



KIT

Royal Tropical Institute

Annual Report 2014





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Preface

For KIT 2014 was a year dominated by two processes: the completion of the restructuring of the organisation and the commencement of efforts to ensure our future growth. After the implementation of often painful decisions, the cessation and transfer of certain activities and the departure of many of our employees, KIT is now taking its first steps on a new path. With the phasing out of structural funding by the Ministry of Foreign Affairs, KIT will now have to take a more entrepreneurial approach in its various activities. But thanks in no small part to the motivation and commitment of our staff, we are able to implement the changes necessary to guarantee a healthy and sustainable future for the organisation.

KIT remains true to its core objectives: to improve health and ensure equitable socioeconomic development and promote intercultural cooperation with our partners worldwide. While we focus on achieving results and empowering people, our research, advice, training and education remain creative, context specific and evidence-based. We are an innovative organisation with more than 100 years of experience all over the world. A global host in our very own international knowledge hub in Amsterdam.

The world is changing and KIT is anticipating and adapting to those changes. This presents us with new challenges and new opportunities. We aim to remain an innovative player at the cutting edge of our profession. KIT's business units will continue to operate as centres of excellence in their field, and our staff, many of which are highly qualified, are leaders in their own areas of expertise and provide innovative ways of solving developmental issues in lower and middle income countries. Furthermore, in 2014 our intercultural professionals unit opened an office in China, which now enables us to serve our clients better in that part of the world.

We are proud of our employees for the hard work that has made all of this possible. Over the past two years they have had to make enormous adjustments in order to adapt to the many changes. Such a process is never easy and it demands a sharp focus and

intensive cooperation. The efforts of my predecessor and his ability to make difficult decisions have proven to be very valuable. When I assumed the post in June 2014, I arrived at a KIT that was bursting with positive energy in the aftermath of a turbulent period.

We are also very grateful to our partners and clients for their continued support. Their encouragement is now bearing fruit. Over the course of 2014 KIT was approached for large-scale, long-term contracts and also by clients from new markets. For example, Sustainable Economic Development & Gender was contracted by the Bill & Melinda Gates Foundation; the World Health Organization (WHO) decided to make KIT Biomedical Research the WHO Collaborating Centre for Laboratory Strengthening; and our International Course in Health Development (ICHD) celebrated its 50th birthday with excellent figures for student registration, thanks in part to its effective marketing strategies and high student satisfaction rates. Our relationship with the Ministry of Foreign Affairs (DGIS) is on an excellent footing and we are currently working together on a number of long-term development projects, as well as continuing to explore new opportunities with them.

The relationship with our members has also been intensified. The City of Amsterdam supported us throughout the transition phase and we look forward to a continued high level of cooperation with this important co-founder of KIT in relation to the further

development of economic activities at the KIT complex. This year we will be making a number of important investments in our premises in order to boost returns on its utilisation. These investments will also be of great benefit to the Tropenmuseum.

The KIT Supervisory Board has been bolstered by the appointment of new members who are extremely active in areas that are very relevant to KIT and who have already been of great help to the management in a number of complex projects.

For our employees 2014 saw the introduction of a new and simplified CAO (collective labour agreement), one that is more in line with the demands of the modern-day labour market. In addition, more focus is being applied at the internal level on matters relating to quality. Amongst others, this has resulted in a cum laude ISO accreditation 15189 for Biomedical Research, making it one of the first laboratories in the Netherlands to achieve this distinction. A new accreditation for the entire project management system is currently one of our highest priorities.

We can confidently state that over the past twelve months KIT has become more open in its dealings with its partners and the City of Amsterdam, largely due to a stronger market-oriented vision. The business units have found new partners, our mission and vision have become clearer, we have begun developing a renewed meta-strategy, the websites have been updated, commercial training skills programmes have been made available to our employees, and a long-term strategy has been put in place for our properties that will enable us to welcome new tenants to our buildings and improve visitor access in and around our premises. All of this will help KIT to develop further as an international knowledge hub in the areas of public health and education, sustainable economic development and intercultural development. KIT will become a place where entrepreneurs can allow their ideas for the future to develop and flourish.

Mark Schneiders
President, CEO
May 2015





Biomedical Research

- Integrates laboratory activities (accredited to ISO 15189) with epidemiological research, education and advice
- Develops affordable diagnostic products for poverty diseases
- Detects, manages and controls infectious diseases

Impacts on society

KIT BR's activities in 2014 led to clear outputs, outcomes and impact. This applies to the Laboratory Quality Stepwise Implementation (LQSI) tool that we developed for WHO and which is now being used worldwide, the epidemiological support we gave to the StopTB partnership for innovative approaches aimed at increasing tuberculosis case notification, the new insights we generated with collaborators from Surinam into cutaneous leishmaniasis from biological, clinical and anthropological perspectives, and the courses on "Using Geographic Information Systems (GIS) in disease control programs". With a total of 47 publications in international peer-reviewed journals, we made a significant contribution to evidence-based decision-making. The distribution of our diagnostic materials to organizations like MSF contributed to improving the health of many people around the world. In 2014 KIT BR received particularly good news: the World Health Organization (WHO) decided to appoint KIT BR as the WHO Collaborating Centre for Laboratory Strengthening and as such we now assist many countries in laboratory policy development.

