



KIT

Royal Tropical Institute

Annual Report 2016





KIT's Mission

Our mission is to enhance the positive impact of agencies, governments and corporations on sustainable development in low- and middle-income countries. For that purpose, we refer to the Sustainable Development Goals (SDG's) as a general framework for action. We achieve this by generating evidence and applied knowledge for the practical implementation of socio-economic change and global health care, together with our partners. Our knowledge is disseminated through advising, teaching, convening and publishing. Our historical premises in Amsterdam serve as a global host and a campus for international knowledge exchange, whereby we aspire to promote intercultural cooperation.



Our patron:
H.M. Queen Máxima

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Preface

For KIT, 2016 has been a positive year marked by remarkable progress in all the areas in which we are active. This year we formulated our 2020 strategy, establishing KIT as a cohesive hybrid entity, in which the for-profit business units (KIT Hospitality and KIT Intercultural Professionals) support financially the research and educational programmes of the not-for-profit units (KIT Health and KIT Sustainable Economic Development & Gender). As one KIT, together with our clients and partners, we strive for sustainable impact in the areas of gender, health and economic development, in pursuit of the SDGs. Together, we collaborate under the seven strategic values of inclusion, impact, sustainability, independence, transparency, diversity and equality.



KIT delivered successful impact assessments, advisory services, and strengthened the knowledge and project impact of clients, partners and students. We have noticed a strong demand for our work in all our business and knowledge units, which translates to a more diversified portfolio of clients, compared to a few years ago. We continued to invest in our knowledge and outreach to position KIT at the forefront of innovation in public health and inclusive sustainable development in low- and middle-income countries. We have furthermore increased the impact of our work, and that of our clients and partners, by disseminating our findings through our network, our consultancy work, our publications and educational programmes. We also improved our project management capacity, and in 2017 we will implement a new ERP system. Overall, we established closer connections between the units to create a stronger, unified future for KIT.

The year 2016 will go down in KIT history as the year that we achieved positive financial results, following several years of internal restructuring. We would like to thank the Ministry of Foreign Affairs for all the support we have received from them. We now see ourselves on stable ground and are excited by what each of the units has achieved in the last year and what new opportunities are available for growth and development in the years to come.

KIT Health showed a significant presence at the Fourth Global Symposium on Health Systems Research in Vancouver, actively contributing to the debate on community-based participation strategies and presenting an inspiring learning tool to participants. We also boosted the KIT Scholarship Fund to raise additional

funding for promising students from around the world to study in our master's programmes, where they can both learn and share their insightful country knowledge with others.

KIT Sustainable Economic Development & Gender continued their impressive research and collaboration with the Bill & Melinda Gates Foundation, this time by co-creating a conceptual model and guidance note for women and girls' empowerment in their programmes. The unit is also pushing the international agendas on youth in agricultural economy and global food security.

KIT Intercultural Professionals has initiated a new partnership with Robeco for intercultural trainings and expanded its cooperation with several existing clients, such as Philips. The unit is quickly expanding its services to different sectors like the healthcare industry and supporting the integration of migrants and refugees in the Netherlands, and will continue these efforts in 2017, we are looking forward to celebrating the 100th birthday of KIT Intercultural Professionals.

The Hospitality business unit, comprised of the Amsterdam Tropen Hotel, café De Tropen, and KIT Meetings & Events, diversified its partnerships and venue usage. Among others, KIT Hospitality collaborated with EARTH Concepts to host an Amsterdam Dance Event for the first time, as well as the '180 Amsterdammers' dinner, where both the mayor and representatives of the 180 nationalities of Amsterdam were attending. Also, in cooperation with our knowledge units, we organised symposia and lectures, like the Worldconnectors round table, and the successful event 'From Innovation to Impact'

together with KNCV and funded by the Bill & Melinda Gates Foundation, welcoming the late Hans Rosling and Bill Gates.

Our heritage building offers a beautiful, multi-functional venue for all types of business and meaningful events, and we honour it by looking for ways to share it more with the whole community. Our building provides a conducive environment for entrepreneurs and organisations working on local and global sustainable initiatives. Most of the rentable space in the KIT building (83%) has been rented out; occupancy increased by over 20% since the beginning of the year. Coupled with the introduction of the Impact Hub, we can achieve global impact from a central knowledge hub in Amsterdam, where we inspire, learn and collaborate to enhance and strengthen the impact of our global work. For example through organising events with KIT staff, tenants of the KIT building and the local Amsterdam community, like the monthly TRPNRooster and Meet Your Neighbours.

At the same time, great strides were taken by KIT Real Estate to decrease the ecological footprint of the building, for example with the replacement of much of the lighting with LED alternatives. With the renovations completed thus far, the building is more accessible to the public and this will only increase in 2017 with the planned extension of the Oosterpark.

The achievements made in 2016 are the result of a true team effort—between the staff, the management team, Supervisory Board and Council of Members and the broader KIT Community. Without this cooperation, none of this would have been accomplished. We furthermore extend a warm welcome to the new representatives



to the Council of Members and Supervisory Board. We would like to thank them all for their time, ideas and efforts in bringing our organisation forward.

There is a renewed energy in the building with a clear vision for the future of KIT. In 2017, we will continue to seek diverse and constructive partnerships and opportunities with an emphasis on bringing our unique expertise to new private sector partnerships. We will further deepen our knowledge and services, and strengthen our reputation as a leading international applied knowledge institute. We will endeavour to fulfil our mission of driving impact in the areas of sustainable development, public health and international cooperation.

Mark Schneiders
CEO

March 2017



Facts & Figures 2016



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



Projects: **95**



Publications: **29**



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



Graduated master students: **52**



New master's students: **68**



Nationalities of students: **26**



Health professionals trained at KIT: **276**





- Strengthens the capacity of professionals to become leaders in addressing global health challenges
- Collaborates locally, nationally and internationally to improve global health
- Offers advice, conducts research, provides knowledge management and epidemiological analyses for health system strengthening (HSS), sexual and reproductive health and rights (SRHR), and disease control

Impacts on society

KIT Health drives impact through advice and research for organisations, governments and the private sector by supporting partners running public health programmes in low- and middle-income countries. Furthermore, through our education programme, we offer master's degrees and specialised public health courses to over a hundred ambitious students from all over the world annually. We undertake all of these activities with the aim of contributing to the Sustainable Development Goals (SDGs).

We expanded our portfolio in 2016 by winning several large tenders in consortia with various public and private organisations. At the same time, we also finalised two three-year programmes—the South Sudan Health Action and Research Project (SHARP) and the Motivational Intervention (MI+) programme in Kenya and Bangladesh. With these two projects, we were able to track the effect of our work over a longer period of time.

Through [SHARP](#), KIT contributed to reducing maternal mortality and improving accessibility of reproductive healthcare in the fragile state of South Sudan. Health staff, project partners and other stakeholders who KIT trained indicated that the project made an impact on the quality of care that they are providing in their health centres. KIT led the partnership of (inter)national NGOs, and also provided community assessment and community-based activities, capacity building, and operational research. In 2016, we shared research and accumulated knowledge findings from the programme at conferences and in webinars, to support other organisations in future maternal health programming in fragile contexts.

In the [MI+ programme](#), funded by the Dutch Ministry of Foreign Affairs, we partnered with the Dutch Public Health Department (GGD) in Bangladesh and Kenya. We explored ways to motivate young men to make safer choices about their sexual health, and equipped health service providers to better meet the needs of these young men. KIT Health used a unique approach, inspired by evidence that sexual risk reduction interventions are (more) effective if behavioural individual-level interventions are combined with group-level peer-led interventions. This was well received by the counsellors and clients, and there has been an increase in the number of men coming to seek health services.



