



KIT

Royal Tropical Institute

Annual Report 2015





KIT's Mission

KIT aims to improve health and ensure equitable social-economic development as much as promote intercultural cooperation with our partners worldwide. As we focus on results and empowering people, our research, advice, training and education are 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.



Our patron:
H.M. Queen Máxima

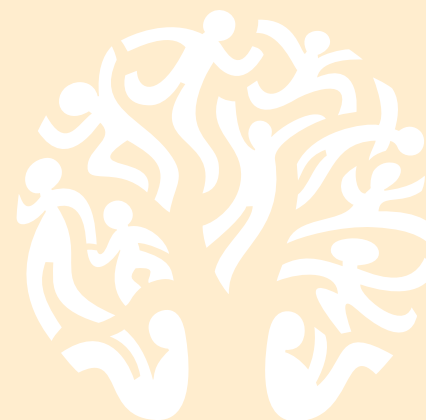
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Preface

KIT is on the move. The year 2015 saw many internal and external changes, nevertheless our mission remains unaltered: to improve health and ensure equitable social-economic development, as well as promote intercultural cooperation with our partners worldwide.

I was able to witness for myself, by venturing out into the field with various colleagues, the considerable impact of our work in our respective areas of expertise. The business units KIT Health and KIT Sustainable Economic Development & Gender built up an impressive portfolio of long-term contracts and were awarded prestigious projects in 2015. For instance, KIT launched the Post-Ebola Resilience Project in Sierra Leone, Liberia and Guinea, supported the CGIAR Research Programme MAIZE around the world, is currently providing independent third-party monitoring and evaluation of national health services in Afghanistan, and was awarded a grant from the Bill & Melinda Gates Foundation to review past and current experiences in enhancing the performance of publicly funded agricultural advisory and extension services. KIT Health trained 270 health students from every corner of the globe, an achievement that boosts KIT's reputation as a well-known knowledge institute. In this annual report you will learn more about the impact of these projects and activities on society.



KIT's unique premises will continue to play a crucial role in our plans. Our historic building is now home to all of KIT's business units and to the KIT Community: a place where like-minded individuals and organisations work and meet. In 2015 extensive refurbishment work was carried out to accommodate our new colleagues and tenants. These investments have resulted in the occupation of 78% of the space in our premises by organisations that share our values including various start-ups, the Tropenmuseum and the co-working spaces of Global Grounds@KIT. Bringing organisations that share our vision together under one roof has resulted in an open, dynamic atmosphere and synergy in the building. This will no doubt lead to even more fruitful collaboration in the future.

The year 2015 brought its fair share of financial challenges which had implications for our staff. Unfortunately, the costs of keeping the laboratory infrastructure of Biomedical Research open without any recourse to transition funding has proved to be an insurmountable financial challenge. Therefore, KIT made the difficult decision to close the laboratory and to let go of its much-valued staff in 2016. We will do our very best to try to find a new work environment with the infrastructure required to continue

their important work. The Epidemiology group of Biomedical Research continues to function but as part of the Health unit. Also, suitable measures are currently being considered to enhance the efficiency of our business unit Intercultural Professionals.

In 2016 we will further build on our recognised expertise in development and work on establishing a healthy financial basis for a sustainable future for KIT. Our colleagues are crucial to achieving our goals and are an extremely important component of KIT's future. In order for them to carry out their work with pride and enthusiasm we will invest in capacity development, training and more efficient working methods. I am confident that we will achieve our ambitions, thanks in no small part to the wealth of knowledge and experience which KIT possesses. We are all fully dedicated to our mission, as we strive to have a positive impact in the areas of public health and education, sustainable economic development and intercultural development in the development world.

None of this would be possible without the dedication of our Council of Members and Supervisory Board. In 2015 the governance discussion was concluded with the decision to remain

an Association (Vereniging), which allowed us to start making plans for the future. We welcomed new representatives in the Council of Members and we intend to expand our Council of Members even further. Throughout the process our Supervisory Board has shown great commitment and has actively advised KIT in relevant areas. In cooperation with our management team they have been working steadily on KIT's long-term strategy.

The past years have served to prepare KIT for a future in which it will be able to reaffirm its position as an internationally renowned and independent knowledge institute.

Mark Schneiders
CEO

March 2016





Facts & Figures 2015



Countries in which we are active: **26**



Projects: **65**



Publications: **17**



Employees (FTE's): **33**



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

Impacts on society

As an experienced knowledge institute, KIT offers a wide range of specialist services. Our Health unit adds value in many ways: through sharing extensive and functional knowledge on public health in lower- and middle-income countries. By educating many health professionals from all over the world and – thanks to our large number of specialised staff – by responding in a timely and flexible manner to the ever-changing needs of our clients and funders.

With the many new and prestigious projects we have acquired in 2015, we are showing our capability of transforming into a financially independent unit and this radiates confidence for our future. Besides the new projects that started the past year, like the Post-Ebola Resilience Project (see p. 13) and HRH2030 (see p. 12), we also continue to participate in ongoing projects like TB-REACH, where we aim to increase early TB case detection in poor and vulnerable populations. SHARP, which focuses on improving maternal health in South-Sudan and supporting the universal health coverage in Zimbabwe are other examples of our long-term projects.

Also, last year we were asked to evaluate the national health services in Afghanistan. Health services are provided by NGOs that are under contract with the Ministry of Public Health (MoPH) under the System Enhancing for Health Actions in Transition (SEHAT) programme. In order to ensure that optimal quality and access to services is provided by the NGOs, the Afghan MoPH, with financial support from the World Bank, has contracted KIT and its Afghan partner the Silk Route Training and Research Organisation

(SRTRO), to provide independent third-party monitoring and evaluation of national health services from January 2015 to June 2018. The teams from our partner SRTRO are responsible for the data collection in all 34 provinces of Afghanistan, often in very challenging conditions. Jointly, we advise the MoPH on how the results can be used for further health systems strengthening.

Clients and markets

Many of our projects involve our expertise on institutional capacity building, facilitating policy formulation, strengthening health training institutes and project design & management. Clients include educational and research institutes, NGOs, local and national governments and ministries all over the world.

We have been leading partners and members of several international consortiums. In September, KIT joined a consortium led by MannionDaniels: Department for International Development's (DFID) 'UK Aid Direct'. This central funding



Training for midwives in South-Sudan



mechanism awards grants to UK and international civil society organisations working to reduce poverty overseas. In this project, several of KIT's units work together to provide knowledge, monitoring and coaching. Our recently required project 'Yes I DO', funded by Directorate-General for International Cooperation (DGIS), is a coalition against child marriage, female genital mutilation and teenage pregnancy. In a consortium led by Plan NL, we contribute through research.

We provide a range of tailor-made trainings in a variety of countries, funded by Nuffic. These trainings focus on context specific challenges and opportunities in the changing field of global health. They are specifically designed to strengthen unique objectives and capacities of local organisations.

Internal processes

In 2015, the Health unit operated in three teams: 'Health Systems Strengthening', 'Sexual Reproductive Health and Rights' and

'Education'. This set-up added significant value to the many impressive projects that were acquired last year. Our teams complement each other in their fields of knowledge as well as in staff deployment; long-term projects often employ staff from at least two teams. The breadth of knowledge within the Health unit distinguishes KIT from its competitors.

The first part of the year KIT CEO Mark Schneiders was interim Head of Department. Egbert Sondorp acted as Head of Department from September onwards. As of February 2016, Lindy van Vliet will officially be installed to lead the unit.

The closing of KIT's Biomedical Research laboratory meant relocating part of its staff. Five colleagues from its Epidemiology team will join and strengthen the Health unit. Their knowledge and expertise will complement our line of work and increase our capability.



Education

KIT's Education team of the business unit Health offers master programmes and advanced courses at our training institute in Amsterdam and through e-learning. Our courses are known for their practical applicability, the multidisciplinary approach and the interactive, participatory training methods. KIT's combination of being a teaching and knowledge based advisory institute is quite unique.

We aim at developing effective leaders that create impact in their home countries. When our master's students come to study at KIT, they bring their knowledge of the state of health systems in their countries and their practical work experience from the field. We learn from this and apply it to the teaching programmes. Students



Students playing the Health Resource Allocation Game (HRAG).

return to their countries of origin and implement the knowledge and expertise they acquired at KIT. The circle of education goes unbroken, since often they request our services at a future point in their careers in order to successfully execute their job as health professionals.

The number of students that started our Master's Degree programmes in Public Health has risen to more than 50. These students originate from 25 different countries. The increase made us create an extra class, in order to accommodate everyone.

Innovation, learning and growth

We are seeing a trend in expanding our Health unit. From 33 staff members in early 2015, we expect to grow to above 40 early in 2016. The extra manpower is most welcome, in order to successfully manage the complex, long-term projects that we recently started as well as any future additions to our portfolio. In 2016, more strategy development is needed to optimise our funding and acquisition process aiming at larger margins.



Master graduation ceremony, September 2015.

KIT Scholarship Fund

In September 2015, two students started their master's degree with the help of KIT's Scholarship Fund. The fund provides scholarships to students from low-income countries, so they can follow a master's programme and short courses in Public and International Health at KIT in Amsterdam. After their studies these future leaders in health are able to make a difference in the health situation in their country and improve the health of many people.

Thanks to contributions made by several donors, Muhamad Al-Zawawy from Cairo, Egypt, is studying at KIT for his Master degree in Public Health. Shortly after the Egyptian Revolution, Al-Zawawy, who has a background in Dentistry, started working on strengthening the public health system in Egypt.



"Eager to perfect my knowledge at a reputable institute, I applied for the master's programme at KIT to gain personal credibility, solid knowledge and the skills needed to solve the challenges Egypt faces," Al-Zawawy says. "It is my goal to improve health access and quality of service in all aspects of Egyptians health systems that are being neglected. I focus on policy analysis, policymaking and providing support for these policies. It is of extreme importance that I share the knowledge I acquire at KIT with the target population of our work. I intend to share my gained experience with the organisation that I belong to and also with community groups, doctors and patient groups. For example, providing trainings was already part of my work, but my studies at KIT allows me to do this in a more productive and efficient way so many others can learn from my experience here too."