Clients and markets

More effort was put into the valorization of KIT BR's research and other activities as a means of income generation. Several commercial products were launched in 2014 as a spinoff/result of our research. Collaboration with SMEs was strengthened.

A start was made on the development of a new strategy for the years ahead.

Internal processes

The new website was launched. Performance management was introduced for all staff. Acquisition meetings were intensified and collaboration between the groups within BR was stimulated.

Innovation, learning and growth

In 2014 we intensified our collaboration with AIGHD and PharmAccess and started our new initiative OneDiagnostics.

OneDiagnostics

Launched by KIT in 2014, OneDiagnostics is a non-profit initiative that was set up for the development and distribution of simple, affordable and high quality diagnostic tests for neglected poverty-related diseases. Over the course of the past year, OneDiagnostics began the process of establishing partnerships with leading research institutes, NGOs and the private sector to form product development consortia. OneDiagnostics is currently in the process of securing funding from government and large institutional donors to launch its first product and projects in the coming year.



Health & Education

- Educates professionals to become leaders in addressing public health challenges
- Collaborates locally, nationally and internationally to improve access to quality health services
- Advice and research on health systems, universal health coverage, human resources for health, sexual and reproductive health, and rights and disease management

Impacts on society

In 2014 we celebrated the 50th anniversary of the ICHD programs with a mini-symposium on 'Building Capacity Globally'. 44 of our students participated in the 50th graduation ceremony. Combined with the MIH, this means that 61 health professionals were trained to address the public health challenges they are faced with back home. Also, in 2014 we were granted funds from NUFFIC to start large capacity strengthening programs in Mali and Mozambique, while the unit continued to make a collective effort in the implementation of the existing project portfolio. This includes, for example, SHARP, which is focused on improving maternal health in South-Sudan, Reachout, which focuses on close-to-community care, and MI+, which aims to improve the sexual health and well-being of young men in Bangladesh and Kenya.

During 2014, thanks to extensive communication efforts, funds were raised for the KIT Scholarship Fund, the fund was awarded ANBI status, and 2 students were selected to participate in the courses starting in 2015. Furthermore, plans were developed that will support a new push for funding in 2015.

Clients and markets

In 2014 Health was active on behalf of a large number of clients around the globe, but with a strong focus on Africa. As a sign of the quality of our work, UNICEF (Nigeria) rated a project in which

KIT conducted an Impact Evaluation of their water and sanitation program to reduce diarrhoea in children under 5 as excellent (a "flagship/model" report) and requested that it be highlighted on their website, as well as presenting it at the UNICEF M&E (international) conference.

Internal processes

At the start of the year, Health and Education became one single business unit, separating from the department of SED&G (previously DEV). This called for extra effort in relation to profiling, leading to the launch of the new website later in the year.

Innovation, learning and growth

Fifteen staff members started their Basic Qualification University Education to become certified as university teachers, with facilitators from the VU university remarking on the high standards and quality of both teachers and courses. Unit efforts to increase the number of self-paying students for the Masters programme resulted in a considerable increase in the number of students starting their Masters in September. A number of articles were published in peer-reviewed journals, including one on the outcome and impact of the Masters programmes.



Sustainable Economic Development & Gender



Sustainable Economic Development

- Focuses on agricultural innovation, land governance and food value chains
- Informs and advises on sustainable local economic development
- Involves farmers and their organizations as active stakeholders in this process

Gender

- Focuses on gender and rights analysis, integration, capacity development and research
- Addresses gender and rights issues within health, social and economic development
- Works on standalone women's rights initiatives

Impacts on society

In 2014 we adjusted our services to be able to respond better to our clients' demands. Four product-market combinations, covering more than 80% of our work, were defined. These served to promote our services and explain our added value to clients. This has resulted in more and longer-term contracts with important clients. For example, we have helped to strengthen the innovation capacity and stakeholder engagement of CIMMYT researchers, which impacts on the development relevance of their agricultural research. We manage the Gender Pool for the Ministry of Foreign Affairs, improving the supply of quality gender assistance to Dutch embassies and impacting on the quality of gender policies.

Clients and markets

Our new website was launched in mid-2014. Six senior staff followed a course in facilitating organizational change processes. Acquisition efforts were prioritized for impact evaluation calls. These efforts resulted in several major contracts, including with IFAD, Gatsby Foundation, Common Fund of Commodities and IOB.

Internal processes

In 2014 we reached all our targets in this area. Performance management was introduced for all staff during individual performance & planning meetings early in the year. Almost all projects were completed in 2014 with minor positive margins, indicating that project leadership has improved over time.