Health providers, peer educators, and research assistants documenting experiences with the MI+ approach.



Free maternal services and medicines to increase utilisation. Project on performance-based financing in Guinea.

KIT also successfully carried out projects on performance-based financing in Mali and Guinea, amongst others, placing emphasis on the demand side of health systems. In Mali, supported by the Ministry of Health (MoH), a pilot project was carried out in one region with 10 districts, 10 district hospitals and 210 health centres, covering a population of 2.2 million people, including 90,000 pregnant women. The preliminary results of the pilot convinced the MoH to scale the programme countrywide. Similarly, in Guinea, this model will be scaled up in 2017 by donors such as the World Bank, KfW banking group, EU, UNICEF and United Nations Population Fund (UNFPA). National and local governments were fully involved in the course of these projects, and have taken on KIT's recommendations, leading to more accountable, participatory and efficient health systems in these countries.

The above projects offer an insight into our services and impacts, as well as our ability to deliver results that are in line with KIT's core values and the SDGs. These projects strengthen our base of knowledge and expertise, positioning us to add even greater value to future partnerships and programmes.

Clients and markets

In 2016, KIT Health developed its strategy to actively reach out to an even more diverse set of public and private sector clients and partners. We initiated and strengthened partnerships in consortia, for example, with large project management companies like Oxford Policy Management and Mannion Daniels. In tender competition, this has proven to be a successful strategy as we were able to secure a number of large tenders from agencies such as the United States Agency for International Development (USAID) and the UK's Department for International Development (DFID).

Over the past year, KIT Health was an active and respected player in the international fora, such as in Vancouver at the Fourth Global Symposium on Health Systems Research and the 47th Union World Conference on Lung Health in Liverpool. In Vancouver, we actively contributed to the debate on how community-based participation strategies can contribute to resilient health systems. KIT presented an inspiring learning tool, a fragility game, where participants role-played in complex realistic health system scenarios. In Liverpool, we presented recent research we had done for the KNCV Tuberculosis Foundation around tuberculosis stigma, and we also chaired one of the conference sessions.

This year has shown us that our extensive knowledge sharing and collaboration with diverse private and public sector bodies, as well as with non-profits proves to be a sound strategy. By effectively utilising our breadth of knowledge and expertise, we support partners in achieving and optimising their impact.



Education

In our master's programmes in 2016, we welcomed 68 health professionals from all over the world into our programmes. From the previous educational year 2015-2016, 52 students graduated.

KIT's combination of being an applied knowledge institute that offers educational programmes is quite unique, and the two compliment each other. Moreover, the relationships between KIT and the students flourish beyond the completion of the courses. On the one hand, KIT's knowledge extends from students sharing their country-specific knowledge and direct experiences. On the other, once alumni return to their country of origin, they use the knowledge they acquired during their studies at KIT to improve the development of their countries' health programmes (see p. 13).

Internal Processes

As of 2016, Lindy van Vliet leads the unit, which is comprised of forty people. In the past year, more young people have joined the team, providing a balance between gender, age and expertise levels. This makes for a dynamic environment where specialists and generalists can complement each other's work.

We also finalised the closure of KIT's Biomedical Research (BR) laboratory this year. Five specialists in epidemiology, who previously worked in BR, joined the Health unit. Therefore, KIT Health grew from three to four teams. Each of the specialised teams enables us to provide more comprehensive knowledge and advisory services.



Master's Graduation Ceremony, September 2016.

Innovation, Learning and Growth

After a few turbulent years, KIT Health now has a strong motivated team that disseminates creative and relevant knowledge services and support to achieve real impacts. We have been very successful with partners in securing larger-scale, longer-term projects that enhance our portfolio and give us a strong financial basis, and we would like to continue this into 2017 and beyond.

Our focus for the next year will be on securing more partnerships with private sector organisations, as they are increasingly investing in social investment projects that are aligned with the SDGs. We furthermore seek to strengthen our profile with regards to our innovation and knowledge agenda, and expand our educational offerings through e-learning. Internally, we will invest in responding to staff members' individual, team and unit-wide learning and professional development needs, to ensure our team continues to be fit for purpose in 2017 and beyond.

Debate on Global Health policy

In September 2016, KIT organised a debate on the Netherlands' support to the WHO between 2011-2015, with specific focus on approaching large-scale health crises. In a panel discussion, experts on global health policy were presented three statements, which were further examined for lessons learned and recommendations.

This debate, held in our own premises, arose from an evaluation by the Dutch Policy and Operations Evaluation Department (IOB) called, '[Prevention is better than curing](#)', and [KIT's evaluation](#), assigned by the WHO, Luxemburg and the EU, on the WHO's support on universal health coverage in twenty countries. The goal of the recommendations of both studies are to support WHO's Geneva, regional and country offices in responding more effectively to global health crises and to influence WHO's important norm-setting work.

Although the evaluations differed on certain topics, they both concluded that WHO and the Netherlands should work more on integral health system strengthening – not focusing on 'vertical' programmes, only. Senior advisor Jurrien Toonen, part of the expert panel stated that: *"We have to move beyond the 'either-or debate'. It shouldn't be a choice between one or the other, but we have to see how we can do both. For example, in the Ebola crisis, if you want to tackle a health disaster of that order, a health system approach is key for the "vertical" interventions. A coordinating task in the system is crucial to an effective approach to global health crises."*



The debate was a collaboration between KIT, ViceVersa, Wemos, IOB, and Cordaid.





Mapping for epidemiology and health system strengthening

Ever since John Snow produced his maps of the 1854 cholera outbreak around Broad Street in London, maps have been used to analyse and communicate health issues. The epidemiology team of KIT Health has been an active advocate of using mapping applications, or Geographical Information Systems (GIS), in epidemiology and health system strengthening. KIT Health assists clients by providing training and technical assistance for handling, analysing and visualising geographical data in innovative and interactive GIS.



Students of the GeoHEALTH course in India.

In January 2016, the American Leprosy Missions invited KIT to support their work together with the London School of Hygiene and Tropical Medicine to design data collection and mapping guidelines to map

cases of neglected tropical diseases (NTDs) across Africa. This disease-mapping breakthrough resulted in the joint initiative, Accelerates Integrated Management (AIM), focused on increasing access to health services for people with NTDs, enabling disease elimination and increasing early detection. We also provided in-country support to partners in Nigeria who are the first to translate AIM guidelines into protocols for health workers in the field.

Furthermore, to promote and build capacity on the use of GIS in public health, we organised the 9th edition of the annual course 'Using GIS in disease control programmes' which is jointly offered with the Institute for Geo-Information Science and Earth Observation (ITC). During this two week course, 24 participants from 8 different countries were submerged in the technicalities and tips and tricks to use GIS in their daily work. Together with ITC and funded by the Netherlands Fellowship Programme, we developed and ran a Massive Online Open Course (MOOC) on advanced GIS methods in public health. This online course attracted 3500 participants, and was followed up by a face-to-face course organised and hosted by a KIT alumnus working for the Public Health Foundation India.

"Many thanks to everyone involved in putting this interesting and well-thought out course together. It provided a very comprehensive overview of the developing and expanding field of Geo-Health with plenty of information about how to take things further if necessary. Thanks also to fellow participants for their contributions to the discussions.", student MOOC.