Website: www.kit.nl/kitscholarship-fund

Facts & Figures 2015



Graduated master students:
64



New master students:
56



Country of origin master students: **25**



Health professionals trained at KIT: **270**



HRH2030

In May 2015 we were actively recruited by US based Chemonics International – an organisation promoting global social and economic change – to be part of their consortium as a research partner for their large scale project ‘HRH2030’.

HRH 2030 supports lower- and middle-income countries in developing the appropriate, fit-for-purpose and fit-to-practice health workforce that is needed to stop preventable child and maternal deaths, create an AIDS-free generation, protect communities from infectious diseases, support the objectives of the Global Health Security Agenda and reach the goals of ‘Family Planning 2020’.

Over the next five years, KIT will contribute by providing research in order to:

1. Improve performance and productivity of the health workforce.
2. Increase the number, skill mix and competency of the health workforce.
3. Increase sustainability of investment in HRH.
4. Strengthen HRH/HSS leadership and governance capacities.

The programme is funded by the US Agency for International Development (USAID). HRH is recognised as a critical component of Health Systems Strengthening, central to moving countries toward universal health coverage, supporting local economies, and improving health outcomes.



According to Marjolein Dieleman, senior advisor Health Systems, KIT Health contributes to universal health coverage by conducting research on policy, planning and management of the health workforce. Dieleman: “We are ideal partners as our research is always closely linked to policy and practice. Our research results in this program feed directly into policy processes.”

Symposium Sexual and Reproductive Health

In December 2015, our unit organised a symposium about the challenges and innovative approaches that have improved the sexual and reproductive health of people in fragile environments. The event’s goal was to analyse and share evidence-based information of existing Sexual Reproductive Health and Rights (SRHR) programmes and research on sexual and reproductive health in fragile environments. Lessons were learned, experiences were shared and a paper containing recommendations was published.

The symposium was organised together with the Dutch Ministry of Foreign Affairs, Share-Net International, Health Net TPO, Cordaid and International Medical Corps and attracted more than 120 health professionals from around the world. In 2016, a follow-up will be organised in the shape of several webinars, to reach a wider, international audience.



Post-Ebola Resilience Project

We are leading partner in the Post-Ebola Resilience Project since February 2015. The Dutch embassy in Ghana asked KIT to manage an international consortium of healthcare organisations. Over the next two years, the Post-Ebola Resilience Project will contribute to the prevention of risks and the reduction of the consequences of Ebola outbreaks and other infectious diseases in Sierra Leone and Guinea.

KIT leads a consortium of partners from five different countries: The Netherlands (KIT and Wageningen University), Sierra Leone (Njala University), Guinea (Sinfonia University Health Focus), Rwanda (Health Development and Performance - HDP) and Ghana (Noguchi Memorial Research Institute). Hans Docter, Dutch Ebola envoy said at the time: “Cooperation between the affected countries, and its support by African experts, is crucial to stop new outbreaks at an earlier stage. The Netherlands is investing in local knowledge and expertise.”

The cooperation between human and veterinary health disciplines gives this project its multidisciplinary form: the ‘OneHealth approach’. This approach is important because many infectious diseases are increasingly caused by the interaction between humans, animals and their environment. Another distinct aspect of this project is the trilateral approach, where African experts support local organisations. Furthermore, by encouraging cross-border cooperation so countries will be better prepared to help each other in the future. Together, this innovative approach aims to tackle and identify future outbreaks of infectious diseases at a much earlier stage.

Jurrien Toonen, one of KIT’s senior advisors: “KIT has a lot of experience and an extensive network. Combining our knowledge with the expertise of our Dutch and African partners, adds significant value to this project: it promotes South-South cooperation.”



Facts & Figures 2015



Countries in which we are active: **44**



Projects: **91**



Publications: **44**



Employees (FTE's): **29**

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 organisations as active stakeholders in this process

Impacts on society

In keeping with KIT's vision as a cutting-edge knowledge institute, KIT Sustainable Economic Development & Gender contributes with our partners to more inclusive sustainable development by generating and sharing knowledge with our clients, thus improving their performance and hence impact on society.

In 2015 we supported the Consultative Group on International Agricultural Research (CGIAR) Research Programme MAIZE to ensure that research will be effectively applied, aiming for sustainable and resilient farming. Our work strengthens stakeholder interaction and the capacity of its staff contributing to research impact. In cooperation with MAIZE, we documented and thoroughly analysed work of five projects in Africa, Asia and Latin America. Innovation specialists of both KIT and MAIZE worked together with national staff to use stakeholder interaction to collectively shape research agendas. This has made research more relevant for smallholder farmers and in particular women farmers. KIT is supporting CIMMYT, IITA and other CGIAR centres to re-think how to organise research, so that agriculture research for development can be better tuned to farmers' diverse realities.

Between November 2015 and March 2016 we have been helping the Belgium Development Agency (BTC) in Rwanda to document lessons from the support programme on agricultural extension. This project derived from a framework contract with BTC to support the documentation of and reflection on experiences in its projects worldwide. KIT has assisted in 32 projects. The Rwanda project provided support to the Rwandan Ministry of Agriculture and Livestock Resources in implementing the Farmer

Field School approach at scale. Aims at strengthening farmers' ability to experiment with different options and their decision-making capacity, the Rwandan case shows that the approach can be effective to increase agricultural production and to empower smallholder farmers.

Our Gender team plays a key role in promoting gender equality and women's rights through our gender mainstreaming work as well as our stand-alone initiatives focused on women. For example, we continue to work with the Women's National Committee (WNC) of Yemen supporting their role during the current crisis as part of our Nuffic capacity strengthening project. Based on gender analysis of critical areas – water, health and education – KIT begins a new phase to support WNC to secure women's rights in these areas during the anticipated post-conflict, rehabilitation and reconstruction phase of Yemen.



Varieties of Maize at the Indian Institute of Maize research, Regional Maize Research and seed production centre, Vishnupur, Begusarai, Bihar, India.

Gender and Rights

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

The Gender Resource Facility (GRF), one of our ongoing projects, is the only such initiative of the Netherlands Ministry of Foreign Affairs (MFA). Along with our partner, Femconsult, we provide expert advice, technical assistance and knowledge services on gender equality and women's rights to MFA, its embassies and partners. The GRF works with national and international specialists promoting gender equality in priority Dutch development cooperation themes as well as energy, climate change, and private sector development. Additionally, the GRF collaborates with other MFA support units and knowledge platforms.

Clients and markets

Our unit has a strong track record and a long-standing international reputation. We set up collaborations between private and public sector, we develop novel initiatives and we coach clients to achieve their aims. As a knowledge institute, we facilitate learning, document experience and publish meaningful practices.

We serve as an independent third party to support delivery against development goals, and assess and measure impact of programmes to funders and shareholders. In 2015 KIT was awarded a grant from the Bill & Melinda Gates Foundation to review past and current experiences in enhancing the performance of publicly funded agricultural advisory and extension services. This resulted in guidelines for the foundation's large-scale investments. We also started a new collaborative project working with the foundation to develop its conceptual model of empowerment of women and girls and improve its measurement (see p. 19).



Focus group discussion on the use of maize varieties in Chipata, Zambia.

Our unit deploys knowledge to stimulate change and innovation. Our clients vary from private sector and NGOs to the public sector. They are committed to contributing to sustainable social, economic and sustainable development and are genuinely interested in and committed to taking on change to have greater and more equitable impact.



Internal processes

Our interdisciplinary team has the skills and experience to effectively manoeuvre between knowledge and practice allowing us to translate global knowledge into applicable insights for sustainable, economic and social development at global and local levels. We provide opportunities for young staff to get engaged with development initiatives. For example, KIT hosted a student of the University of Nijmegen Advanced Masters for International Development, to which we also contribute as trainers.

In 2015, we added six advisors to our current 38-member team of professionals, while maintaining a balance in gender, seniority and nationality. Through sound business operations and responsible management we secure our financial viability, having successfully transitioned from being partially subsidised to be a fully sustainable fee-for-service knowledge provider.



Training of enumerators on data collection with tablets in Bihar, India.



Maize seed value chain analysis in Bihar, India.

Innovation, learning and growth

In 2015, we continue to act as an independent third party to mediate between various parties to help them reach a common goal. KIT's historic building often serves as a meeting point for conferences and debate. For example, KIT took the lead in exploring Development Impact Bonds. In June, KIT and the Common Fund for Commodities hosted an informal consultation for the agricultural food- and commodity sectors. Bringing together representatives of governments, banks, NGOs and development organisations meant we could discuss and reflect upon this innovative instrument (see p. 19).

Highlights

Bill & Melinda Gates Foundation

KIT has been awarded a grant to study and report on good practice and valuable lessons of publicly funded agricultural advisory and extension systems, which are critical to the performance of agricultural production systems in low- and middle-income countries. We investigate whether and how public investments stimulate and enhance genuine transformation of the agricultural market.

Various studies are conducted, including interviews with global thinkers and stakeholders in Tanzania, Ethiopia and India to analyse current obstacles for advisory and extension system performance. This leads to well-grounded investment policy advice to governments, advisory bodies and the Bill & Melinda Gates Foundation and its grantees so they can make informed choices about future investments in the agricultural sector.

Bart de Steenhuijsen Piters, Head of the business unit, leads this study: "At KIT our mission is to share knowledge and expertise with our partners. We promote inclusive forms of agricultural development that enable more people to benefit from economic growth and escape poverty. We are very pleased to support the Bill & Melinda Gates Foundation in developing programmes to achieve that mission."



Applying a gender lens to nutrition sensitive agricultural programmes

KIT has been working with Netherlands Development Organisation SNV in Asia and Africa on gender-sensitive agriculture projects for improving nutrition outcomes. This is in recognition of growing awareness amongst practitioners that tackling unequal gender relations are at the heart of achieving better nutrition outcomes. The KIT-SNV partnership led to development of a Nutrition and Gender Sensitive Agricultural Toolkit to help programme staff map the current food and nutrition security situation and how nutrition outcomes are influenced by intra household gender dynamics and agro-biodiversity. This toolkit was used in another joint project with SNV and Centre for Development Innovation in Wageningen, Sustainable Nutrition for All (SN4A), funded by the Swiss Agency for Development and Cooperation and being implemented in Zambia and Uganda.