Innovation, learning and growth

In 2014 we started developing services aimed at enhancing the sustainability of and social inclusion within private sector companies. Some successes were achieved in the cocoa and spice industries, and in the cotton sector, most notably with C&A. Links with Wageningen University (WUR) and the University of Amsterdam (UvA) were further strengthened, resulting in a joint Summer school with UvA and funding of joint research programmes. Major seed sector development programmes were developed with WUR and contracted by the Bill and Melinda Gates Foundation. New staff were recruited in strategic areas, such as private sector development, and to accommodate for growing markets, e.g. seed sector development.



Intercultural Professionals

- Provides intercultural training to individuals and teams
- Offers tailor-made approaches to enable intercultural excellence
- Advises on pre-merger due diligence, collaboration in/between international teams, development of intercultural competences, diversity and inclusiveness

Maarten Bremer left his post as director of KIT Intercultural Professionals in June 2014 and was replaced by Heleen Agterhuis in August. The 12-month plan was partially implemented.

Impacts on society

The goal of the Unit was formulated in 2014 as “improving the links and cooperation between people with different cultural backgrounds, both within and between organisations”. With this objective in mind we implemented 431 training programmes and consultancy projects in 2014 in the areas of international business and cultural diversity.

Clients and markets

The market conditions in 2014 were quite challenging and KIT Intercultural Professionals was also faced with the problem of playing catch-up with its competitors. It became apparent that insufficient investment had been made in essential areas of innovation like blended learning, a website in line with current market requirements, online marketing and the kinds of partnerships required to meet the ever-changing needs of multinational clients. Nevertheless, customer satisfaction with our performance and services remained high: an average score of 8 or higher. The potential for growth is obvious. We also achieved the objective of opening an office in Shanghai.

Internal processes

In 2014 we made great strides in achieving our aim of reinforcing our bonds with international experts. ISO certification has been successfully extended.

Innovation, learning and growth

A major priority will be the stimulation of innovation in order to re-establish our position in the market in relation to our competitors. 3 interns have already carried out a study on this matter.



Facilities

- **International ‘knowledge hub’ for businesses and organisations engaged in sustainable development and intercultural cooperation**
- **Inspiring offices at a top location in an international work environment**
- **Beautiful location for congresses, seminars, meetings and events: complete with hotel facilities**

Impacts on society

2014 has been a year of transition for KIT Properties. This was largely due to a scenario analysis in which various functions were examined in relation to their potential for generating income.

One of the results of this analysis was the decision not to earmark the training centre on the Linnaeusstraat as a strategic property. Instead, the plan is to lease this building to a developer who will convert it to apartments.

At the end of 2014 it was decided to discontinue our association with NH Hotels, who have been running the Tropen Hotel for the last 15 years on a management basis. Our aim now is to manage the hotel ourselves with the help of a specialist in hospitality management.

Clients and markets

On 1 April 2014 we signed a rental agreement with the National Museum of World Cultures that runs to the end of 2017. This has meant a change in our relationship with the Tropenmuseum.

We have been involved in discussions with Stadsdeel Oost on the matter of opening up part of the KIT grounds to the public in order to link up with the renovation plans for the Oosterpark. This will make the Museum Restaurant more accessible to the public.

Internal processes

After the recent refurbishment work, the museum management team and the SED & Gender department moved to the D-wing in the main building. Other spaces have been refurbished to make them suitable for renting out.

As a result of the reorganisation plan in 2013, maintenance of the KIT buildings has been contracted out on a long-term basis to the Royal BAM Group.

Innovation, learning and growth

With regard to the main building, the decision has been made to implement a multi-tenant concept for businesses that are active in the area of sustainable development and that can offer the required synergy with the business units at KIT. In the summer of 2014 we welcomed our first launching customer to the wing that formerly housed the library: The Amsterdam Institute for Metropolitan Solutions has signed a three-year contract with KIT.

The decision has also been made to develop a co-working space in order to stimulate synergy between the various business units at KIT and those start-ups that are active in the same market segment.



KIT Quality Assurance

The quality policy of KIT is focused on delivering fit-for-purpose products to our clients. Clients range from organizations or companies that require our research and/or advisory services to students enrolling in our courses.

KIT aims to achieve its goals through an organization that is customer-focused, innovative, effective and efficient. We are committed to continuous improvement based on customer input and internal optimizations. Our goal is to become our customers' number one choice when it comes to services in our areas of expertise. KIT regards it as essential that its staff possesses or develops the competencies required to ensure the quality of our products.

Our Quality Assurance Policy objectives have been defined as follows:

1. to ensure that KIT's products fulfil the requirements and expectations of our customers.
2. to ensure that customer feedback is collected systematically and used to facilitate improvements in our work practices and product delivery.
3. to ensure that the proper follow-up is facilitated in an organized manner in relation to audit results, complaints, shortcomings and proposed improvements. Such follow-ups can be used to improve projects at the KIT-wide level or within individual units.