KIT Scholarship Fund

In September 2016, three students started KIT's Public and International Health master's programme thanks to a scholarship from the [KIT Scholarship Fund](#). The fund provides scholarships to students from low- and middle-income countries. Thanks to the fund, students like Daren Paul Katigbak are able to attend a master's programme at KIT. Daren has a background in nursing and midwifery in the Philippines and is striving for equal and unbiased access to healthcare services.

"I believe that the skills I learn at KIT will help me in my advocacy towards access to sexual and reproductive health and rights including HIV-related services in my country. These are my driving forces and my motivations. Following the MPH/ICHD at KIT will advance my level of knowledge, and learning with people from all over the world will help me to learn new and better methods

in addressing public health concerns. I believe that pursuing this programme will be a great help in empowering youth like me in addressing public health concerns and pushing limits to reach equality on rights and healthcare. I look forward to sharing what I learn in my community in my constant effort to help those in need. Changing someone's life for the better is something to be proud of.", says Katigbak.



In 2016 KIT Scholarship Fund appointed a new Chairman, Dancker Bijleveld, to guide the fundraising process forward. In 2017 we aim to further grow the financial base of the fund. One of the initiatives, is that the Amsterdam Tropen Hotel and café De Tropen are also supporting these fundraising efforts by asking guests to support the fund. This collaboration highlights KIT's 2020 strategy in action, KIT units working together to achieve our shared goals.



Yes I Do Alliance

Teenage pregnancy, child marriage and female genital mutilation are severe issues that many girls and women around the world must face. Over 200 million girls and women have gone through female genital mutilation in Africa, the Middle East and Asia. And each year, 15 million girls worldwide marry before the age of 18. The statistics are overwhelming. That is why KIT is part of the alliance behind the Yes I Do programme, which addresses the harmful practices and root causes of child marriage, teenage pregnancy and female genital mutilation in Ethiopia, Kenya, Malawi, Mozambique, Zambia, Indonesia and Pakistan. KIT works alongside Plan, Amref, CHOICE and Rutgers in the alliance.

KIT Health is responsible for the knowledge and research component of the programme. In 2016, we conducted a baseline study in the seven focus countries together with a national researcher and young research assistants. We collected data through focus group discussions, interviews and surveys to show the severity of the consequences of these issues.

Outcomes of the study included the finding that in most settings, child marriage is a consequence of teenage pregnancies, which are associated with failure and a sin for girls. Poverty and lack of economic opportunities are also drivers for child marriage, but some young people also believe that life gets better when they are married. Senior advisor in KIT Health, Anke van der Kwaak, adds: *“Although most people were aware of the negative consequences of teenage pregnancies and child marriage, the problem is widespread and some respondents nevertheless accepted this as the status quo. Programme responses therefore require multi-pronged approaches that improve the access of sexual reproductive health and rights services for young people, by addressing gender norms, rights awareness and actions by and for young people, and stimulating educational and economic positions of girls and their families.”*

The baseline outcomes have been used to inform the Yes I Do alliance's strategies and activities for the coming five years. Protecting adolescent girls from female genital mutilation or cutting, and empowering girls and women to be able to decide if, when and whom to marry and if, when and with whom to have children.



Local Yes I Do research assistant getting ready for a day of data collection in Mozambique.



Facts & Figures 2016



Countries in which we are active: **43**



Projects: **99**



Publications: **38**



Employees (FTE's): **37**

Sustainable Economic Development

- Focuses on agricultural innovation, commercial smallholder agriculture and food value chains
- Informs and advises on inclusive and sustainable rural development
- Involves farmers and their organisations as active stakeholders in this process

Impacts on society

KIT Sustainable Economic Development & Gender generates applied knowledge, operating at the intersections of theory and practice. We derive this knowledge from real world practices and share it through research, analysis and advisory services in order to improve the performance of companies and organisations that pursue sustainable and inclusive agricultural development. We translate good intentions into meaningful social and economic impacts.

Our areas of expertise include: agricultural innovation, gender and nutrition, food value chains, rural transformation, seed sector development and gender and agriculture. We undertake assignments in these areas together with public sector bodies, international organisations, non-profits and the private sector, in order to make agricultural development inclusive to smallholders, women and youth.

Clients and markets

We have undertaken 99 notable assignments during 2016. They demonstrate how we bridge the gap between theory and practice to facilitate effective social and economic impact. For instance, we collaborated with the SEED Index carrying out extensive research that underlies the index itself. This index has been well received internationally with attention given to it in The Guardian and other prominent media.

Another major research project is funded by the Jacobs Foundation, IDH, UTZ, the Lindt Cocoa Foundation and GISCO. KIT developed the research proposal, and involved two knowledge partners, the Sudwind Institute and CIRAD. The research consortium was successful in getting sufficient funding to carry out a large and

in-depth study (started in 2016) on ‘demystification of the cocoa sector’, in the two major cocoa producing countries Ghana and Côte d’Ivoire. The research uses a mix-method approach with a focus on understanding income diversification strategies among households living in cocoa growing communities, understanding relevant differences among households and understanding their intra-household dynamics. Gender and nutrition are cross-cutting themes.



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 ambition is to become a benchmark for the sector, helping private and public actors and civil society to support inclusive rural transformation of the sector. It is an achievement to have such a large research programme funded by multiple donors and this programme underscores KIT’s profile as a leading applied knowledge institute.

Our unit also carried out impact evaluations in 2016. For example, we initiated a large impact evaluation of an improved baby food production company in Rwanda, funded with the help of DSM, FMO (Dutch development bank) and the International Finance Corporation for a programme total of 60 million euros. As a nod to KIT’s competences, we were selected in an open tender to baseline the company and to measure its impact on the rural economy and the nutritional status of young children and women for the coming few years.

The unit is also active as a convener on pivotal issues, such as in the promotion of greater transparency and accountability of internationally operating private banks. For example, we convened over twenty private European banks around the issue of improving their accountability in terms of overseas debt and equity. Together, we discussed measures to introduce a complaint mechanism to increase accountability of the private sector and to create a level playing field for private banks. The meeting was conducted in an open setting and was highly informative for all participants. The meeting has stimulated awareness and discussion on the issue and furthermore served as the basis for the Dutch government to establish a covenant on the matter.



Internal Processes

Our team is balanced between gender, nationality and distribution of expertise and age. This diversity promotes a strong, multicultural and dynamic environment. We ensure there are enough opportunities for younger staff members to become engaged in development work. Also in 2016, one of our junior advisors became the Netherlands country representative for Ypard, Young Professionals for Agricultural Development.

Our unit achieved financial stability, having achieved a break-even financial result during 2016. We will continue to focus on strengthening our financial stability and continued growth in 2017.



Data collection in Burundi through the Integrated Seed Sector Development (ISSD) approach.

Innovation, Learning and Growth

Reflecting on 2016, we see that KIT Sustainable Economic Development & Gender is becoming increasingly involved in larger-scale and long-term strategic programmes, which bring greater financial and operational stability. We will continue to further strengthen and diversify our portfolio in 2017 and beyond. At the same time we will invest in developing our specialised knowledge agenda and research with new insights, which we can share through our engagements with each client, partner and market in a customised manner.

We will focus specifically on investigating opportunities to promote youth and women's interest in the agricultural economy globally, because there is a real need to ensure sufficient farmers and agricultural workers for the future of our global food security. Our unit is actively participating in international discussions and seeking more funds to do research on this.

Furthermore, with the growing interest from the private sector to finance social investment initiatives, we are adjusting our acquisition approaches and services to become an even more relevant player and partner to clients in this arena. Expanding our services to the

financial sector will get priority, as this will impact on making rural economies more inclusive and sustainable.