Development Impact Bonds

The development sector as well as the financial sector needs to innovate. External pressure and changing contexts demand new financial mechanisms to deliver results that are valued by society. Trade not aid: joint public and corporate investment schemes are the way forward.

KIT and the Common Fund for Commodities (CFC) organised and facilitated a meeting to discuss Development Impact Bonds (DIBs). These bonds could be an innovative and effective financial tool to include private investors and the corporate sector in development goals. We invited many representatives of governments, banks, NGOs and development organisations with an interest in the use of these DIBs to KIT. Maryse Hazelzet, advisor at KIT Sustainable Economic Development: "There was a lot of interest in our consultation; there is a real need to innovate development aid. Impact bonds could be a new instrument."





Facts & Figures 2015



Countries in which we are active: **20**



Projects: **27**



Publications: **44**



Employees (FTE's): **36**



- 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
- In 2016 the biomedical research laboratory will be closed

Impacts on society

Well-functioning laboratories are crucial for improving public health. By operating to international quality and safety standards, laboratories contribute to strong health systems. KIT Biomedical Research facilitates governments in the formulation and execution of national laboratory policies and strategic plans. In 2015, we helped develop policies and strategic plans for Sudan, Pakistan, Afghanistan, Republic of Moldova and Tajikistan. These will be implemented in the following years.

We found that we were able to create information by approaching open access data in a new way. The World Health Organisation (WHO) asked us to develop predictive ecological models for TB incidence, prevalence and mortality estimates (see p. 24). The feedback we received on the method we used for creating a new model was very positive. Discussions with stakeholders showed there was a demand for this simple, yet effective approach. That is why we used the same approach and method when creating a model for evaluating the UNICEF Child Health Days, a project in collaboration with KIT Health.



Training of trainers on Evidence Based Healthcare in Zimbabwe in July.

Besides our research and advisory activities we also provide education and training. In Zimbabwe for example, two of our epidemiologists delivered a training of trainers on Evidence Based Healthcare to participants from four African countries. Together they developed lesson plans, practiced teaching skills, as well as conducted and facilitated micro teaching sessions. This way, teachers are better equipped to independently run courses in Evidence Based Health Care in their own countries for different target groups.

Clients and markets

KIT has been on the forefront of promoting international quality and safety standards for laboratories. The analyses offered by strong health systems form a reliable foundation for evidence-based control of disease, robust disease outbreak surveillance, and timely and correct treatment of patients.

The Ebola outbreak raised awareness of the importance of strong laboratory services guided by adequate laboratory quality management systems. Local health systems were unable to respond at an early stage of the outbreak. The virus could go undetected and spread explosively. With our extensive knowledge and expertise, we assist KIT Health in their work on the Post-Ebola Resilience Project (see p. 13).

The work of our Leptospirosis team has a long history within KIT Biomedical Research. The laboratory performed the diagnosis of leptospirosis in the Netherlands since 1924 and its role continued to evolve from there. Currently we serve as a national and international WHO/FAO/OIE Leptospirosis Reference Centre and we provide leptospirosis diagnostic services as well as reference materials



Health workers performing Rapid Diagnostic Tests in Burkina Faso.

and services at a national and international scale with a focus on economical deprived countries, mainly in the tropics where leptospirosis is endemic. In the Netherlands we noticed a fourfold increase of the leptospirosis patients in 2014 and 2015 compared to previous years. The team is proud to announce that the continuation of ISO15189 accreditation has been achieved.

Combating malaria by improving diagnostics for malaria is one of the main aims of our Parasitology team. KIT is the coordinator of the multidisciplinary project Cosmic, funded by the EU, that aims to advance the fight against pregnancy-associated malaria and is set out to improve the antenatal care as well as the malaria diagnosis and treatment available to expectant mothers in endemic areas. In May 2015 malaria research scientist Pètra Mens received a professional award for quicker detection of malaria. She was granted the Merial Award for her innovative work in the field of malaria diagnostics. Because of her research a sensitive malaria detection tool is now accessible also in the field, and adequately detecting malaria in pregnant women has become easier.

The Rapid Diagnostic team researches and focuses on rapid and accurate detection of infectious diseases with high population impact, such as brucellosis, typhoid fever and leptospirosis. The availability of simple, rapid and affordable diagnostics that may be used at the bedside and in the field can result in appropriate treatment choices and better health for sometimes millions of people. The Rapid Diagnostic group has developed high quality

point-of-care tests for several infectious diseases. To further improve the use and impact of point-of-care testing the team has developed a project to link point-of-care testing to E-health. Field workers in Kenya will use point-of-care testing for early inside detection of patients. The test result will be automatically read using mobile phone based technology and processed in the cloud; patients with a positive test result will receive a dedicated health wallet on their mobile phone that pays for transport to the health facility, medical examination and treatment. Confirmed patients then may be followed up by sending text messages to improve treatment compliance and to provide essential health information education. The project currently focuses on malaria, brucellosis and typhoid but can be easily extended to other diseases for which point-of-care tests are available.

KIT Biomedical Research also plays an important role in developing methods that will allow rapid and simple tests to be developed for tuberculosis diagnostics. As part of a project for NanoNextNL, our Tuberculosis team has helped develop rapid methods for the detection of mycobacterium tuberculosis (MTB). NanoNextNL is a public-private partnership consisting of more than one hundred companies, universities, knowledge institutes and university medical centres, which is aimed at research and innovation in micro- and nanotechnology. Our Tuberculosis team is directly involved in two projects, the first to miniaturise the culture of mycobacterial colonies and monitor their growth, the second to detect nucleic acid from mycobacteria without enzymatic amplification. Ultimately both these methods aim to be integrated on so called “lab-on-a-chip” systems and will allow for a simpler and more cost effective process for detection.

Predictive Statistical Modelling to Inform TB Incidence, Prevalence and Mortality Estimates

The World Health Organisation (WHO) asked KIT to develop predictive ecological models for TB incidence, TB prevalence and TB mortality (among HIV-negative individuals) and assess the usefulness of these models to determine TB burden and progress towards the 2015 targets at global, regional and country levels.

Some countries have good quality TB data, which can be relied on to make estimates of TB burden, some do not. Predictive ecological modelling initially focuses on the countries with good quality data. The model we have developed examines the relationship between TB mortality or morbidity on one side, and proxy indicators such as programmatic and socio-demographic factors on the other side. Based on this relationship, predictions can be made for countries with low quality data as well.

KIT developed three models to predict TB morbidity and mortality at national level, based on surrogate epidemiological and programmatic measures. KIT compiled a database of ecological predictors of TB, derived from a variety of openly available data sources such as the World Bank database, Global Health Repository, TME- WHO global TB data collection system and WorldClim. Data completeness was assessed and methods for imputation of missing data points were explored. Estimates of TB mortality, incidence and prevalence were derived by fitting various generalised linear models (GLM).

Spatial and Temporal Trends of Lyme Borreliosis in the EU and Surveillance Perspective

The European Center for Disease Prevention and Control (ECDC) asked KIT to lead a project on Lyme borreliosis in the EU, in collaboration with the National Public Health Institute (RIVM). Lyme borreliosis is one of the most prevalent vector-borne diseases in Europe. The disease is caused by *Borrelia burgdoferi*, which in Europe is mainly transmitted by the castor bean tick.

The project aimed to increase our understanding of the epidemiology, risk and impact of Lyme borreliosis in Europe. Identifying spatial and temporal patterns in the incidence of infections allowed us to make recommendations of improved (risk-based) surveillance, and would increase public and institutional awareness of Lyme risks in those areas where *Borrelia* is most likely to occur.

Almost all European countries collect data on the occurrence of Lyme borreliosis. However, differences in data collection and national surveillance systems compromise the comparability of incidence rates between countries. Available data are usually only representative for specific regions within a particular country.

Ente Rood, one of KIT's epidemiologists: "Routine data is often collected with the purpose to guide decision making processes regarding specific public health outcomes. In practice, data are not optimally utilised if used at all. All too often painstaking efforts to collect data are only used to end up in scruffy reports with limited impact. With the explosive growth of publicly available data, we foresee great opportunities to utilise these for the good of health."



To create a better understanding of the epidemiology of Lyme borreliosis in Europe, spatial and temporal trends of *Borrelia* infections – not only in humans but also in vectors and reservoir hosts – will need to be assessed at a European level and future trends should be monitored.



Laboratory Quality Stepwise Implementation (LQSI) Tool

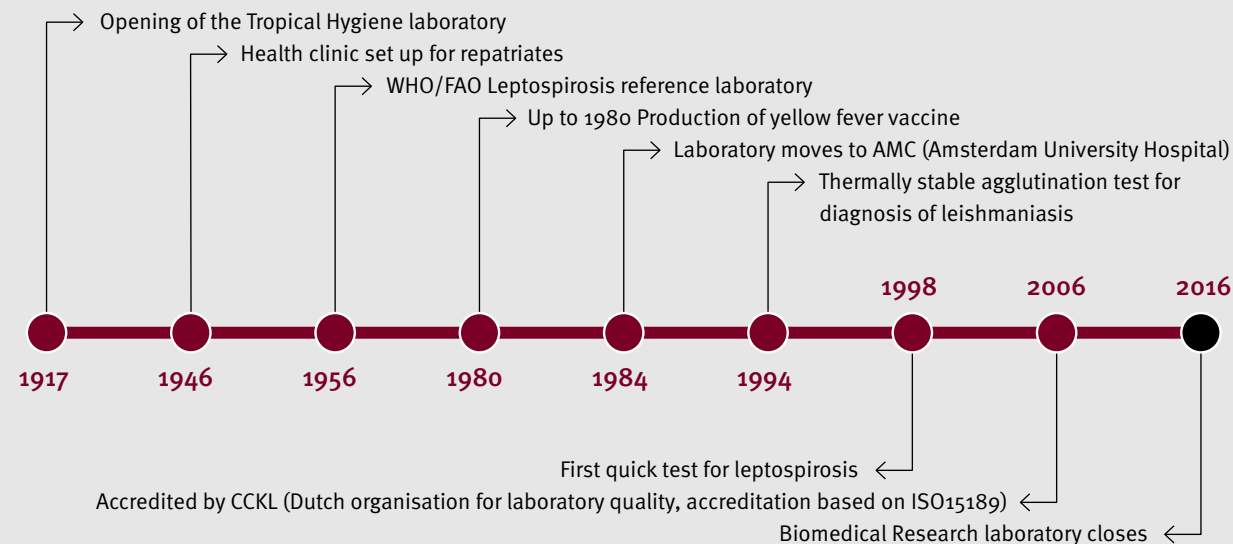
Until recently, laboratory services were amongst the weakest components of disease treatment and control efforts in high-burden, resource-limited countries. Strengthening laboratory services and systems is essential for universal access to high quality laboratory diagnostic services. One of the best methods of laboratory strengthening is to implement a quality management system that complies with the requirements of the international quality standard, ISO 15189, or with a (national) standard with similar requirements.