Quality policy

Quality assurance operation

In April 2014, a Quality Assurance Officer was appointed to work with the Project Support Unit (PSU). This unit is responsible for the coordination and monitoring of quality assurance systems, while the individual Business Unit Managers are responsible for the technical quality of their unit's activities.

The PSU at KIT is also responsible for the coordination and monitoring of departmental activities in accordance with the Manual of Procedures. The billable and other working days are monitored by a time-writing system. To facilitate these processes, the project administration of the PSU is equipped with Axapta, an integrated time-writing and project administration system. The project management secretariat records information in the Project Management Information System (PMIS).

KIT's technical staff are all qualified at the academic and post-academic level. Through a broad range of training facilities, KIT's education policy endeavors to keep the knowledge and expertise of KIT staff up-to-date. This is also monitored through annual performance reviews and mid-year progress reviews of performance and competencies.

The PSU monitors the whereabouts of KIT staff when abroad in case an emergency situation should arise. In order to secure the safety of KIT staff, KIT maintains good relationships with NGOs and local embassies. KIT has insurance policies that cover any emergency costs.

The KIT IT department provides KIT staff with the necessary equipment to allow them to perform their tasks as required and to stay in touch with KIT. The equipment keeps up with all the newest technical innovations and is updated and renewed on a regular basis.

There are a number of other quality assurance mechanisms that are currently used for regular activities:

- Training activities are evaluated by participants with the aim of assessing the quality and relevance of the teaching and the course organisation. These evaluation mechanisms are being integrated into one system for the purposes of transparency and cross-reference.
- Educational courses that are accredited by an academic institution, e.g. the International Course in Health Development (ICHD), are subject to the independent quality systems of the accrediting bodies. In the case of the ICHD this means the participating universities and the European body that certifies the European Masters Modules. In addition, participant and tutor evaluations are used as they are for other training courses.
- Any articles that are to be published in peer-reviewed journals are subjected to editorial and peer review in a rigorous quality review process.
- Articles that are published through other channels (e.g. multilateral agencies) are also subject to quality control by an international review group. In general this is also the case for articles that are published by KIT itself, whether through KIT Publishers or through the KIT website.

ISO accreditations

In 2014 the Biomedical Research Business Unit was independently audited and certified in conformance with ISO 15189. The same year, KIT's management team started the process of accrediting its total project management system with ISO 9001:2008. We aim to secure the latter ISO-certification in 2015.

Financial annual report

The Financial Statements 2014 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, KIT Intercultural Professionals BV and OneDiagnostics B.V.) and Stichting Eijkman Medaillefonds.

Result 2014

2014 was the first year without structural governmental funding (output financing). The new organization of KIT has taken shape in 2014. All departments are focused on bringing in more business.

In 2014 KIT realized a positive result of €3,560 K. The effects of one-off results as a consequence of the reorganizational measures influenced this overall result significantly. Although the result is better than had been forecasted, the organization still shows a negative normalized result.

Normalized result before transition financing	(€3,117)
Transition financing	€3,350
Normalized result with transition financing	€233
release redundant personnel	€466
release transition financing liability	€2,861
Consolidated result	€3,560

We expect to see continued improvement in the years to come. The remaining share of the transition financing will be used (cash-wise) for investments needed to improve the profitability of the organization.

Accounting Principles

The financial figures have been prepared in accordance with the Netherlands Civil Code, Book 2 Title 9. All amounts are expressed in thousands of Euros, unless stated otherwise.

