



# KIT

## Strategy 2020

Multi-annual strategy 2017-2020, dd. 16 Oct. 2016

After the break in subsidy from the Dutch government in 2013, KIT went through a change process which led to a restructuring of activities and the establishment of a new management team. KIT's real estate and commercial assets are now used more efficiently, producing better results, while the Knowledge Units are reaching close to break-even results. Now that financial stability is at hand, a new strategy is rolled out after consultations with KIT's members, supervisors, and staff.

For the new strategy KIT has redefined its focus and profile. This was translated into concrete plans until 2020, which will be further developed and rolled out into road maps.

### 1. Mission statement:

Our mission is to enhance the positive impact of agencies, governments and corporations on sustainable development in low- and medium income countries. For that purpose, we refer to the Sustainable Development Goals (SDG's- the global development agenda) as general framework of action. We achieve this by generating evidence and applied knowledge for the practical implementation of socio-economic change, working in partnerships. Our knowledge is disseminated by advising, teaching, convening and publishing. Our heritage of the historical premises in Amsterdam serves as a global host and an international knowledge campus, which aspires to promote intercultural cooperation.

### 2. Statement of Values:

Our core values that guide our governance, management and operations are creating societal impact, promoting inclusion, enhancing sustainability, remaining independent, pursuing transparency, and cherishing diversity.

KIT's way of working:

K: Knowledge based

I: Inclusive, Independent, Impact

T: Transparent

S: Sustainable



### 3. Hybrid Organization

KIT is a hybrid organization, which means that under one roof we operate not-for-profit "Knowledge Units": Health and Sustainable Economic Development & Gender, and also commercial activities in "Business Units": Hospitality, Intercultural Professionals and KIT Real Estate (formerly Facilities).

#### 4. Primary activities: The Knowledge Units, the activities of the Applied Knowledge Institute

KIT's Knowledge Units focus on Global Health, Sustainable Economic Development and Gender issues in lower and middle income countries. Considering inequality in Low and Middle Income countries and the lack of inclusion of people living in poverty, providing contextualized answers to global development issues that are grounded in evidence gathered through research and other knowledge activities makes KIT's work more relevant than ever. By providing answers to 'how' impact can be achieved and marginalized men and women can participate in and benefit from better practices, we aim to impact the lives of hundreds of thousands of small holder farmers, men and women living in poverty in urban and rural areas who lack access to quality health care. We will focus on deepening our knowledge on Global Health and Sustainable Economic Development & Gender and not add any new knowledge areas in the foreseeable future.

KIT achieves its impact by working with others. KIT's partners consist of public, private and civil society sector organizations and corporations that aim to contribute to the SDG's. KIT's knowledge and expertise enable its partners to increase their impact on the global development agenda. KIT is not an implementing organization, but we bridge the gap between academic knowledge and implementation by providing context specific expertise that comes from our knowledge work. We aim to make the impact we make by strengthening the work of our partners more visible in the coming years.

KIT actively seeks to strengthen its profile as an "Applied Knowledge Institute, producing work that contributes to the SDG agenda. This implies that we need to have a sizable knowledge agenda, a significant funding of knowledge work in comparison to total turnover, scientific rigor, and independence of thought, publish cutting-edge, renewing and also peer reviewed publications which aim to bring a new vision to the global development area in which we work. KIT should have strong external visibility and recognition in determined knowledge areas: in our chosen areas we aim to be opinion leaders.

The way we manage knowledge creates an expanding knowledge base. We acquire knowledge through contracted and self-initiated research and other knowledge activities. Within KIT knowledge and best practices are actively managed and shared with our global network. We aim to learn from our own experiences and that of our partners and clients. This knowledge informs our future advisory work and research, improving their relevance and quality. We optimize the impact of our knowledge by disseminating through advisory work, publications, conferences and courses.

#### 5. Enabling activities: The Business Units

The Business Units contribute to the mission of KIT by, amongst others, generating positive financial results, and increasing KIT's relevance and external visibility.

Intercultural Professionals is foremost the link of KIT to the (Dutch) private sector and closely tied to the history of the organization. IP operates with the same philosophy as the KU's: IP provides applied knowledge in the intercultural world.



Hospitality is the pillar that allows us to make full use of the facilities that the complex has, by providing us with a full service campus: hosting KIT's guests, KIT's events, KIT's partners and conferences. We will consistently apply KIT's values in the Hospitality BU, so it can be clearly identified as part of the KIT family. The hotel, restaurant and meeting and events spaces will reflect KIT's mission.