The LQSI tool – in the form of a website – provides a stepwise plan to guide medical laboratories towards implementing such a quality management system. The tool helps laboratories to fulfil the requirements of the ISO 15189 standard to enable achievement of accreditation. Our Laboratory Strengthening team developed it

for the World Health Organisation (WHO) in 2014, based on the Global Laboratory Initiative Stepwise Process towards Tuberculosis Laboratory Accreditation (GLI tool).

Tjeerd Datema, advisor Laboratory Strengthening, adds: "The English version of the LQSI tool is widely used. To increase its distribution even more, the LQSI tool was translated into Russian, French and Turkish in 2015. Spanish and Arabic versions will follow in 2016. Publishing the LQSI tool in various languages will increase its effect and help laboratories around the globe to improve public health through high quality laboratory services." In addition, KIT offers a number of one week post-graduate trainings in laboratory quality management and the LQSI tool, which participants gave an average rating of 9.5 out of 10.





Closing the research laboratory

Running a biomedical research laboratory with national and international diagnostic reference functions comes with a hefty price tag. After the loss of the output financing in 2012, the Ministry of Foreign Affairs provided a transitioning funding until the end of 2015. At a time when laboratory research funds are scarcer, and competition with research institutions and universities that do receive core funding increases, we launched several initiatives to cover the costs of the unit. Nevertheless, this transition period proved too short to become financially independent.

Based on the outcome of internal strategic research in 2015, the Management Board saw no other option than to close the laboratory in 2016. This decision was not taken lightly. The Epidemiology team will continue its work as part of KIT Health. KIT Management will do its utmost to find a fitting solution for

the remaining teams of Laboratory Strengthening, Leptospirosis, Parasitology, Rapid Diagnostics and Tuberculosis so they can continue their important work and share and expand their knowledge and expertise elsewhere.

KIT is grateful for the life-changing work of its Biomedical Research unit. For 100 years, its team of scientists, research technicians and supporting staff has offered practical solutions in infectious disease control through a unique combination of biomedical and epidemiological research, education and advice. Their specialist knowledge and expertise has measurable impact on the health of people in low- and middle-income countries.



Chemical laboratory of KIT's department of Tropical Products, circa 1957.



Facts & Figures 2015



Countries in which we are active: **20**



Trainings: **416**



Professionals trained: **1440**



Trainers worldwide: **350**



Employees (FTE's): **10**

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

Impacts on society

KIT Intercultural Professionals aims to boost the effectiveness of international teams or individuals. The knowledge and experience we gained over the past 100 years help us answer modern-day questions about intercultural relations and communication. The world is becoming increasingly interconnected as a result of trade, technology and cultural exchange.

Multinational corporations have always recruited specialist staff from abroad. Large-scale Dutch organisations have asked us to develop custom-made programmes and our consultants provide input on policy making, international due diligence, mergers and acquisitions. Clients find that our advice shortens learning curves and people become not only more efficient but also rapidly more effective. In 2015 our worldwide network of specialists offered expert advice and practical training to 600 multicultural teams and individuals with an international approach.



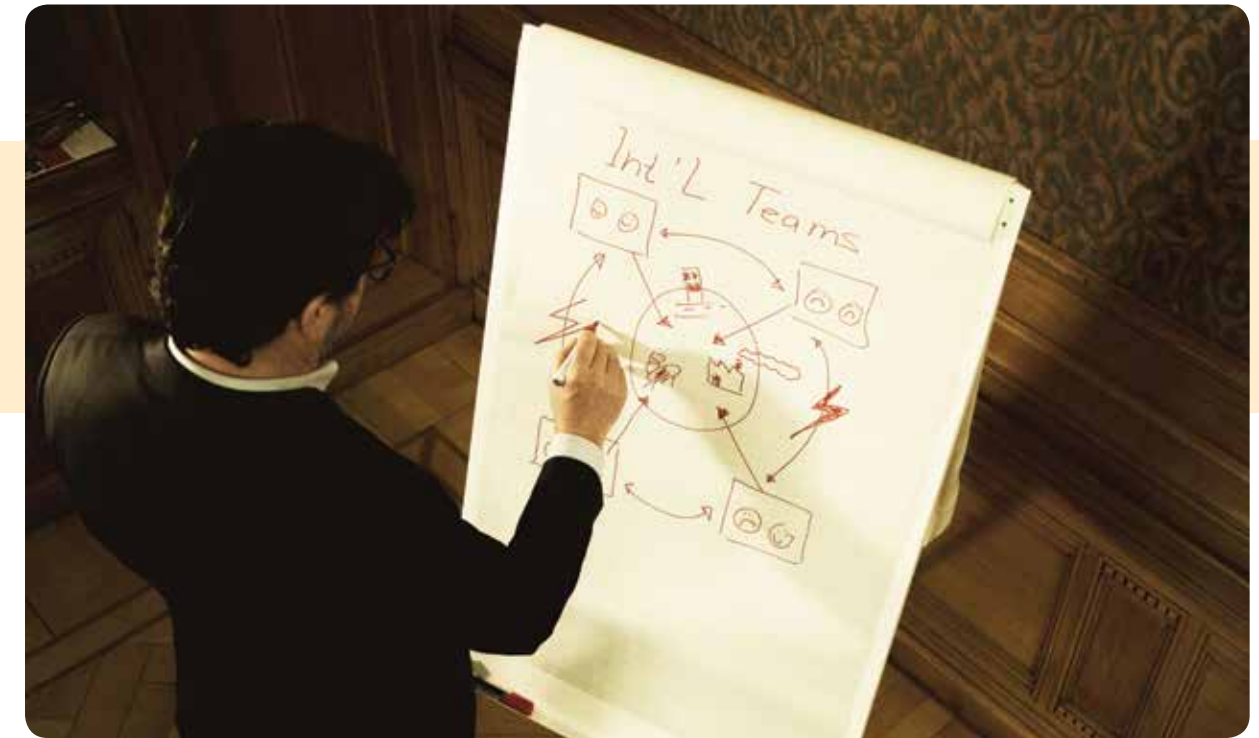
Trade delegation from Hangzhou, China, learns about European tourism standards from Intercultural Professionals during a company visit at KLM.



Clients and markets

The world has seen a growth of virtual teams and an expansion of multicultural teams. Intercultural communication used to be seen as something intangible. Today, management teams recognise intercultural relations as a key element of running a successful business. Our long-standing experience attracts an increasing number of international organisations.

We guided several large-scale mergers and transferred our knowledge to companies in the areas of international business and cultural diversity. For oil company Aramco for example, where we coached the middle management to better support their expats and impats. This leads to higher effectiveness on the job and increased satisfaction and happiness in a social context. Telecom provider KPN has outsourced major software development projects to companies in India and China. Intercultural Professionals has been engaged to optimise understanding, communication and cooperation amongst teams of the different companies. This helps KPN to meet deadlines, stay within budget requirements and generate deliverables more reliably.



Internal processes

The year 2015 proved to be a challenging one for our unit too. We lost a competitive bid for a prestigious project and disappointing results forced us to take a closer look at our actions. We remain optimistic: the insights we gained in the process resulted in a new strategy. Learning about our strengths and weaknesses prepared us for the future. The ISO certification has been successfully



extended. Heleen Agterhuis left her post as director in December 2015 and was replaced by interim managing director Bart van Luijn in November.

Innovation, learning and growth

Recent studies show that the 'traditional expatriate' is disappearing. International organisations are making use of new technologies and opt for short-term, project based placements and frequent travels. Intercultural Professionals reacts to this trend with advice on virtual intercultural relations. Most trending countries in 2015 were China, Germany, USA, Singapore and Ghana.

In 2015, we launched a new website to showcase our services. We started offering online coaching, courses and blended learning. A combination of coaching on the job, online learning and face-to-face training makes sure our learning participants get our advice and support during every phase of their transition. In a changing world, we share our knowledge and expertise using innovative solutions.





Cadmatic

Recently, there was a cross-border takeover when Finnish 3D software developer Cadmatic acquired all the shares and business operations of Dutch company Numeriek Centrum Groningen, including its Indian-based team of developers. This shift in power meant Intercultural Professionals advised on hierarchy issues as well as on intercultural competence and communication.

Trainer and program manager Jolanda Zeeman explains what tailor-made program she gave in India to the team of developers. “Not only did we advise Cadmatic on the challenges of long distance communication across time zones and across cultures, but also on Indian-Dutch cultural issues and intercultural communication in their specific situation. Together with our online trainings and assessments this approach offered valuable insight in their multicultural cooperation”. Thanks to Intercultural Professional’s well-established experience and innovative technological solutions, Cadmatic successfully transcends national and cultural borders.



Vivat Verzekeringen

When Dutch insurance group Vivat Verzekeringen was taken over by Chinese Anbang Group, Intercultural Professionals was asked to lead the intercultural development trajectory. Because of the complex nature of this cross-border acquisition, our experts could assist in various ways: we provided country and company briefings, intercultural competence training, assessment tools and advised on intercultural communication.

A cross-border acquisition can only be successful when all parties involved overcome their obstacles. Our consultancy and trainings helped Vivat Verzekeringen build their intercultural skills and cultural understanding on every company level: from the Dutch Supervisory Board to the Chinese Executive Board, and a number of Dutch managers.