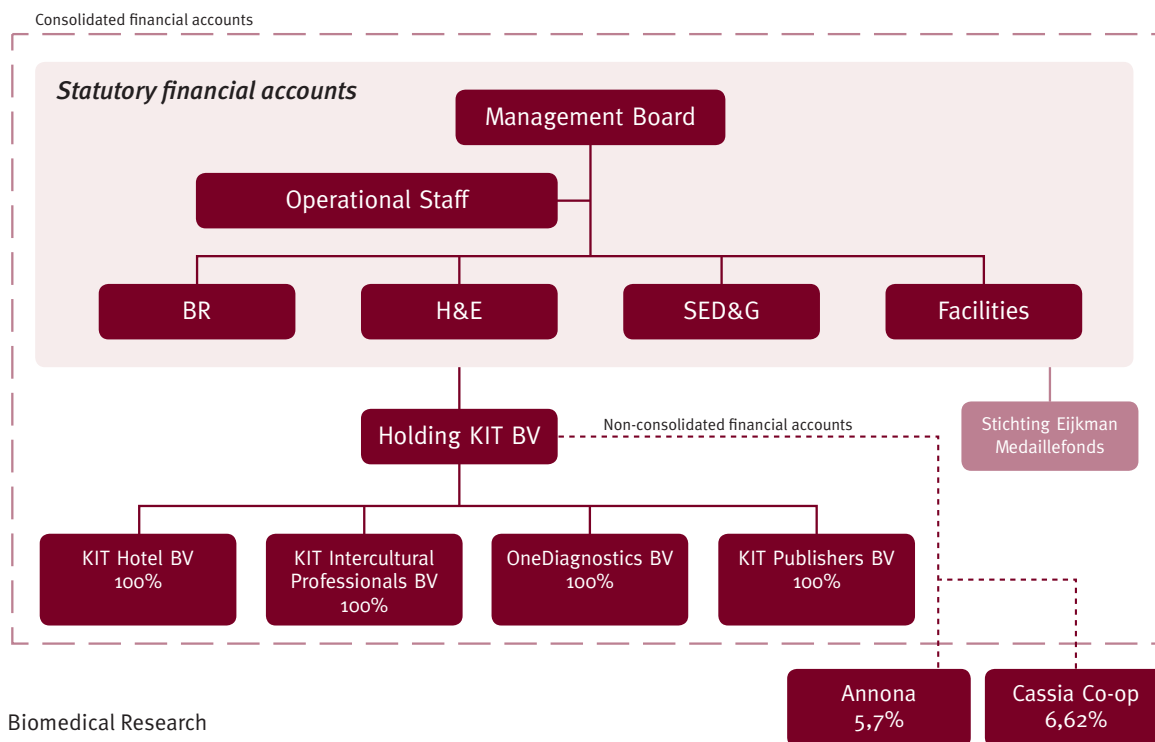
The balance shown on the Income and Expenditure Account is defined as the difference between revenues and expenses in the year under review, taking into consideration the accounting principles. Unless otherwise indicated, assets and liabilities are carried at their nominal value. Where necessary, the 2013 figures have been reclassified for comparability reasons with the 2014 figures.

2015 and beyond

After the reorganizational period, the new organization is now adjusting itself to be ready for the challenges it is facing. In 2015 the utilization of Transition Financing to invest in people and innovation will amount to €1,230 K. A major part of the released Transition Financing will be invested in improving the profitability of KIT.

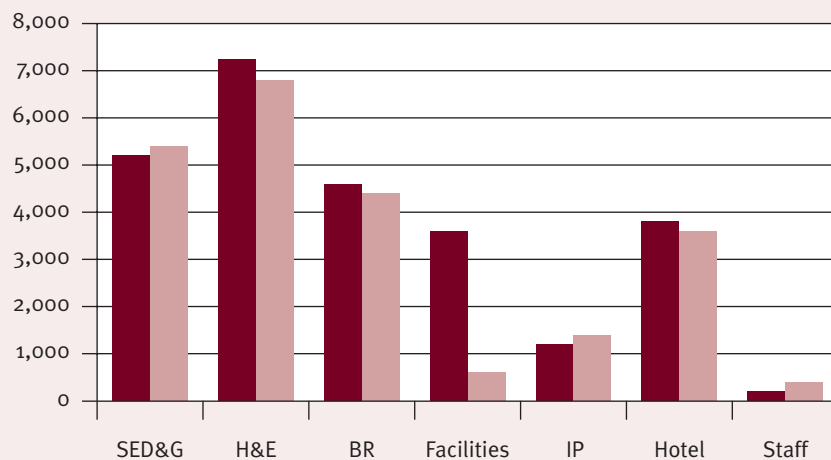
Organisation chart

Council of Members / Supervisory Board



BR Biomedical Research
H&E Health & Education
SED&G Sustainable Economic Development & Gender

Turnover of KIT departments



2014

2013

Total turnover per department compared to 2013. Turnovers for Tropenmuseum and Information & Library Services for 2013 are not shown in the comparative figures.

all amounts x € thousands

Consolidated Balance Sheet as of 31 December 2014

(Before Appropriation of Results)

(amounts in € thousands)

x € 1,000	31-12-2014	31-12-2013
Assets		
Tangible fixed assets	18,816	19,449
Financial fixed assets	714	539
Stocks	16	105
Work in progress	2,454	1,781
Receivables	4,740	4,797
Cash	28,563	42,790
Total Assets	55,303	69,461
Equity and Liabilities		
Equity	32,135	29,117
Provisions	8,356	11,072
Current liabilities	14,812	29,272
Total Equity and Liabilities	55,303	69,461

Results per business unit 2014

x € 1,000	2014	2013	Budget 2014
Biomedical Research (BR)	(1,057)	(1,425)	(798)
Health and Education (H&E)	632	(6)	607
Sustainable Economic Development & Gender (S&G)	531	(327)	329
Facilities	482	(3,233)	63
Old business units	-	(5,414)	-
Result for line business units	588	(10,405)	201
Result for staff business units	(3,199)	(5,546)	(3,505)
Total result business units	(2,611)	(15,951)	(3,304)
Transition Funding	3,349	15,300	3,350
Release/(Dotation) provisions	3,327	(9,943)	-
Transition income for restructuring	-	9,950	-
Result Royal Tropical Institute (before Dotation)	4,065	(644)	46
Release Appropriated Funds	-	106	-
Addition Appropriated Reserves	-	(385)	-
Result Royal Tropical Institute Association	4,065	(923)	46
KIT Hotel BV	(284)	449	15
KIT IP BV	(101)	(51)	68
KIT Publishers BV	5	(342)	-
Holding KIT BV	(125)	(543)	(38)
Result, Holding KIT BV Consolidated	(505)	(487)	45
Result Foundations	-	(4)	-
Consolidated result	3,560	(1,414)	91