KIT Real Estate is the component in which the community comes to the forefront, as we attract likeminded organisations, to work with us to achieve impact in development. KIT aims to build business relationships with its tenants, as far as this is practical and feasible, so also with its largest tenant, the Tropen Museum. The activities in Real Estate serve KIT's mission, born out of its articles of association, of protecting the KIT building and heritage, and providing a purpose which fits in this time and age.

#### 6. One KIT

We will connect the diverse activities within KIT into a One KIT profile. Part of the One KIT profiling is the use of the shared set of values reflected in the operations of the Knowledge Units as well as the Business Units. Hospitality aims to optimize revenue but not always to maximize it. This entails that choices will emphasize value and quality products and services over volume and high return margins. Values here are the linking to the KIT mission, generation of ecological and environmental impact, a sustainable partner choice, and diversity in staffing. Also the tenants in our building must be linked to the KIT values

#### 7. Financial model

Principles are: the Knowledge Units must structurally be able to sustain themselves by achieving break-even results or better. The surplus generated by foremost the Business but also the Knowledge Units creates financial room to conduct self-initiated research in the Knowledge Units to invest in our own development agenda/thought-leadership.

As a hybrid organization, KIT will regularly benchmark the enabling activities to their peers in the market. Primary activities will be benchmarked to similar entities (such as Clingendael, Sanquin, ISS, TNO). Further research will be done as to what is the desired critical mass of the organization.

#### 8. The Knowledge Agenda, KIT Knowledge Investment Fund

Own funds will be invested into the knowledge agenda through a Knowledge Investment Fund (KIF), in a structured and transparent manner, whereby the main consideration will be how these investments will contribute to make KIT stronger in its markets, and stand out in our defined knowledge areas. We aim to use our own funds of Euro 0,5 MM - 1 MM annually to mobilize Euro 1,5 - Euro 3 MM in knowledge consortia, with strategic knowledge partners. By conducting our self-initiated research, we can steer our knowledge base in a specific direction. This enables us to gain a leading role in our field. We feed this into training and education and the development of innovative new activities. This enhances KIT's credibility and relevance, stabilizes our work pressure and increases our customer's willingness to pay our consultancy fees. Not all "surplus" funds will flow to the Knowledge Units, as funds will also be required amongst others to improve the quality of our support and services, and our assets, to optimize the KIT complex, through the quality of office space, the mix of tenants, and the experience offered by Hospitality.



## 9. Support Units

As a general guideline, the support units will strive towards operational excellence, contributing optimally to the fulfillment of the mission. Overall this means that the organization must be geared towards becoming an 'Applied Knowledge Institute'. This will for example imply improving, clarifying and simplifying further current processes or procedures, improving (access to) systems and data thereby providing easily accessible and up to date management information, and having an adequate 'knowledge management' system. Finally, the building will be made more sustainable, in line with the values described earlier.

Also the current HR structures will be reviewed so as to make sure that we retain and attract top talented professionals and help them develop professionally. Team structures will be optimized for the professional requirements on an ongoing basis. The staff profiles of different functions will be reviewed to see whether they still match the new direction of the organization, as well as the introduction of a renewed performance review and a performance driven remuneration system.

KIT aims for a culture which is founded on the application of knowledge, and which is also entrepreneurial and innovative. KIT will at its heart continue to be a not-for-profit organization. The profile and visibility of KIT will need to be further worked out. After the restructuring it is important to bring the 'new' KIT to the attention of a wider audience. This means that resources will be allocated to a review of the current KIT brand-structure, and subsequently new marketing and communication plans will need to be developed. Web sites and social media communications must be top of the line to serve our KU's and BU's.

## 10. Governance

KIT will continue functioning as an association ("vereniging"), with a review agreed in 2018 with the Council of Members. New members have joined the Council recently, who are directly interested in KIT's work. KIT will develop more content for its members in the coming years. A Management Team was formed, which acts as a forum for debate and decision-making on the overall strategic direction and leadership of KIT. The MT is chaired by the CEO, which still holds responsibility and accountability for KIT.

## 11. Road Maps

Over the course of the following months roadmaps will be developed to bring practical implementation to the new strategy. These will provide some of the major work streams that will lead to accomplishing the goals that come from the vision this strategy entails.