The success of our work is also defined by the feedback we get from our clients. As one trainee states: “This was a very educational training that matches well with the challenge we face.” Another client adds: “All was perfect, this was one of the best trainings I have had.”



Philips International Local Hires

Philips, like many other multinational companies, is attracting an increasing number of international staff. “We have developed a special programme for these international local hires who have chosen to work in the Netherlands for a longer period of time”, says intercultural trainer and coordinator of the country experts Eva van Ooijen.

Philips wanted to let their international local hires get acquainted with the Dutch business and social culture. International local hires are offered a deep, structural understanding of Dutch culture; a general introduction is followed by information on the sociologic, historic and cultural basis of Dutch society.

Van Ooijen: “We then link this to the Dutch working culture and focus on practical examples like management styles, decision-making and working in a team.” Philips’ international local hires are influencing its company culture. The international atmosphere they create will automatically attract more technical talent from abroad.





Facts & Figures 2015



Total revenue Hospitality:
4.318 K



Hotel beds occupied:
36,000



Events:
722



Employees (FTE's):
38



- Stylish location for conferences, seminars, meetings, weddings and other events
- Convenient hotel located in the Oosterpark and nearby the city centre of Amsterdam
- Lively hotspot grand café De Tropen open seven days a week, all day during summers

Impacts on society

KIT Hospitality consists of the three business components Amsterdam Tropen Hotel, KIT Meetings & Events and grand café De Tropen. NH Hotels previously managed both Amsterdam Tropen Hotel and Meetings & Events. In 2015 KIT took over these activities and added a new one, grand café De Tropen, because of the connection with and integration into the KIT organisation. We have been given a tremendous and rewarding responsibility; be a funding partner for KIT by being profitable. The net profit of our independently operating units will benefit for a 100% to KIT's other business units, for example in the fields of research and/or education.

We have seen some significant changes in 2015. It was the first year in which we managed the hotel ourselves. Becoming an independently operating unit allowed us to carry out KIT's core values in various ways. We focus on sustainability by trying to use local suppliers, organic products and for example by choosing Taxi Electric as our preferred taxi service.

The new lay out of the Oosterpark improves access to our recently renovated grand café De Tropen. This venue functions as a meeting place for visitors of the park, the Tropenmuseum, local neighbours as well as KIT's staff and its residents. KIT Meeting & Events is now member of 'Unique Venues of Amsterdam' and works closely together with 'IAMsterdam', allowing a variety of clients to get acquainted with KIT.

Clients and markets

The demand for outstanding hotels is still increasing. Its central location, direct access to the Oosterpark and close proximity to public transport and taxi services make our Amsterdam Tropen Hotel appealing to tourists and conference attendees alike. Our clients are reached via online platforms and promotion. Amsterdam Tropen Hotel is reinforcing its ties with KIT Meeting & Events. Leaving NH Hotels means we can operate independently and communicate KIT's values, whether that is through our sustainable solutions, native and exotic art or multicultural staff.

Internal processes

In 2015 we worked hard to become an integral part of KIT. One way of achieving this was by actively involving the staff that was previously working at the NH Hotel and EKEKO, the self-service restaurant linked to the Tropenmuseum. A major transition like this needs proper guidance.



KIT Meetings & Events facilitated a festive event for Hivos in the Marble Hall.

In May our new director Claire van Campen took charge and started leading the operation. From then on, the main focus was on increasing our revenue. Several substantial investments were made to help build our organisational structure; a Business Development manager was hired, fitting partners and distribution channels were found and a much-needed Human Resources department was set up. Through investing in our operation, we expect to become a profitable, commercial and hospitable unit.

Innovation, learning and growth

Our most visible renovation took place in grand café De Tropen: from its design by Studio Piet Boon, to its large, sunny terrace, to its entrance via the Oosterpark. Its new function as a full service restaurant – open seven days a week – offers great potential (see p. 38).

Highlights



Grand café De Tropen

After a major renovation, grand café De Tropen opened its doors to the public in August 2015. Its new entrance to the recently renovated Oosterpark improves KIT's connection to the area. By taking away its high fences, KIT is literally opening up to the outside world. A large, sunny terrace offers seating for 100 customers. Inside, another 95 seats can be found.

Studio Piet Boon was in charge of grand café De Tropen's interior design. The concept respects the building's historic elements and finds the balance between park, premises and recreation. The contemporary interior still offers visitors a peek at KIT's heritage, by showcasing several of the Tropenmuseum's artefacts. Piet Boon and KIT point out that this accentuates the beauty and authenticity of the building.

Grand café De Tropen is well on its way to becoming a hotspot in the east of Amsterdam. It is open seven days a week year round, during summer season from morning till night. Visitors can drop by for a quick cup of coffee or enjoy a full meal in the restaurant. Its menu is inspired by a variety of cultures and flavours, and every dish is made with fresh, local ingredients, in line with KIT's core values.

Website: www.amsterdamdetropen.nl



For Heineken KIT hosted the premiere of the James Bond film 'Spectre'.

KIT Meetings & Events

KIT's heritage building has featured as a unique backdrop to many large-scale events. We welcomed Scotch & Soda to host their staff party, for example. In October 2015, KIT organised a three-day event for Heineken, celebrating the Dutch premiere of James Bond's 24th film 'Spectre'. The facade of our majestic building lit up green, matching the colour of Heineken bottles. The event attracted many famous guests and generated a lot of publicity. The Foundation Max van der Stoep decided to organise their annual 'Afrika Dag' (Africa Day) in our institute. This is the largest event in the Netherlands regarding Africa and international cooperation. Just recently we hosted and co-organised the event 'From Innovation to Impact', in close cooperation with KNCV Tuberculosis Foundation and the Bill & Melinda Gates Foundation. Our 450 guests attended an inspiring afternoon of lecture and debate on how to have a positive impact on global development.

Website: www.kitmeetingsandevents.nl



In August the renewed grand café De Tropen opened its doors.



Facts & Figures 2015



Historical premises:
34,000 m²



Available offices rented out:
78%



Tenants:
35



Co-working spaces:
80



Co-working spaces in use:
40



Network events:
10





- 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
- KIT community where professionals work together on a better future

KIT premises

KIT's heritage building is being transformed. Not only through executing major renovations but also by creating a community. By renting out office spaces that recently became vacant, KIT not only generates a new source of income, but also encourages like-minded individuals and organisations to share their knowledge and expertise. The renovation of our grand café De Tropen was symbolic; its new access to the Oosterpark means KIT opens its door to the public. Its prime location now serves as a multifunctional meeting place.

Community

KIT Facilities started with developing a clear concept for KIT's community: becoming an international knowledge hub in the field of health and social-economic development, while promoting intercultural cooperation. Our premises allow KIT's business units to meet established organisations and start-ups. Now that outside organisations and entrepreneurs are becoming KIT residents, we are turning more and more into a vibrant community where everyone can allow their ideas for the future to develop and flourish.



KIT CEO Mark Schneiders, Supervisory Board member Pauline Kruseman and director Nationaal Museum van Wereldculturen Stijn Schoonderwoerd at the opening of grand café De Tropen.

Since KIT is an Association (Vereniging) with active members, they too form a significant part of our community. We offer an inspiring programme consisting of various events and exclusive presentations. Our KIT members do not only support our work through their membership fee but also become a vital part of our community by joining us in our ongoing search for improvement.

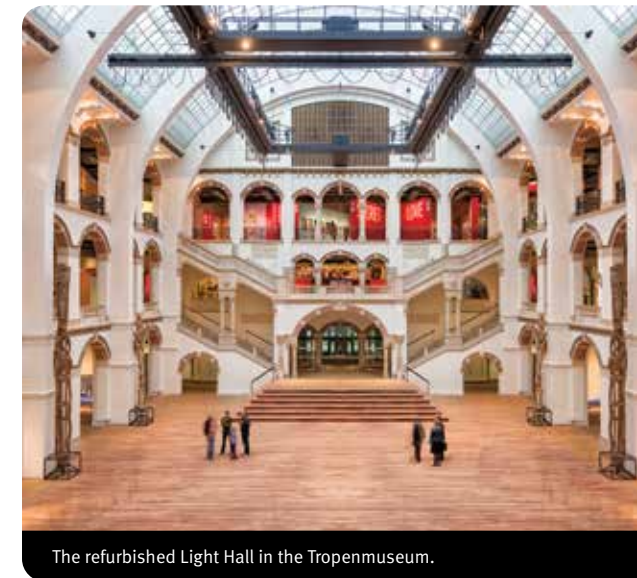
Internal processes

We have made a number of important investments in our premises in order to boost returns on its utilisation. KIT's historic building is finding a new purpose. The parts that were not being used were transformed into new office spaces. These are rented out to individuals, start-ups and established organisations with similar beliefs as KIT. In August our initiative Global Grounds@KIT opened its doors; a co-working space for start-ups focussing on smart, sustainable economic development on a global level. At the end of 2015 up to 78 % of our available offices were rented out (see p. 45).

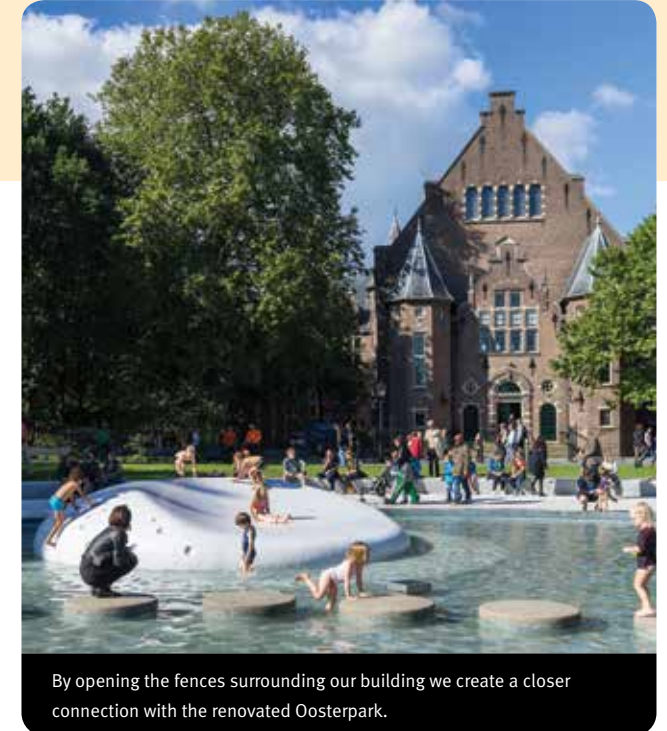
Another important renovation has taken place in the Tropenmuseum where KIT has contributed to a new floor in the Light Hall and the renewal of the entrance to the museum.