We have shown in 2016 that we are an integral part of our customers' and partners' impacts in sustainable economic development and gender, and we aim to further strengthen this in 2017. We will also seek to leverage our status as a leading independent knowledge institute to increase our engagement, our voice, in debates on critical sustainable development and gender issues.



Capacity building for affordable quality seed production and utilisation in Mozambique.



Panel debate 'From Innovation to Impact'

On January 26, KIT hosted and co-organised the event '[From Innovation to Impact](#)', in close cooperation with KNCV Tuberculosis Foundation and the Bill & Melinda Gates Foundation. Over 450 representatives from academia, public and private sector, and NGOs joined the inspiring afternoon of lecture, debate and discussion on how to have a positive impact on global development.

The introductory lecture by the late doctor and statistician Dr. Hans Rosling about the way the world has developed over the past decades and today's global challenges, set the stage for two panel debates. Introduced by two key note speakers, Frank Cobelens (AIGHD/KNCV Tuberculosis Foundation) and Bart de Steenhuijsen Piters (KIT), the attendees debated with a special focus on the fields of global health and food security and nutrition.

The event stems from the Sustainable Development Goals, and focused on Dutch innovative capacity and global cross-sectoral collaboration throughout the innovation cycle, to make sure that we can bring these goals to fruition, improving life for all, particularly the most vulnerable among us. As Bart de Steenhuijsen Piters, head of KIT Sustainable Economic Development & Gender, stated, *"Successful innovation does not follow a linear approach. Technology cannot simply be pushed through the funnel towards the end consumers. True innovation takes place in context, in cooperation with key actors, on a true demand or needs bases."*

Special guest Mr. Bill Gates attended the event, sharing his personal vision on the importance of innovation for global health and nutrition.



Conclusions by Bill Gates and Martijn van Dam, State Secretary of Economic Affairs.

Women’s National Committee - Yemen

KIT was hired by NUFFIC to strengthen the capacity of the Women’s National Committee (WNC) in consortium with the Maastricht School of Management (MSM). The aim was to enable WNC to better mainstream gender and to address Yemeni women’s needs and interests in government policies and programmes, particularly in the areas of health, education, higher education, water and environment.

KIT worked with WNC from 2012 to 2014 building different capacities in the areas of gender, gender and rights and gender research. A core team was formed in WNC which, with the help of KIT and three national researchers, designed four research studies looking at the status of women in the four key areas of the project. In 2014 the research studies were conducted. The purpose was to collect key data for WNC to use as inputs to design their policy strategies. Unfortunately due to the political unrest in Yemen in 2015, KIT, MSM and WNC had to rethink the work done and the activities for the future. As such, in 2016 WNC used the project resources to build their capacities around humanitarian aid and policymaking in conflict and post/conflict contexts, writing project proposals and networking.

Given the notorious impact the ongoing conflict had at all levels in the four priority areas of the capacity strengthening, KIT and WNC agreed to conduct a mapping study to re-assess the situation in the focus areas with a gender perspective.

Senior advisor Sandra Quintero: *“In December 2016, we shared the partial findings of the mapping study in Jordan with key stakeholders in Yemen and the Netherlands. We were delighted to hear that all attendees stated their interest in the final results of this report and confirmed their commitment to continuing supporting WNC’s efforts in protecting and promoting the rights of women in the current conflict and overall. In the beginning of 2017, the study was widely disseminated in Yemen.”*



Women’s National Committee’s conference in Sanaa.

Agricultural Innovation Systems Event

KIT initiated and co-facilitated a unique event in September 2016, entitled ‘Agricultural Innovation Systems – Reality Check’. In order to allow farmers to innovate effectively in the agri-sector, there is a need to have a formalised system involving all the actors, including those from the institutions regulating them, and this is known as an Agricultural Innovation System (AIS). The concept of agricultural innovation systems is now widely accepted as key to improving food systems, and feed the world’s nine billion people by 2050.

With the aim of developing ‘living keynotes’ and a common agenda for the next five years in the field of AIS, forty practitioners and scientists from fifteen countries convened to approach this issue hands on. This event provided a much needed space to further develop this thinking – and how it can be used in practice within an inclusive, multi-stakeholder approach to development.

Remco Mur, senior advisor at KIT Sustainable Economic Development & Gender noted: *“Through this event participants joined in agenda setting for the next five years to improve effectiveness and increase impact in agricultural research for development, which focuses on food security and livelihoods. In 2017, five thematic working papers will be jointly published, which aim to further expand and challenge current thinking in the field.”*



Approach of ritual dissent to provide feedback on AIS working papers.



Facts & Figures 2016



Countries in which we are active: **25**



Trainings: **411**



Professionals trained: **1700**



Trainers worldwide: **350**



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

Intercultural Professionals

- Provides intercultural training to individuals and teams
- Offers tailor-made approaches to optimise intercultural understanding and collaboration
- Advises on international mergers & acquisitions, cross border outsourcing, collaboration in international teams, development of intercultural competences

Impacts on Society

KIT Intercultural Professionals creates cultural awareness, by opening one's eyes to the culture(s) in question, and builds intercultural competencies in order to boost the effectiveness of international teams and individuals. We achieve this by providing training, as well as coaching and consultancy services to multinational companies, public sector bodies and not-for-profit organisations. Drawing on our network of 350 intercultural specialists.

In 2016, we expanded our services beyond traditional trainings to newly arrived expats in the Netherlands, by assisting organisations that support migrants and refugees from North Africa and the Middle East countries to better integrate in the Netherlands. We help to facilitate migrants and refugees' smoother adjustment into society so that they can be effective both socially and professionally. KIT Intercultural Professionals also began training medical professionals and support staff on how to better meet the needs of international patients who are accustomed to different medical systems and practices in their countries of origin (see p. 28).



Coaching and advising others on how to improve their intercultural communication and build productive and meaningful multicultural relationships is at the core of KIT's work and 2020 strategy. Large multinationals are beginning to see intercultural understanding as more than just an HR activity. Meanwhile, municipalities throughout the Netherlands are beginning to recognise that cultural integration is important to a healthy society. KIT Intercultural Professionals therefore has a valuable role to play now and into the foreseeable future.

Clients and markets

Corporate trainings on Dutch culture for internationals continue to be the bulk of our work. While there is a decrease in the number of traditional expats, short-term labour migration or 'telemigration' is on the rise. Internationals come to the Netherlands for shorter work cycles, ranging from a few months to a couple of years, which means there is more interaction between cultures due to more frequent travel.

In 2016, we increased business with long-time client Philips, particularly with regards to training international local hires. In the last year, we provided training on 'Understanding the Dutch' to over 150 new international hires for Philips. It is a full-day programme on living and working in the Netherlands and on Dutch business culture, with the aim of helping employees to become acclimatised quickly.

During the last year, KIT Intercultural Professionals also carried out trainings for Dutch police who were going to work in the Dutch Caribbean. The trainings focused on Caribbean social culture and living to help the Dutch police integrate quickly and become more productive in their work.



Additionally, we helped companies like KPN, a telecommunications- and ICT-service provider, who outsourced software development to ZTE (China), who in turn outsourced work to TechMahindra (India). We facilitated intercultural group trainings on the three cultures involved to streamline the international business processes. A similar example is with the Nederlandse Spoorwegen (NS), a Dutch railway company, where engineers from four cultures came together to manufacture trains. A new partnership was initiated in 2016 with Robeco, an international asset manager, for intercultural trainings for their international teams. Robeco views the trainings as an integral part of its core business.