Social annual report

For KIT the year 2014 was dominated by the transition from the process of reorganisation to becoming a thriving concern. The final round of redundancies was announced at the start of the year. On 1 April 2014 the merger of the Tropenmuseum with two other ethnological museums in the Netherlands came into effect. Over the past three years staffing levels at our organisation have been scaled down from 350 to 150 employees, divided out over the business units Biomedical Research, Sustainable Economic Development & Gender, Health & Education and the support staff in the Finance & Operational Management, Marketing & Communication and HR units. A new CEO was appointed at KIT in July 2014. Employees showed great interest in the mission, vision and strategy for the ‘new KIT’ that was outlined at several employee meetings.

Staffing levels

		2011	2012	2013	2014
Total workforce (on 31/12)		356	318	228	155
Employment status	permanent	284	279	208	138
	temporary	72	39	20	17

In- and outflow	
Number of new employees	8
Number of employees who left	81
(as a result of) Expiry of contract	5
At own request	6
Reorganisation	68
Other	2

Staff per age category	number	percentage
under 20	0	0 %
20 › 25	0	0 %
25 › 30	6	3.9 %
30 › 35	20	12.9 %
35 › 40	23	14.8 %
40 › 45	21	13.5 %
45 › 50	18	11.6 %
50 › 55	24	15.5 %
55 › 60	17	11.0 %
60 › 65	26	16.8 %
65 › 70	0	0 %
Average age	46.5	
Women in the organisation		
Percentage women		61 %
On salary from scale 10 up		51 %
Numbers for special leave arrangements		
Paternity leave	22	
Senior's leave	31	
Sabbatical Leave	1	
Unpaid leave	2	
Recourse to optional labour conditions		
Extra holidays	4	
Compensation unused leave	11	
Absenteeism (excl. maternity leave, incl. long-term illness)		3.62 %

KIT Corporate Governance

The Royal Tropical Institute (KIT) is a private organisation incorporated as an association with individual and corporate members; bylaws govern its structure. The mission and underlying values of the institute are the key guidelines for its Council of Members and Supervisory Board. In order to fulfil that mission, the Council and the Board encourage KIT and its employees to be innovative and to further develop and apply the knowledge and expertise required to ensure a sustainable future worldwide and act as vital ambassadors in supporting these goals and strengthening KIT's image within their networks.

Supervisory Board

Institutional management

The past few years have seen many changes at KIT. 2014 was a year that allowed KIT to start the process of rebuilding. The Supervisory Board saw KIT's business practices in consultancy and advisory services, education and research all enter 2014 with a renewed sense of hope. It was very satisfying to see people at KIT embracing the new dynamics of a self-sufficient organization and, more importantly, to see KIT ending its first year (i.e. a year without government funding) showing significant improvement in terms of autonomous results. After the radical restructuring of KIT in 2013, KIT put a lot of effort into increasing the commercial viability of its existing and new activities. Throughout the year, people at KIT invested in building the organisation's relationships with new and existing partners and clients - investment that has proven to be worthwhile.

Around the world KIT is recognized as a reliable partner when it comes to doing business. KIT has changed, of course, but it has not lost its core quality: a sense of idealism aimed at making the world a better place for all. Yes, we have had to work hard to survive, but in doing so we have been guided by the desire to

deliver results leading to successful interventions that improve people's access to health systems and foster inclusive growth.

Change of management

KIT's interim director, Derk Vermeer, did an excellent job – he designed and implemented the organisation's new structure. He left behind a legacy that KIT can build on, and on June 5th 2014 Mark Schneiders enthusiastically took on the job of moving KIT forward.

The Supervisory Board also welcomed the new members Jürgen Rigerink, Paul Strengers and Philipp Jan Flach (Joyeeta Gupta joined the Supervisory Board in 2015) to its ranks, a move that has increased the wealth of expertise and experience available to the Supervisory Board. Together with the Council of Members, the Supervisory Board has started exploring the best possible governance structure for KIT, which may lead to further changes in 2015.

New ventures

2014 saw some promising new business opportunities arise. KIT recognized the value and commercial potential of its landmark building and hotel and decided to increase its efforts to share these premises with long-term tenants and guests. This will lead to more revenue that will allow KIT as a whole to invest in its core activities and fulfil its mission.

One of the newest ventures initiated by KIT is OneDiagnostics, a non-profit social enterprise that aims to deliver high-quality rapid diagnostic tests for poverty-related diseases to patients in low- and middle-income countries. The Supervisory Board looks forward to seeing this initiative prosper.