Innovation, learning and growth

In 2016 we will continue developing the structure of our growing community. This means adjusting our building to meet its users' current and future needs. We are launching Assist@KIT, a service including a reception desk and mail, telephone and cleaning services. We will soon add security and other services.



The refurbished Light Hall in the Tropenmuseum.



By opening the fences surrounding our building we create a closer connection with the renovated Oosterpark.

In six months we are planning to move our main entrance and reception desk to the 'Lantaarningang', the entrance in the middle of our building. Several of the rooms will be transformed into meeting rooms and a reception room, to be used by our residents. It will benefit the increasing traffic flows and allows KIT Meeting & Events to make full use of The Marble Hall.

The City of Amsterdam, KIT and Tropenmuseum are discussing several possibilities to attract a wider audience to our unique premises. We also aim to expand our network by using new technologies. Launching an app for example, to connect our residents and inspire them to share their knowledge and keep them up to date on the latest news or upcoming events.



Meet one of our residents: INCISION

INCISION is part of KIT's community since November 2015. It is a young, Dutch organisation that has developed the online INCISION Academy; step-by-step guides for common surgical procedures, including practical instructions and relevant surgical anatomy. Each surgical step is supported with high-quality, 3D filmclips of the procedure providing a valuable source to improve surgical education, leading to more, and (even) better educated surgeons – all across the world.

CEO Erik-Jan Vlieger lives around the corner and fell in love with KIT's heritage building. While visiting the premises on a tour to view the available office spaces, Erik-Jan learned that KIT was particularly interested in residents who create synergies. INCISION had already been in contact with KIT's Health unit, when they presented their online learning environment to the Education team. The choice of becoming a resident at KIT was a logical consequence.



KIT's course in Tropical Medicine (NTC) provides essential preparation for medical doctors, nurses, midwives and other health professionals who intend to work in low- and middle-income countries and societies. Their work often requires executing surgical procedures that they have not done before. The training that INCISION provides allows them to prepare in an appropriate way.

While discussing the joint possibilities, KIT's Education team and INCISION came to the conclusion that a solid internet connection might not be available to all medical doctors. That is why INCISION currently develops a special app, which can be used offline as well. Vlieger: "The exchange of knowledge and expertise will reach its culminating point when we launch our app and medical doctors provide their feedback on its use. Both parties will learn from each other and we improve technology and health through our collaboration."

Meet one of our residents: Access to Seeds Foundation

Every two years, the 'Access to Seeds Index' is published by the Access to Seeds Foundation. This independent organisation is bridging the gap between the world's leading seed companies and the smallholder farmer and is supported by the Bill & Melinda Gates Foundation and the Dutch Ministry of Economic Affairs.

KIT's professional reputation was one of the reasons for choosing an office at Global Grounds@KIT. Theo Quaijtaal, Operations director of the foundation, states that KIT is well known within their group of stakeholders. "What is even more important, KIT and the Access to Seeds Foundation share the same values: encouraging inclusive agricultural development. Both parties strengthen each other, through sharing their knowledge and networks. Meeting like-minded organisations can happen easily here, for example at conferences, networking events or just by getting a coffee down the hall."



The Access to Seeds Foundation makes use of the knowledge and expertise provided by KIT Sustainable Economic Development & Gender and hires two of its staff. One of them, KIT's senior advisor Coosje Hoogendoorn is appointed Head of Research at the foundation. Quaijtaal: "Just this morning, when Coosje was working in our office for a few hours and walked to her own office later, she told me how working under one roof makes our cooperation really easy. We feel the same way."



Global Grounds@KIT

KIT transformed one wing of its iconic building into a co-working space, where like-minded individuals, innovative start-ups and more mature organisations focus on smart, sustainable economic development on a global level. Sharing knowledge, networks and insights stimulates our residents to achieve great things.

KIT's inspiring co-working space forms part of the KIT community. The flexible office spaces, meeting rooms, hang-outs and roof terrace form the perfect setting for exchanging innovative ideas that will improve the world and its people. Lars van Velzen, Global Grounds@KIT's community manager, motivates everyone housing in KIT's building to exchange thoughts in an informal way, increase networking and explore all forms of possible cooperation.

"A huge variety of new organisations and individuals have made their appearance in KIT's building last year. First we encourage them to get to know each other, for example by our ongoing series of network events called 'Meet your neighbours'. Each edition starts with a presentation held by a different company and is followed by networking drinks. Secondly, by providing the necessary infrastructure and appropriate conditions, we hope that more and more organisations start working together and will excel in their own and their mutual business adventures."

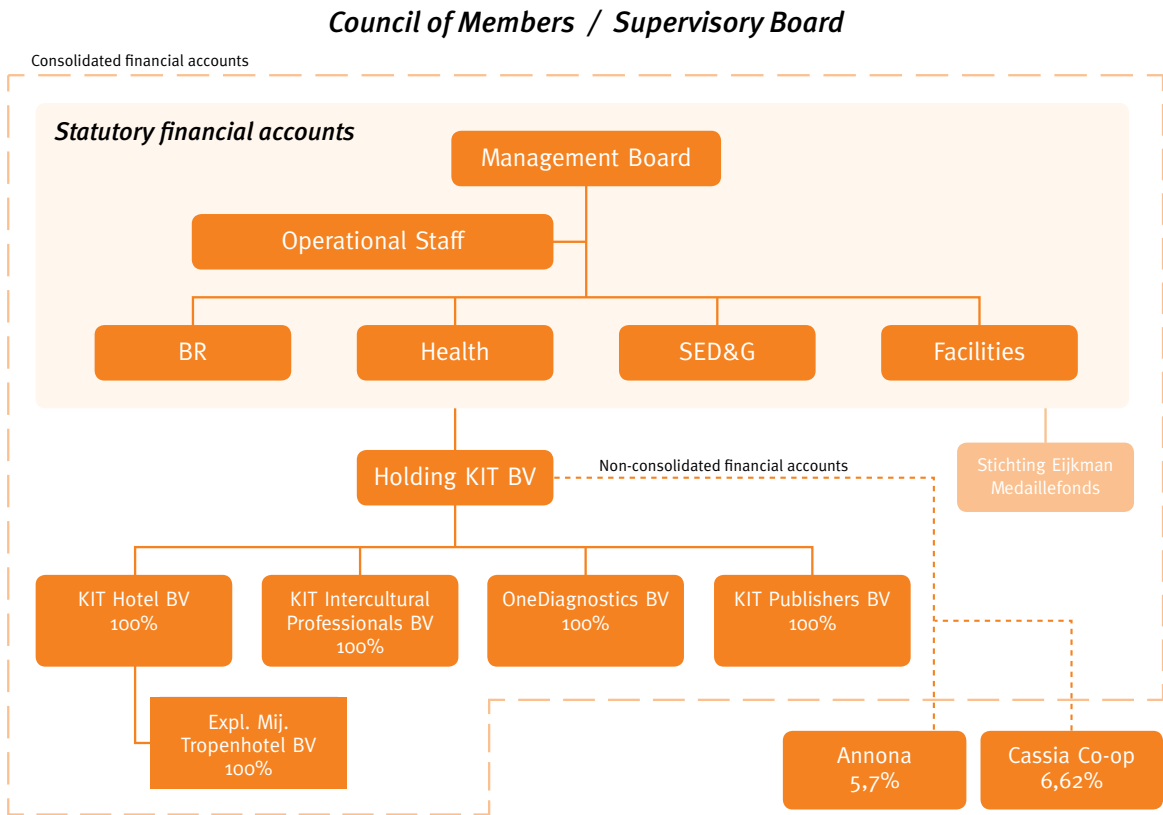


Website: www.globalgrounds.nl



The Financial Statements 2015 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 BV) and Stichting Eijkman Medaillefonds.

Organisation chart



BR Biomedical Research
SED&G Sustainable Economic Development & Gender

Result 2015

The year 2015 brought the next stage of the transformation process of KIT to a financially independent institution. The last part of the government funded transition financing (€ 1,230) was used in 2015. The business units Health and SED & Gender showed a growth in 2015. During the year much effort was put into contracting new tenants for KIT's premises and subsequently renovating office space to accommodate them. At the end of the year 78% of the building space was in use.

At the end of 2014 the management contract with NH Hotels was terminated and it was decided to take over the management of KIT Hotel BV. As a result of the termination of the contract the Exploitatie Maatschappij Trophenhotel BV (the hospitality staff is on the payroll of this entity) was taken over from NH Hotels. In the third quarter the fully renovated grand café De Tropen opened its doors.

In the third quarter KIT made the difficult decision to close the laboratory of Biomedical Research. It proved untenable to keep the laboratory infrastructure functioning without government financing. The Epidemiology team was incorporated in the business unit Health, and 26 employees will be made redundant in 2016.