Internal Processes

KIT Intercultural Professionals has become financially stable by reorganising, slimming down the cost structure and increasing revenues in 2016. The strategic focus has been to expand business with existing clients, as well as to grow the business in relation to new market areas. We plan to further streamline pre-sales desk research in the acquisition process and to develop the team's discipline with regard to pitching to clients. With a small team, each individual has to perform multiple roles in both acquisition and in service provision. In 2017, we are looking forward to celebrating the 100th birthday of KIT Intercultural Professionals.

Innovation, Learning and Growth

KIT Intercultural Professionals is well established in trainings on Dutch culture to expats and local international hires, but we are quickly broadening our portfolio to the healthcare industry and in support of integrating migrants and refugees here in the Netherlands so they can become productive members of society. We will continue to grow these business areas, aiming to get closer to the core business of our multinational clients, where intercultural trainings are an integral part of the way business is done.





TP Vision

When TP Vision took over the Philips TV business, the company had to deal with a lot of change. Because of the complexity in this cross-border takeover, and the subsequent restructuring process, TP Vision asked KIT Intercultural Professionals to develop a programme to raise TP Vision's levels of intercultural awareness, further build cross-border competences and deliver practical tools for applying the learnings.

The tailor-made training was successfully delivered to nineteen employees from thirteen cultural backgrounds, including the NL, China, Taiwan and European, Middle Eastern, and African countries. *"The group discussions made for an interactive way of learning, and the training provided a good opportunity to get to know the team and their needs better. The goal—to make the intercultural team communication work better—has been accomplished,"* noted one participant.

Intercultural trainer and country expert Taiwan and China, Lori Crevecoeur-Tseng, adds: *"In the intercultural communication environment, it takes much willingness and benevolent understanding from the team members of diverse cultural backgrounds to practice communication with each other. After cultural awareness trainings, managers can consciously recognise that his/her peer managers communicate differently, and he is then able to reflect on his/her own communication style and subconscious reactions. This helps boosting the effectiveness of entire teams."*



With our network of expert trainers and more than 350 intercultural specialists, we are able to effectively transform the way people and companies approach intercultural interactions in their multicultural work environments, to optimise successful global cooperation. With this training, we have ensured that TP Vision could successfully transcend both national and cultural borders for a smoother restructuring process.

Culture-sensitive skills in healthcare

The population of Amsterdam is one of the most diverse in Europe. This diverse population comprises of many internationals, people with varied cultural backgrounds who live for a few years, or permanently, in the Netherlands. Many of these internationals are accustomed to other healthcare systems, which means they often have different perspectives on health care, birth, sickness and the role of the caregiver.

In 2016, the City of Amsterdam and healthcare provider SAG, asked KIT Intercultural Professionals and KIT Health to develop a training for SAG professionals on how to better understand and meet the needs of international patients. SAG has fifteen health centres in Amsterdam, consisting of general practitioners, physician's assistants, nurse practitioners, psychologists, paramedics, and support staff. They provide care to over 85,000 people in Amsterdam.

Eva van Ooijen, trainer at KIT Intercultural Professionals explains: *"The careful transfer of information and correctly identifying the symptoms are important. A clear view on the request for help is the basis for providing care or adjusting the care needed, because misunderstanding and incomprehension can have major consequences for both the caregiver and the patient. Together with KIT Health, we developed a training that improves cultural awareness and intercultural communicative skills and provides knowledge on other healthcare systems, in order to help caregivers match their work to the needs of internationals."*



The training was officially accredited by the Royal Dutch Medical Association (ABAN) in 2016 for general practitioners, physician's assistants and nurse practitioners. The SAG professionals trained to-date believe the training has been valuable. As one general practitioner notes: *"The training provided me with valuable tools to deliver better medical care to people from a foreign background. In particular, the course addressed the diverse aspects of foreign health systems and diseases. I found it useful that we could bring real-world cases to the table ourselves and roleplay scenarios with an actor."*



Workshop Intercultural Business Skills by KIT Intercultural Professionals at the Afrikadag 2016.



Facts & Figures 2016



Total revenue Hospitality:
5.835 K



Hotel beds occupied:
46.359



Events:
1.904



Employees (FTE's):
62





- Unique historic location for conferences, seminars, meetings, weddings and other events
- Convenient hotel located in the Oosterpark, near the Amsterdam city centre
- Lively café De Tropen open seven days a week

Impacts on Society

KIT Hospitality consists of three business units: the Amsterdam Tropen Hotel, KIT Meetings & Events, and café De Tropen. The revenues from these three departments are 100% channelled into funding research and educational projects of KIT. This partnership, as well as our continued focus on sustainability, underscores our commitment to KIT's 2020 strategy. Over the last year, we have seen a lot of growth in each of the three business units, developing new partnerships, and enhancing our connection with the local community through various events. KIT Hospitality also invested in high quality audio-visual equipment, new furniture, visuals for events and will continue to do so going forward to provide the best services and venue possible for clients.

Our partners tell us they greatly value our status and mission as a distinguished not-for-profit organisation. They are attracted to what KIT stands for and achieves in the local Amsterdam and Dutch communities, as well as internationally. It is therefore important that we continue to tell the story of KIT as widely as possible, so that we can strengthen our brand recognition, our partnerships and the impact of KIT.

Clients and markets

The year 2016 witnessed a surge in the overall leisure sector in Amsterdam. This market growth was visible especially in the Amsterdam Tropen Hotel, where we exceeded expected revenue and increased cost-efficiency. With regard to the Amsterdam Tropen Hotel, there was an increase of sales through online booking sites, and we noticed the importance of positive reviews on sites like Tripadvisor. In KIT Meeting & Events, we have been successful in attracting new customers and partners. We achieved this by increasing our visibility in 2016 through marketing the venue as

multi-functional for a large variety of activities and clients from various industries.

Café De Tropen also became more visible over the last year as we reached out in the community to businesses and local residents to promote it more widely as an accessible and distinct location in trendy Amsterdam East. We started the newspaper De Tropentijd, distributed four times a year, to communicate more about De Tropen, the tenants of the KIT building, as well as KIT's projects and events. De Tropen offers a warm, eclectic atmosphere where people can enjoy more than delicious food; they can experience the different cultures represented in the menu selection.



EARTH Concepts for the Amsterdam Dance Event, in the marble hall of KIT.



In the summer of 2016, we also initiated the TRPNRooster event once a month, which will resume monthly in the Summer. The event promotes café De Tropen in the neighbourhood and brings KIT staff and tenants, as well as local Amsterdam East residents, together in a social atmosphere with food, drinks and music. Around 150-200 people attended the event each time it was held.

KIT Meetings & Events hosted a number of diverse events, meetings and congresses for various clients, for which the premises are considered by clients to offer a unique setting. In 2016, we facilitated and co-organized the event 'From Innovation to Impact' (p. 21) and the Worldconnectors round table, and hosted events such as Africa Works, a conference on finance in Africa's growing economies, the Dutch Chess Championship, Africa Day, and network drinks like FRITS. And also, KIT Hospitality secured partnerships with EARTH Concepts for the Amsterdam Dance Event (ADE) in October, and the 2-day Avere E-Mobility Conference on electric vehicle innovation. These fresh partnerships and events showcase KIT as a venue for a wide range of events, and are aligned with KIT's overall strategic aim to support like-minded organisations (see p. 36).



The Surinamese specialties of aunt Ivy at the TRPNRooster.