KIT also witnessed another historical moment: on April 1st 2014, the Tropenmuseum officially merged with the ethnographical museums in Leiden and Berg en Dal. The Tropenmuseum became a much-appreciated neighbour and tenant in our building on the Mauritskade. After more than 100 years together our paths are now diverging, but our future will hopefully allow for a continued warm relationship. Pauline Kruseman (member of the Supervisory Board) and Sjoukje Rullman (member of the Council of Members) have joined the governance structure of the new ethnographical museum coalition, the National Museum of World Cultures.

Governance

In 2014 the Supervisory Board met five times in formal sessions to evaluate its work and discuss strategic, financial and human resources issues with the Management Board. The Supervisory Board also attended three Council of Members meetings. An additional 3 meetings were held with the Audit Committee. The Supervisory Board reviewed the quarterly financial reports and the 2013 Financial Report. The Board discharged the Management Board from liability. The Supervisory Board was in turn discharged by the Council of Members.

Looking forward

The Supervisory Board believes KIT has made good progress in sustaining its not-for-profit, idealistic character and reputation while changing into an independent financially healthy organization that can stand on its own feet. KIT has survived and is ready to face the challenges that lie ahead. The Supervisory Board looks forward to contributing to formulating new strategies for a meaningful and future-proof KIT that will produce and apply knowledge that works, together with its partners around the world.

On behalf of the Supervisory Board,
Kees Blokland,
Chair Supervisory Board

Council of Members

The year 2014 was one of change: KIT transformed from a government-supported institute to a not-for-profit independent institute, looking for a new form of governance that suited its new character. Like KIT's staff, council members feel a strong sense of responsibility towards future generations. KIT's mission is to alleviate poverty and foster inclusive development in an ever-changing context.

Governance

KIT is making good progress reorganizing itself in order to meet these changes. The Council of Members (Council) met three times to approve the annual accounts, to discharge the Management Board and the Supervisory Board and to approve the preliminary plan for 2015. Additionally, both formal and informal sessions with the Supervisory Board and Management Board were held to discuss KIT's new governance structure.

Evolution & governance

During the year the Council witnessed KIT building a new organization, fitting the present circumstances and the challenges ahead. The Council is positive about the attitude and the ambition of the staff of KIT. While the institute evolved, the Council, Supervisory Board and Management Board engaged in discussions regarding its governance structure. After being an Association ('Vereniging') for more than a century, these changes ask for thorough reflection. The members of the Council feel a duty to assess various options to safeguard a governance structure that best fits the future KIT.

Changes

Earlier, KIT was forced to close down its library and theatre. In April 2014 another milestone was reached: the Tropenmuseum formally merged with the ethnographical museums in Leiden and Berg en Dal to form a new National Museum of World Cultures. We wish them a prosperous future within the new organisation. KIT's identity has now changed, necessitating a search for new ambassadors and fostering relations with the private sector and KIT.

Welcoming new people

The Council of Members thanks interim director Derk Vermeer for his contribution to reorganising and restructuring KIT. The Council approved the nomination by the Supervisory Board of Mark Schneiders to the Management Board as President, CEO of KIT. We favour the enhancement of the Supervisory Board with new members with wide-ranging networks and from diverse backgrounds. The Council approved the nomination to the Supervisory Board of Philipp Jan Flach, Jürgen Rigterink and Paul Strengers as members of the Supervisory Board. We thank Maartje van Putten, Bram Anbeek van der Meijden and Joost Ruitenberg who left the Supervisory Board in 2014 after having made major contributions in challenging circumstances.

Decisions ahead

2015 will be an important year for the Council. With due respect for over 106 years of history, decisions will be made regarding KIT's formal structure and how to develop its additional assets: the historical building and the property portfolio. We are ready to support KIT in its efforts to acquire a solid place as a reliable institute and partner in an ever-changing and developing world.

On behalf of the Council of Members,
Jan Hoekema,
Spokesperson



Supervisory Board

Chairman

C. (Kees) Blokland, MSc

A.A. (Bram) Anbeek van der Meijden, MA
(till November, 26)

H.M. (Maarten) le Clercq

P.J. (Philipp Jan) Flach MSc, MD, MBA
(since November, 26)

P.W. (Pauline) Kruseman

P. (Peter) van Leeuwen LL.M

Dr M.J.A. (Maartje) van Putten
(till November, 26)

J. (Jürgen) Rigterink
(since February, 10)

Prof. Dr E.J. (Joost) Ruitenber
(till December, 16)

P.F.W. (Paul) Strengers MD
(since October, 15)

Patroness: H.M. Queen Máxima of the Netherlands

Chairman of the Board of Dutch Rail Pensionfund

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

Chairman Executive Board Sanquin Blood Supply

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

Executive board member of Slotervaartziekenhuis in Amsterdam and the MC Groep hospitals in Lelystad, Emmeloord and Dronten

Former Director, Amsterdam Historical Museum

Former Dutch Ambassador

Boardmember of NKCH (Netherlands-Kazakhstan Centre for Trade Promotion)

Member of Supervisory Committee of Media Support Center Foundation in Bishkek

Senior advisor Complaint 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;

Chief Risk and Finance Officer, Member of the Management FMO

Professor of International Public Health, VU University, Amsterdam

Director Medical Affairs and Product Development, Sanquin Blood Supply, division of Plasma Products

Management Board

Dr. D.J. (Derk) Vermeer
(till June, 5)

M.M. (Mark) Schneiders LL.M
(since June, 5)

President a.i.