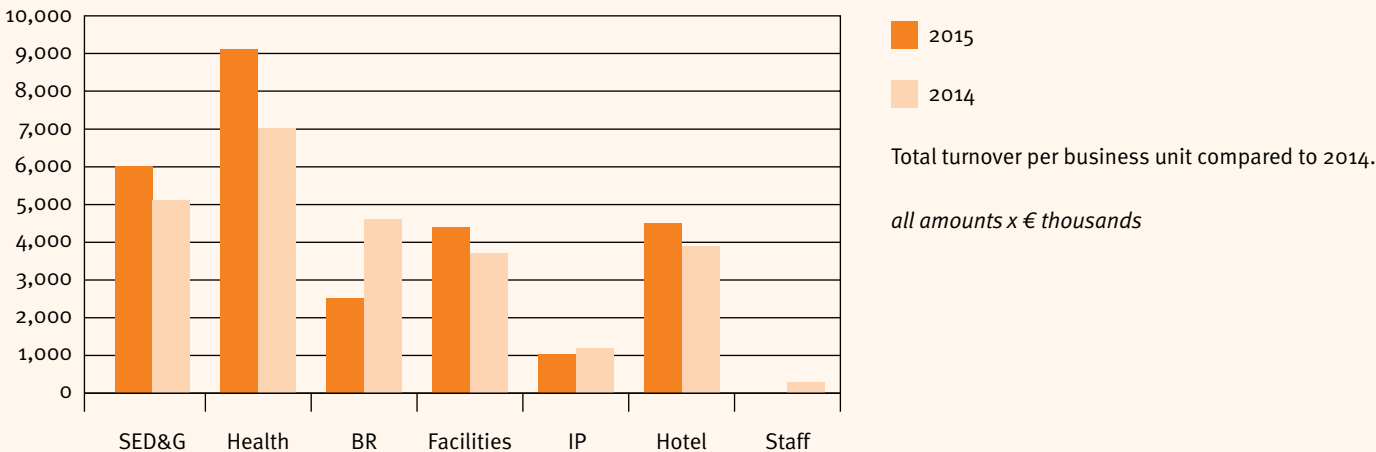
Accounting principles

The annual financial report has 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 2014 figures have been reclassified for comparability reasons with the 2015 figures.

2016 and beyond

At the end of the second quarter of 2016 the laboratory at the Meibergdreef will be closed as a consequence of the restructuring of BR. In 2016 the intended restructuring of Finance & Operations will be executed. In the 1st quarter of 2016 a 30 year lease of Linnaeusstraat 35F will become effective.

Turnover of KIT business units



Consolidated Balance Sheet as of December 31, 2015

(Before Appropriation of Results)

(amounts in € thousands)

x € 1,000	31-12-2015	31-12-2014
Assets		
Tangible fixed assets	20,439	18,816
Intangible fixed assets	110	-
Financial fixed assets	943	714
Stocks	33	16
Work in progress	4,563	2,454
Receivables	3,095	4,740
Cash	21,228	28,563
Total Assets	50,411	55,303
Equity and Liabilities		
Equity	27,386	32,135
Provisions	8,269	8,356
Current liabilities	14,756	14,812
Total Equity and Liabilities	50,411	55,303

Income and Expenditure Account 2015

x € 1,000	2015	2014	Budget 2015
Biomedical Research (BR)	(2.199)	(2.077)	(1.432)
Health	(249)	(671)	(415)
SED & Gender (SEDG)	(209)	(398)	(224)
Facilities	101	763	993
Result for line departments	(2.556)	(2.383)	(1.078)
Result for staff departments	(399)	(228)	5
Total result departments (before dotation)	(2.955)	(2.611)	(1.073)
Transition Funding	1.230	3.349	1.230
Release / (Dotation) Provisions	(1.613)	3.327	-
Result Royal Tropical Institute (before Dotation)	(3.338)	4.065	157
Release Appropriated Funds	-	-	-
Addition Appropriated Reserves	-	-	-
Result Royal Tropical Institute Association	(3.338)	4.065	157
KIT Hotel BV	(826)	(284)	88
KIT IP BV	(481)	(101)	(207)
KIT Publishers BV	-	5	-
Holding KIT BV	(104)	(125)	(38)
Result, Holding KIT BV Consolidated	(1.411)	(505)	(157)
Result Foundation	-	-	-
Consolidated result	(4.749)	3.560	-

For KIT the year 2015 proved to be another year in transition to becoming a healthy, financially independent organisation. The decision was made to close the research laboratory and incorporate the advisors that were not laboratory-based in KIT Health. Throughout the year KIT organised several staff meetings to keep everyone informed about these and other changes in policy and organisation. Early 2015 we agreed on a new Collective Labour Agreement and late 2015 a new Social Plan was established. Our Safety Security Policy was reviewed and updated, implementation and training will commence in 2016. We invested in our HR tools to facilitate communication between workers and their managers and started to evaluate KIT's performance & competence management programme. We focused on reducing stress related illnesses and offered employees a pilot of a No Stress workshop.

Staffing levels

		2012	2013	2014	2015
Total workforce (on 31/12)		318	228	155	264*
Employment status	permanent	279	208	138	171
	temporary	39	20	17	93

* In 2015 KIT Hotel BV took over all the shares of the Exploitatie Maatschappij Tropic hotel BV, which contracts all hospitality staff and the staff of former museumrestaurant Ekeko. This explains the increase in personell.

FTE's per department	2014	2015
Biomedical Research	36	36
Health	29	33
Sustainable Economic Development & Gender	27	29
Facilities	10	9
Intercultural Professionals	11	10
Hospitality	31	38
Support staff**	37	37
Total	181	190

In- and outflow	
Number of new employees	85
Number of employees who left	41
(as a result of) Expiry of contract	13
At own request	13
Reorganisation	2
Other	12

** Staff includes Finance, Project Support Unit, Human Resources, Marketing & Communications, IT.

Staff per age category	number	percentage
under 20	14	5 %
20 > 25	21	8 %
25 > 30	19	7 %
30 > 35	27	10 %
35 > 40	31	12 %
40 > 45	39	15 %
45 > 50	26	10 %
50 > 55	31	12 %
55 > 60	25	9 %
60 > 65	27	10 %
65 > 70	5	2 %
70 > 75	1	0 %

Average age	42.2
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Women in the organisation		
Percentage women		61 %
On salary from scale 10 up		44 %
Numbers for special leave arrangements		
Paternity leave	21	
Senior's leave	11	
Sabbatical leave	1	
Unpaid leave	2	
Recourse to optional labour conditions		
Extra holidays	2	
Compensation unused leave	7	
Absenteeism (excl. maternity leave, incl. long-term illness)		5.7 %

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 essential guidelines for its Council of Members, Supervisory Board and Management Board. In order to fulfil that mission, the Council and the Supervisory Board encourage KIT management and its employees to be innovative and to further develop and apply knowledge and expertise to ensure a sustainable future worldwide and act as vital ambassadors to support those goals and reinforce KIT's image within their networks.

Supervisory Board

Institutional management

The Supervisory Board saw KIT's business practices in consultancy, advisory services and research enter 2015 with ambition and confidence. Over the past two years, KIT has invested in its relations with new and existing partners and clients. Keen to create return on the market's potential we believed KIT's services could be sustainable without structural governance funding. And that belief turned out to be legitimate: in 2015 KIT saw its activities in (global) health, sustainable economic development and gender improve its potential. KIT earned its license to operate. We remain on track but are not there yet.

Unfortunately, KIT could not find any viable alternatives to save the biomedical laboratory activities. After the Dutch State decided to end its financial commitments, the limited amount of time in which to achieve 100% financial independence proved too big a challenge. With the laboratory services being an integral part of KIT for 105 years, this was a difficult decision to make. We now try to find a new home with an appropriate infrastructure to continue the important work. Combatting poverty-related and neglected infectious diseases and improving fast and accurate diagnostics remains certainly needed in the developing world. In 2015 KIT continued analysing its overhead costs. As a result, KIT foresees it has to let go of some of its valued staff in 2016.

KIT Community

KIT started exploring the commercial potential of its hotel and landmark building in 2014, and increased its efforts to share these premises with long-term tenants and guests in 2015. The substantial investment of time and money will deliver the desired effect. Throughout the year, KIT saw various renovations and initiatives take place.

The remaking of the floor of the main hall of the Tropenmuseum and the renewal of several other facilities received very positive reactions. The renovation of the Amsterdam Tropen Hotel, grand café De Tropen and KIT Meeting & Events sparked a marked increase in visitors. Next to that, the building attracted a number of long-term tenants; organisations sharing similar views on sustainability and global matters.

Global Grounds @ KIT is another innovative way to share our building. KIT offers flexible work space to 80 young professionals and entrepreneurs who share our outlook on the world and help building our KIT community. Furthermore, the revenue of these rental activities helps support our heritage.

We are delighted to see the Tropenmuseum and its recent partners from the Museum Volkenkunde in Leiden and the Afrika Museum

in Berg en Dal, flourishing as the National Museum of World Cultures. In the following years, KIT will retain its close connection with the museum, since we share our long-standing history and our building on the Mauritskade.

The Mayor of Amsterdam, Eberhard van der Laan and the Alderman for Economic Affairs, Kajsa Ollongren, have taken an active interest in KIT; the Mayor called the KIT building 'the second palace' of the city.

KIT has also participated, in close collaboration with the District of Amsterdam-Oost, in the renovation and enhancement of the Oosterpark. Some of the fences surrounding our building have been opened, offering the public access to our premises and creating a closer connection with the park and city.

Governance

The changes at KIT over the past few years, led us to take a critical look at our governance structure. In 2015 we chose to remain an association. We are committed to attract new members, and therefore welcome our recent, dedicated additions to the Council of Members. We also welcome Joyeeta Gupta as new Supervisory Board member.

In 2015, the Supervisory Board met six 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 two meetings of the Council of Members. An additional four meetings were held by the Audit Committee. The Supervisory Board reviewed quarterly financial reports, the 2014 Financial Report and the auditors' management letter. The Supervisory Board advised the Council of Members to discharge the Management Board of liability. The Supervisory Board was discharged by the Council of Members. Issues raised in the management letters were consistently addressed by the Management Board.

Looking forward

Throughout the world, KIT is recognised as a reliable business partner. Although the institute has seen some changes, its mission remains the same. KIT combines a business approach with idealism, and is driven by a desire to deliver results that lead to successful interventions, change people's access to health systems and encourage inclusive growth.

KIT's monumental building serves as a home base for our tenants as well as our staff, who travel the world in support of our clients. The unique location allows like-minded people to connect and forms the perfect backdrop for meetings and events. We look forward to seeing the KIT community expand over the following years, and welcome events like 'From Innovation to Impact', with Bill Gates taking part in its panel discussion. We expect KIT to develop into a community where important knowledge is being shared with our worldwide partners; from the private sector to public institutions to fellow academics.

The Supervisory Board trusts KIT to prosper as an attractive partner for our international client base and as a top employer for ambitious, talented people.