Internal Processes

There were several internal changes in 2016 throughout KIT Hospitality, with the aim to strengthen the organisational structure. We hired a highly experienced executive chef, Hans Ribbens, in June (see p. 35), and he has further strengthened the food quality and cost-efficiency across each of the three business units.

In the Amsterdam Tropen Hotel, the existing position of front desk manager changed to a front of house manager position. This role has more responsibility than before and handles the front office, housekeeping, breakfast and technical department.

In KIT Meetings & Events, given the high work demands on the staff, we decided to divide the team into two departments. One department focuses on sales and the other is responsible for event organisation. This way of working enables us to be more consistent and efficient in processing requests, especially during high season. With regard to De Tropen, we made the strategic decision to change the manager in October in order to build a stronger and more stable team, who will focus more on the quality of service and consistency.



E-mobility conference on electric vehicle innovation.



Innovation, Learning and Growth

We continue to strive towards greater sustainability in all our operations, by selecting vendors who implement eco-friendly processes and products. We also seek to further stabilise the structure in our teams, to make the right strategic choices, and to optimise costs where possible. Establishing interesting and diverse partnerships will remain a priority, as well as telling the KIT story – both externally and internally. It is important that staff understand KIT, our vision and strategy, and to create a more unified KIT team. Focusing on developing human capital is therefore a priority for 2017. We will continue to prioritise connecting with local businesses and marketing the three business departments in 2017.

Café De Tropen

Moroccan soup, samosas from Mama Kenya, apple pie, baklava, a tosti with ketchup or sambal, and a Dutch or Thai beer...these are just some of the delicious, international culinary treats one can enjoy at De Tropen. In 2016, De Tropen introduced a new food concept, to be rolled out in 2017: Eating Together (Samen Eten).

New to the team since May 2016, executive chef, Hans Ribbens, is responsible for all of the food in KIT Hospitality. He notes: *“As part of KIT, De Tropen’s distinctive character is to bring people together, to bring cultures together, and to eat together. International visitors as well as people from Amsterdam East can come here to share in the food and experience.”*

Based on the notions of valuing diversity, equality and broadening horizons, De Tropen offers sustainably and locally produced food with a touch of culture. *“We work together with an organic grocery and our butcher around the corner has its own cows. But my personal favourite are the oyster mushroom croquets grown out of recycled coffee grounds,”* adds Ribbens.

De Tropen places special emphasis on ‘together’. So in 2016, after Ribbens improved the menu and cost-efficiency of the food department, he prioritised creating a space where local Amsterdam residents and businesses could easily come together and taste something of KIT. According to Ribbens: *“The TRPNRooster provides a good example of who we are—we bring together KIT staff and tenants, as well as people from the neighbourhood to enjoy music, drinks and the Surinamese specialties of Aunt Ivy. Next year, we hope to share this intimate, fun event with many more people from the community.”*





KIT Meetings & Events

From the magical Marble Hall with its twelve different kinds of Tuscan marble, to the spacious theatre: each part of the beautiful heritage building offers a unique space in which to create memorable moments. KIT Hospitality in collaboration with Amsterdam Marketing hosted the dinner dance event for '180 Amsterdammers'. The city of Amsterdam is scoring high marks on diversity, and the event was the closure of a campaign around this subject to give the 180 different nationalities living in Amsterdam a platform to tell their stories.

KIT Hospitality also hosted the annual Africa Day (Afrika Dag), organised by the Max van der Stoep Foundation. A well-known annual event with over 1,200 visitors, 150 guest speakers from the Netherlands and abroad, and close to 100 volunteers. As well as an extensive cultural programme, the visitors participated in political debates, workshops and lectures. The event provided a great setting for cross cultural and organisational networking. KIT Intercultural Professionals organised a workshop on Intercultural Business Skills during the event.

The heritage building offers a distinctive backdrop for a diversity of events and clients. EARTH Concepts, a sustainable initiative, also hosted a lively network event in the Marble Hall during the Amsterdam Dance Event. The organisation donated 100% of the net profits generated from the sales of sustainable water and tea at the event to finance international water projects. Furthermore, KIT Hospitality hosted the FRITS goes to the Tropics (FRITS naar de Tropen) drinks in café De Tropen.

Whether big or small, luxurious or simple, KIT Hospitality helps clients and partners create exceptional moments together, whilst at the same time offering guests the possibility to contribute with KIT to sustainable development in low- and middle-income countries.



Representatives of the 180 nationalities of Amsterdam attending the '180 Amsterdammers' dinner.



Opening of Africa Day in the theatre.





Facts & Figures 2016



Historical premises:
34,000 m²



Available offices rented out:
83%



Tenants:
26



Co-working spaces:
80



- International knowledge hub for businesses and organisations engaged in sustainable development and intercultural cooperation
- Inspiring offices at a central location in an international work environment
- KIT Community where professionals work together for a better future

KIT premises

The renovation of KIT's heritage building continued throughout 2016. We renovated approximately one-third of the premises, with a focus on making the building more sustainable. For example, we changed much of the lighting into LED lighting and improved the insulation of the attics. We plan to change all lighting to LED sources in 2017. The KIT heritage building is a monument, which can sometimes give rise to challenges when incorporating new technologies. The sustainable renovations require permissions from the city. In 2016, we made a decision to reassess the way we manage the heating and cooling of the building, which we will continue into the next year.

Furthermore, in cooperation with De Groene Grachten—an organisation that is also a tenant of KIT—we have explored ways to reduce our energy consumption. For instance we made changes in how water is heated throughout the building by placing cookers in the pantries, so that water is heated in the selective parts of the building when needed. This cuts heating costs, but also saves on gas usage. Looking ahead, we will continue to prioritise decreasing the building's eco footprint, by striving for zero waste and using eco-friendly cleaning products.



KIT Community

In line with our 2020 strategy, we have sought to build a community of like-minded companies and organisations working in areas related to sustainability and international development. We actively focus on community building and promoting interaction of KIT staff and tenants by organising various events, sometimes together with KIT Hospitality. For instance, tenants organise movie nights, there is an Afterwork@KIT drink with all KIT staff and tenants every Thursday, and we organise the TRPNRooster once a month. The bi-monthly Meet Your Neighbours provides a platform to realise a better understanding about the work of KIT and its tenants; Startgreen/OnePlanetCrowd, Transparency International and Lens & Partners are examples of tenants whom have presented.

A new initiative in 2016 is Mondiaal Café, which is a regular lecture series on relevant topics to KIT and its community organised together with tenant ViceVersa. We consistently seek new ways to stimulate interaction between everyone in KIT as well as within the

local Amsterdam community. The focus in 2017 will be on organising more content-related activities for KIT staff and tenants. As of January 1, 2017, the Impact Hub will join the KIT Community. Our building will now be a hub for 200 sustainable entrepreneurs and organisations working together, learning and innovating. This will replace KIT's own co-working space concept, GlobalGrounds.

Internal processes

KIT Real Estate was financially successful in 2016. At the beginning of the year, 78% of the spaces were rented out and by year-end this increased to 83%. In 2016, KIT Facilities was renamed KIT Real Estate to more accurately reflect the nature of the unit's work.



Innovation, learning and growth

In 2016, we have successfully found ways to adapt the building to meet tenant's current and future needs. For example, we worked together with KIT tenant, Greenflux, to install four electric charge points for electric vehicles in the parking lot. In the past year we also fully implemented Assist@KIT, a service including a reception desk and mail, telephone, cleaning and other services.

