and International Studies
Chairman of the Board of Dutch Rail Pension fund
Former Director Personnel and Organizations NS
Deputy Director Shell Foundation
Mayor of Amsterdam

Former Director Finance World Council of Churches.
Mayor of Wassenaar
Director AccuRaad Training & Advies
Chair Platform Maatschappelijk Betrokken Ondernemen
Dietician BovenIJ Ziekenhuis, Member Multicultural Peace Building Women
Association, Board member Ethiopisch-Nederlandse Vriendschapsvereniging
Cultural Entrepreneur
Prof. Cultural Heritage Reinwardt Academy
National Manager Unilever Nederland

Former Director, Amsterdam Historical Museum

Director International Agricultural Policy and Food Security and dep. director
general Ministry of Economic Affairs, Agriculture & Innovation
Manager Communication and Public Affairs VNCI (Dutch association for the
chemical industry)
Director Risk Management Commercial & Merchant Banking and Member of the
Senior Management Team ABN AMRO Bank
Director Artis Royal Zoo
Representative of De Maatschappij
Member of the Board ABN AMRO

Vice President Rechtbank Amsterdam
Member Executive Council Imtech N.V.
Former Managing Director of HVA-Holding B.V.
Former President of NV Deli Maatschappij
Supervising director in housing and (public) health sector
Former CEO Public Health

Advisory Board

Mr G.O. (George) Abungu (Kenya)
Mr D. (David) Ofori Adjei (Ghana)
Prof. N. (Naila) Kabeer (United Kingdom)
Prof. Dr S. (Sonia) Montaña Virreira (Bolivia)

Dr I. (Ismail) Serageldin (Egypt, Chair)
Prof. Dr Le Vu Anh (Vietnam)

Chairman of the Governing Council of the Kenya Cultural Centre
Former Director, Noguchi Memorial Institute for Medical Research
Institute of Development Studies, Sussex, United Kingdom
Sociologist and Chair, Programa de Investigacion Estrategica en Bolivia; Chief
of the Women and Development Unit, United Nations Economic Commission
for Latin America and the Carribean (ECLAC)
Director of the Library of Alexandria; former Vice President of the World Bank.
Dean of Hanoi School of Public Health

KIT Management

Dr. C.B. (Bart) de Steenhuijsen Piters
Prof. Dr P.R. (Paul) Klatser
Mr J.H.W. (Hans) van Hartevelt, MA RI
Mr S. (Serge) Heijnen, MSc
Mr P.J.W. (Peter) Verdaasdonk, MA
(till July, 2013)
Mr J.W. (Jan Willem) Sieburgh
(since July, 2013)
Mr R.T. (René) Mentink, MA
Ms M.R. (Marieke) Marcus MSc
Mr C. (Kees) Tukker
(till May, 2013)
Mr P.D. (Paul) Kotvis
(since April, 2013)

KIT Sustainable Economic Development & Gender, BU manager
KIT Biomedical Research, BU manager
KIT Information & Library Services, Head
KIT Health, BU manager
Tropenmuseum, Director

Personnel, Organisation & Information, Head
Finance & Support, Head
Head Communication, Hospitality & Facilities

Manager Real Estate & Facilities

KIT Management

Executive Board of Holding KIT BV: Prof. Dr. R. (Rudy) Rabbinge MSc *(till March, 2013)* and Dr. D.J. (Derk) Vermeer *(since March, 2013)*
Director of KIT Publishers BV: Mr. R. (Ron) Smit, MA *(till July, 2013)*
Director of the Executive Board KIT Intercultural Professionals BV: Mr. M. (Maarten) Bremer, MSc
Director of KIT Hotel BV: Director of KIT Hotel BV: Mr C. (Kees) Tukker *(till April, 2013)* and Mr P.D. Kotvis *(since April, 2013)*

Credits

May 2014, Amsterdam, the Netherlands
This Annual Report is a joint production by all departments
of the Royal Tropical Institute (KIT)

Coordination

Corporate Communication, Hospitality & Facilities, KIT

Texts and editing

Simon Hodges, Words That Change
Corporate Communication, Hospitality & Facilities, KIT

Design

Jeroen van Mourik, Stickit Projects

KIT thanks

KIT staff and others for the use of their photographs and other contributions to this Annual Report:
Tabitha van den Berg, Irene de Groot, Derk Vermeer, Paul Klatser, Bart de Steenhuijsen Piters, Serge Heijnen,
Maarten Bremer, Marieke Marcus, Rik Oosting, BDO Accountants, Kees Blokland, Jan Hoekema, Deborah Abrahams,
Arjan Verdooren, Hans van Hartevelt, Tropenmuseum, Wilhelmiën Hoekstra, Jan Willem Sieburgh, Richard Anthony,
Henk Schallig, Mariana Wongtschowski, Franz Wong, Genevieve Audet-Bélanger, Jurriën Toonen, Prisca Zwanniken,
Jose Bakker, Alice den Hartog, Remco Mur, Eva van Ooijen, Roger Bymolt, NH Hoteles

Contact information

Postal address

P.O. Box 95001
1090 HA Amsterdam
The Netherlands

Visiting address

Mauritskade 63
1092 AD Amsterdam
T +31 20 568 8711
F +31 20 668 4579
E communication@kit.nl
W www.kit.nl

For individual departments' visiting addresses, see www.kit.nl/contact

KIT is a statutory association with members. The recruitment of institutional members focuses mainly on companies involved in corporate social responsibility and in international cooperation.