On behalf of the Supervisory Board,

Kees Blokland
Chair Supervisory Board



Over the past few years KIT has been adjusting to its new status of a financially independent, not-for-profit institute. Many organisational changes occurred in 2015, as well as major renovations of its heritage building. KIT is transforming itself to the 21st century, while holding on to its core values; improving health and ensuring equitable social-economic development by using knowledge and expertise in sustainable international and intercultural cooperation.

Council of Members

Governance

The Council of Members held their two statutory meetings to approve the annual accounts, to discharge the Management Board and the Supervisory Board and to approve the preliminary plan for 2016. Additionally, two sessions were organised to discuss KIT's new governance and structure. During an informal session in October, the governance workgroup presented the outcome of its consultation with several members earlier that year. In 2015, the consultation between the Council, Supervisory Board and Management Board concerning its governance structure, came to the conclusion to continue as an Association (Vereniging).

Changes

KIT is still in the process of changing into a not-for-profit, financially independent institute. The work done by the business units is starting to pay off. In 2015, KIT participated in a large number of prestigious projects, like the 'Post-Ebola Resilience Project' for example and was awarded a research grant from the Bill & Melinda Gate Foundation.

Unfortunately, the costs of keeping the laboratory infrastructure of Biomedical Research open without its transition funding has been a financial challenge and KIT will therefore have to let go of part of this unit in 2016. The Epidemiology group will continue as part of Health.

KIT aims to create revenue by using its unique building. It serves as a platform where like-minded individuals can connect and share their knowledge and expertise. By doing so KIT creates a community of professionals working together on creating positive impact on global development.

Welcoming new people

The Council approved the nomination of Joyeeta Gupta as member of the Supervisory Board. The Council approved the nominations of Jacob de Jonge, Jeroen Kohnstamm, Rolien van Rijckevorsel-van Dijk and Irene Visser as new members of the Council and welcomed Haig Balian as well. Sjoukje Rullmann affirmed her availability for a third term. We thank Riemer Knoop, Irene van Luijken, Anatal Perlin, Mark Salomons, Gerard Versseput and Johan Zoutberg who left the Council, for their long-standing contribution to KIT during these challenging times.

Looking forward

The year 2016 will see a continuation of the developments that were initiated in the previous year. The Council is grateful to see the vigorous effort by management and employees to achieve financial independence and at the same time maintain KIT's values. KIT intends to regain the interest of its institutional members and attract the attention of new members – individuals as well as organisations. KIT will offer its members an inspiring



programme consisting of various events and exclusive presentations.

'Meet Your Neighbours' forms a great example of KIT's ambition to connect its employees, residents and members. During these informal events, current affairs are being discussed and attendees are given the chance to learn more about each other's line of work. Meeting like-minded people at our unique premises stimulates knowledge sharing and helps KIT extend its community.

On behalf of the Council of Members,

Jan Hoekema

Spokesperson



Supervisory Board

<i>Chairman</i>	
Mr C. (Kees) Blokland	Former Chairman of the Board of Dutch Rail Pensionfund Former Director Personnel and Organisations NS
<i>Chairman Audit Committee</i>	
Mr H.M. (Maarten) le Clercq	Chairman Supervisory Board Spaarne Gasthuis Member Supervisory Board Reumafonds Former CEO Sanquin Bloedvoorziening Former CEO Ipse/de Bruggen Former member Executive Board Leiden University Medical Center Formerly with Royal Dutch Shell
Mr P.J. (Philipp Jan) Flach	Executive Board member of Slotervaartziekenhuis in Amsterdam and the MC Groep hospitals in Lelystad, Emmeloord and Dronten
Ms Prof J. (Joyeeta) Gupta <i>(since March, 26)</i>	Prof. on Environment and Development in the Global South, UvA
Ms P.W. (Pauline) Kruseman	Former Director, Amsterdam Historical Museum Member Supervisory Board Nationaal Museum van Wereldculturen; Anne Frank Stichting; Nationaal Fonds 4 en 5 mei; Vereniging Hendrick de Keyser
Mr P. (Peter) van Leeuwen	Former Dutch Ambassador Boardmember of NKCH (Netherlands-Kazakhstan Centre for Trade Pomotion) Member of Supervisory Committee of Media Support Center Foundation in Bishkek
<i>Member Audit Committee</i>	
Mr J. (Jürgen) Rigterink	Chief Risk and Finance Officer, Member of the Management Board FMO
Mr P.F.W. (Paul) Strengers	Director Medical Affairs and Product Development, Sanquin Blood Supply, division of Plasma Products

Management Board

Mr M.M. (Mark) Schneiders	CEO
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Council of Members

Mr H. (Haig) Balian <i>(since October, 1)</i>	Director Artis Royal Zoo
Mr J.Th. (Jan) Hoekema	Mayor of Wassenaar
Mr J.A.S. (Jochum) Jarigsmä	Director AccuRaad Training & Advies Chair Platform Maatschappelijk Betrokken Ondernemen
Mr J.C.A. (Jacob) de Jonge <i>(since October, 9 - 1st meeting in 2016)</i>	Supervisory Board Migros Ticaret A.S. Istanbul, Turkey Advisor Thalad Thai Bangkok, Coach Startupbootcamp Former CEO/Director Makro Asia, Walmart, Bijenkorf, Agriretail, Bank of Asia, V&D
Ms T. (Tamrat) Kidane	Dietician BovenIJ Ziekenhuis, Member Multicultural Peace Building Women Association, Boardmember Ethiopisch-Nederlandse Vriendschapsvereniging

Council of Members *(continued from p. 56)*

Dr. R.R. (Riemer) Knoop <i>(till August, 19)</i>	Cultural Entrepreneur
Mr. J. (Jeroen) Kohnstamm <i>(since October, 9 - 1st meeting in 2016)</i>	Prof. Cultural Heritage Reinwardt Academy Advisor to the Ministry of Commerce in China (MOFCOM) Chair Dr. Olfert Dapper and China Foundation Former Secretary General of Factors Chain International
Mr J.A. (Johan) de Koning, M.Phil on behalf of Unilever Benelux	Economic Adviser Unilever N.V./Head of External Affairs Unilever Nederland Holdings BV
Ms I.L. (Irene) van Luijken <i>(till November, 26)</i>	Manager Communication and Public Affairs VNCI (Dutch association for the chemical industry)
Mr A.J.B.M. (Toon) Peek on behalf of ABN AMRO Bank N.V.	Head Learning Risk Management
Ms A. (Anatal) Perlin on behalf of Artis Royal Zoo <i>(till October, 1)</i>	Head of department Public and Commerce
Mr F. (Floris) Recourt on behalf of De Maatschappij	Former Partner of Egon Zehnder International Executive Coach and Evaluator Quist Executive Coaches Partner Commissarissensearch
Ms R. (Rolien) van Rijckevorsel-van Dijk <i>(since October, 9 - 1st meeting in 2016)</i>	Business and innovation consultant Member Advisory Board Team Academy Member Advisory Board Teun de Nooijer Academy
Ms Sj.A. (Sjoukje) Rullmann	Molly School – faculty at large sinds 2014 Member Research Council on Government Integrity Member Supervisory Board Nationaal Museum van Wereldculturen
Mr M.E.J. (Mark) Salomons on behalf of Imtech N.V. <i>(till August, 18)</i>	Former Vice President Rechtbank Amsterdam
Mr G.H. (Gerard) Versseput <i>(till November, 26)</i>	Member Executive Council
Ms. I. (Irene) Visser <i>(since October, 9 - 1st meeting in 2016)</i>	Former Managing Director of HVA-Holding B.V.
Ms K. (Karin) van der Wansem on behalf of the City of Amsterdam	Managing Director Netherlands- African Business Council
Mr J.M.M. (Jack) van de Winkel on behalf of Deli Maatschappij	Director Mayor’s Office of Amsterdam
Mr J.P. (Johan) Zoutberg <i>(till September, 1)</i>	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: Mr M.M. (Mark) Schneiders
Director of the Executive Board KIT Intercultural Professionals BV: Ms H.M. (Heleen) Agterhuis <i>(till December)</i> and Mr B. (Bart) van Luijn <i>(since November)</i> .
Director of KIT Hotel BV: Mr P.D. (Paul) Kotvis <i>(till June)</i> and Ms C. (Claire) van Campen <i>(since June)</i> .

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)

KIT Management

Ms J. (Jessica) Augustin
Mr L. (Louis) van den Berghe (*since March, 26*)
Ms C. (Claire) van Campen (*since June, 1*)
Ms A. N. (Anar) Harmsen (*since October, 1*)
Mr S. (Serge) Heijnen (*till April, 1*)
Prof. P.R. (Paul) Klatser
Mr P.D. (Paul) Kotvis (*till June, 1*)

Dr. E. (Egbert) Sondorp (*since September, 1*)
Dr. C.B. (Bart) de Steenhuijsen Piters
Mr K.H. (Klaas) Stuijtzand (*till March, 26*)

KIT Works Council

Chairpersons
Mr R. (Remco) Mur /
Ms H. (Helena) Posthumus
Vice-chairman
Ms T. (Tabitha) van den Berg
Ms H.M. (Laura) de Bes
Mr H. (Hermen) Ormel /
Dr. E. (Egbert) Sondorp (*till September, 1*)
Ms L. (Liesel) Wolmarans (*till July, 15*) /
Ms I. (Irina) Wagner (*since September, 1*) /
Ms A. (Ankie) van den Broek
Mr R. A. (Rudy) Hartskeerl

Mr A. (André) Kraayenga

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

Manager Human Resources
Manager Finance & Operations
Director KIT Hotel BV
Manager Marketing & Communications
KIT Health, BU manager
KIT Biomedical Research, BU manager
Manager Real Estate & Facilities
(now part of Finance & Operations)
KIT Health, BU manager a.i.
KIT Sustainable Economic Development & Gender, BU manager
Manager Finance & Operations a.i.

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

KIT Marketing & Communications, Officer
KIT Biomedical Research, Research technician
KIT Health, Senior advisor
KIT Health, Senior advisor
KIT Health, Senior advisor
KIT Health, Senior advisor
KIT Biomedical Research, Head WHO/FAO/OIE & National Leptospirosis
Reference Centre
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March 2016, Amsterdam, the Netherlands
This Annual Report is a joint production by all departments of KIT.

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KIT thanks

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