President, CEO

Council of Members

M.A. (Max) van Alphen, MA RA
(till November, 23)

R.M. (Michael) Barth, MA
(till November, 24)

K. (Karin) van der Wansem, MSc on behalf of the City
of Amsterdam

M. (Michiel) Hardon, MBA
(till March)

J.Th. (Jan) Hoekema, MSc
J.A.S. (Jochum) Jarigsmā MA

T. (Tamrat) Kidane

Dr. R.R. (Riemer) Knoop

J.A. (Johan) de Koning MA, M.Phil on behalf
of Unilever Benelux

R.C. (Rob) Labadie (till April, 15)

I.L. (Irene) van Luijken, MA

A.J.B.M. (Toon) Peek LL.M on behalf of ABN AMRO
Bank N.V.

A. (Anatal) Perlin on behalf of Artis Royal Zoo, MA

F. (Floris) Recourt, LL.M on behalf of De Maatschappij
Sj.A. (Sjoukje) Rullmann LL.M

M.E.J. (Mark) Salomons LL.M on behalf of Imtech N.V.

G.H. (Gerard) Versseput, MA

J.M.M. (Jack) van de Winkel MA, MSc on behalf of Deli
Maatschappij

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

Director Mayor's Office 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, Boardmember Ethiopisch-Nederlandse Vriendschapsvereniging

Cultural Entrepreneur

Prof. Cultural Heritage Reinwardt Academy

Economic Adviser Unilever N.V./Head of External Affairs Unilever Nederland
Holdings BV

Manager Communication and Public Affairs VNCI (Dutch association for the
chemical industry)

Director Risk Management Corporate Banking

Head of department Public en Commerce

Former Vice President Rechtbank Amsterdam

Member Executive Council

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

Holding KIT BV

Management Board of Holding KIT BV: Dr. D.J. (Derk) Vermeer (till June) and M.M. (Mark) Schneiders LL.M (since June)

Director of the Executive Board KIT Intercultural Professionals BV: M. (Maarten) Bremer, MSc (till June) and H.M. (Heleen) Agterhuis MSc, MBA (since August)

Director of KIT Hotel BV: P.D. (Paul) Kotvis

Advisory Board

G.O. (George) Abungu (Kenya)
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 Caribbean (ECLAC)
Director of the Library of Alexandria; former Vice President of the World Bank
Dean of Hanoi School of Public Health

KIT Management

J. (Jessica) Augustin, MSc
S. (Serge) Heijnen, MSc
Prof. P.R. (Paul) Klatser PhD
P.D. (Paul) Kotvis
R.T. (René) Mentink, MA
(till September, 30)
M.R. (Marieke) Marcus, MSc
(till August 31)
J.W. (Jan Willem) Sieburgh *(till March, 15)*
Dr. C.B. (Bart) de Steenhuijsen Piters
K.H. (Klaas) Stuijzand
(since July, 1)

Human Resources Manager
KIT Health, BU manager
KIT Biomedical Research, BU manager
Manager Real Estate & Facilities
Personnel, Organization & Information, Head

Finance & Control, Head

Tropenmuseum, Director a.i.
KIT Sustainable Economic Development & Gender, BU manager
Manager Finance & Operations a.i.

KIT Works Council

Chairmen

R. (Remco) Mur, MSc / Mrs. H. (Helena) Posthumus,
PhD MSc

KIT Sustainable Economic Development, Senior advisor / KIT Sustainable
Economic Development, Senior advisor

Vice-chairman

T. (Tabitha) van den Berg LL.B (Bachelor of Law)
H.M. (Laura) de Bes, B.A.Sc.
H. (Hermen) Ormel, MA MPH / Dr E. (Egbert) Sondorp,
MD MPH
S. (Selma) Scheewe, MA / Mrs. A. (Ankie) van den
Broek, MD MPH
R. A. (Rudy) Hartskeerl, PhD

KIT Marketing & Communications, Officer
KIT Biomedical Research, Research technician
KIT Health & Education, Senior Advisor / KIT Health & Education, Senior advisor

KIT Health & Education, Senior advisor (Ankie)

KIT Biomedical Research, Head WHO/FAO/OIE & National Leptospirosis
Reference Centre
KIT Facilities, Project assistant

A. (André) Kraayenga, MA

Credits

May 2015, Amsterdam, the Netherlands

This Annual Report is a joint production by all departments of KIT.

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KIT Marketing & Communication

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KIT Marketing & Communication

Design

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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.