Furthermore, we have nearly completed the refurbishment of the HubStudios, which will be housed in the former education building located opposite the main building on the Linnaeusstraat. The residence will become home to a mix of students, starters and elderly citizens. This dynamic residence further diversifies KIT's tenancy, enhances our connection to the Amsterdam community, and also entails that all KIT staff works in the central building. The first residents of the HubStudios begin living there in early 2017.

In addition, the park will be extended around the building in 2017 and fencing around the building will also be partly removed to increase our accessibility. Throughout 2016, KIT Real Estate continued to collaborate closely with the City of Amsterdam, as well as local businesses and organisations in the promotion of the ever-modernising heritage building. We will continue to foster these partnerships in 2017.



Meet one of our tenants: East-West Seed

East-West Seed's connection with KIT dates back to 1980, when founder Simon Groot approached KIT Agricultural Research – today a part of KIT's Sustainable Economic Development & Gender unit – to have a sparring session on establishing a market-oriented enterprise for improving the quality of vegetable seeds in tropical Asia, followed by a study tour to Asia. *“And after 35 years, we’ve come full circle. We started renting an office space in KIT in 2015, and we are back to where it all started”*, says Maaïke Groot, East-West Seed company representative for Europe.

East-West Seed focuses on improving tropical vegetable varieties, adapted to local markets and growing conditions, and educating farmers on vegetable production to help them maximise their yield. East-West Seed is a market leader in South East Asia and expanding in Africa and Latin America. In 2016, they distributed seeds to 18 million farmers, trained 28,000 farmers, and ranked number 1 in the Access to Seeds Index 2016, which is the global index for vegetable seed companies serving smallholder farmers.

Being under one roof with KIT's Sustainable Economic Development & Gender offers the potential to foster closer cooperation, as we are able to complement each other's work on inclusive and sustainable local economic development, agricultural innovation, and smallholder farming. Groot notes: *“We have exchanged knowledge with KIT on the training of smallholder farmers, for example in the Seed Sector Development programme (ISSD). We recognise that access to quality seeds and sharing knowledge go hand-in-hand. By establishing East-West Seed Knowledge Transfer in 2016 we synergise sixteen years of experience in farmer training across seven countries.”*



Of course, being a part of the wider KIT Community also has its advantages. Groot mentions: *“After a walk around the building, I never return to my desk without a business card or having had an inspirational talk. The energy is enormous. It's one big vibrant hub for the exchange of knowledge and visions. All passionate people, from different nationalities, companies and organisations mixed together under one roof, and all curious about each other's work.”*

Meet one of our tenants: Female Health Company

The Female Health Company is part of the KIT Community since September 2016. To improve the health and well being of women worldwide, they manufacture, market and sell the FC2 female condom. Furthermore, they provide technical support to, and collaborate with, public sector parties, civil society stakeholders, and corporations in order to reach as many key populations as possible. In 2015, the sale of 61 million FC2 female condoms and distribution in 144 countries saved lives by preventing the spread of diseases. This furthermore helped improve women's health care provision and family planning, as well as reduce health care costs.

The Female Health Company had an existing link with KIT prior to becoming part of the KIT Community, being a member of the Share-Net International Steering Committee, a multi-stakeholder Knowledge Platform on Sexual and Reproductive Health and Rights (SRHR), which has been launched in 2013 and hosted from the start by KIT. The platform actively combines the expertise and strengths of international and local partners working in the area of SRHR to strengthen the role knowledge can play in developing evidence-based policies and practices and ensuring that resources are used strategically and to maximum effect in the Netherlands, Bangladesh, Burundi and Jordan. Becoming a KIT tenant was therefore a natural and logical choice.

Denise van Dijk, President of the Global Public Health Sector Division at The Female Health Company, explains that the decision to become a KIT tenant was two-fold: *“It's a perfect mix of a strategic, historical and inspiring location, and we could be surrounded by partners we work with in the field. I walk into them on a daily basis. It makes it much easier to also attend the Share-Net International member's meetings.”*

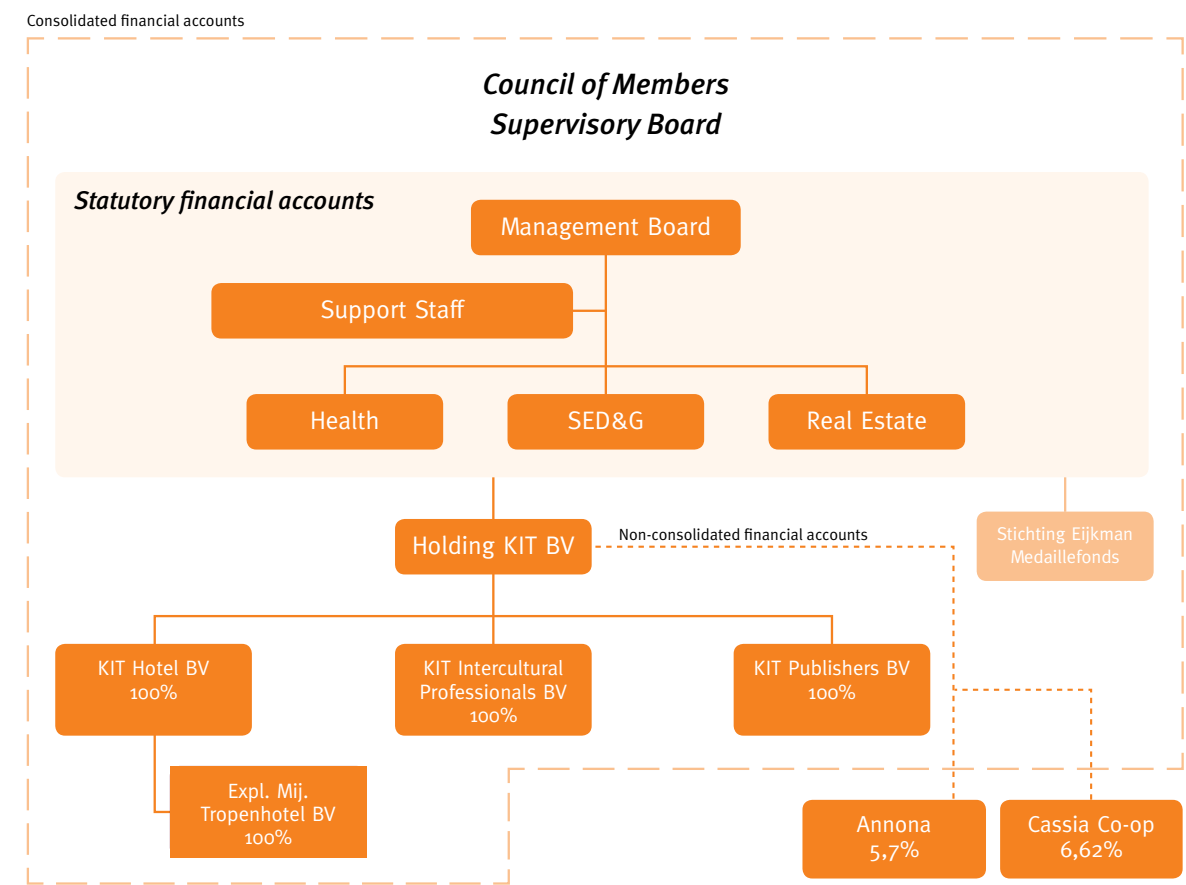


Moreover, the possibility to explore new partnerships is what attracted the Female Health Company to joining the KIT Community. Van Dijk adds: *“I experience a lot of cross-fertilisation. It is a lively place where various cultures and backgrounds meet, a place where you feel at home. That's definitely an appealing factor of KIT.”*



The Financial Statements 2016 relate to all activities of the Vereniging Koninklijk Instituut voor de Tropen/Association Royal Tropical Institute (KIT), Holding KIT BV (including KIT Publishers BV, KIT Hotel BV and KIT Intercultural Professionals BV) and Stichting Eijkman Medaillfonds.

Organisation chart



Result 2016

The year 2016 ushered in the next phase of the transformation process of KIT to a financially independent knowledge institute. It was the first year, in the long history of KIT, without government subsidy and most units achieved positive financial results.

Continued effort was put into contracting new tenants for KIT's premises and subsequently renovating the required office space. KIT Health and KIT Sustainable Economic Development & Gender have developed a Quality Management System which resulted in ISO 9001:2015 certification. The system supports managing and optimising business processes, which will improve client satisfaction. The revenue of KIT Hotel BV grew by 35%, compared to the transition year 2015. The net result of KIT Intercultural Professionals was in line with last year and lower than budgeted due to reorganisation costs. The operational result was on budget. In 2016 the activities of Biomedical Research and One Diagnostics BV were discontinued. During the first half year of 2016 the planned reorganisation of Biomedical Research and the Finance & Operations staff department were implemented. In order to generate a steady rental income the office block at Linnaeusstraat 35, was rented out for a period of thirty years. The premises were rebuilt into apartments.

In 2016 KIT finalised the strategy for 2016-2020. One of the goals is to maintain and further enhance our position as an applied knowledge institute. In order to facilitate this, KIT started with forming a Knowledge Innovation Fund. Positive results achieved by KIT Health and KIT Sustainable Economic Development & Gender will be reinvested. Also funds realised by the business units of KIT will be used to strengthen the knowledge agenda of KIT.

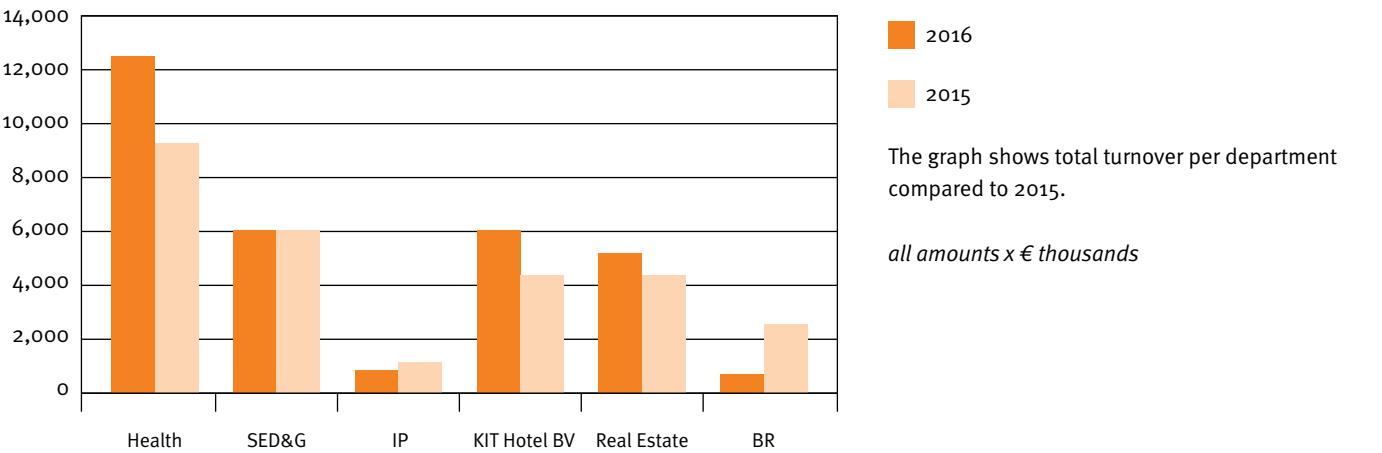
Accounting principles

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 2015 figures have been reclassified for comparability reasons with the 2016 figures.

2017 and beyond

KIT aims to further strengthen its image as the center for sustainable business in Amsterdam. Therefore, stronger focus will be placed on specific development themes, and co-investments in knowledge work for KIT's own Knowledge Innovation Fund. Furthermore, we will continue to invest in KIT's premises, to rent it out up to full capacity. Further investments in the building will take place in order to strengthen the sustainability of the historical building of KIT.

Turnover of KIT departments



Consolidated Balance Sheet as of December 31, 2016

(Before Appropriation of Results)

(amounts in € thousands)

x € 1,000	31-12-2016	31-12-2015
Assets		
Tangible fixed assets	20,915	20,439
Intangible fixed assets	81	110
Financial fixed assets	2,532	943
Stocks	33	33
Work in progress	2,264	2,090
Receivables	4,053	3,095
Cash	15,864	21,228
Total Assets	45,742	47,938
Equity and Liabilities		
Equity	28,399	27,386
Provisions	4,506	8,269
Current liabilities	12,837	12,283
Total Equity and Liabilities	45,742	47,938

Main sources of Revenue	2016
Ministry of Public Health, Afghanistan	4,083,714
Nationaal Museum van Wereldculturen	2,517,065
KIT Hotel B.V.	1,991,316
Nuffic	1,261,502
Ministerie van Buitenlandse Zaken	1,103,343
European Commission	744,255
Ministere de la Sante de la Republique du Mali	519,531
WHO (MY)	396,028
HLSP	388,427
Bill & Melinda Gates Foundation	-380,477

Income and Expenditure Account 2016

x € 1,000	2016	2015	Budget 2016
Biomedical Research	(754)	(2,199)	(1,415)
Health	(97)	(249)	(307)
SED & Gender	54	(209)	183
Real Estate	722	101	538
Result for line departments	(75)	(2,556)	(1,001)
Result for staff departments	165	(399)	(401)
Total result departments KIT Royal Tropical Institute	90	(2,955)	(1,402)
Transition Funding	-	1,230	-
Release (addition) provision and reorganisation costs	1,689	(1,613)	-
Result KIT Royal Tropical Institute	1,779	(3,338)	(1,402)
KIT Hotel BV	(80)	(826)	(210)
KIT IP BV	(405)	(481)	(190)
KIT Publishers BV	-	-	-
Holding KIT BV	(281)	(104)	(93)
Result, Holding KIT BV Consolidated	(766)	(1,411)	(493)
Result Foundation	-	-	-
Consolidated result	1,013	(4,749)	(1,895)

For KIT, the year 2016 meant the end of the reorganisation, saying goodbye to some very esteemed colleagues, but also one of rebuilding and looking to the future. The closing down of Biomedical Research and incorporation of the epidemiology advisors in KIT Health, as well as a reorganisation within the department Finance & Operations has been completed. In 2016, based on the strategic goals of KIT, a more customer-oriented approach and performance-oriented framework has been translated into HR policy. Furthermore, an employee satisfaction survey conducted this year, gave us insight in how our HR department can improve engagement and satisfaction of employees in the year to come. Together with improvements based on this survey, KIT will also trial the first steps of a performance based remuneration scheme. We also implemented a staff safety and security plan, and travelling staff as well as a Crisis Management Team have been trained.

Staffing levels

		2013	2014	2015	2016
Total workforce (on 31/12)		228	155	264*	200
Employment status	permanent	208	138	171	131
	temporary	20	17	93	69

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

In- and outflow	2015	2016
Number of new employees	85	26
Number of employees who left	41	81
(as a result of) Expiry of contract	13	23
At own request	13	26
Reorganisation	2	25
Other	12	7

Staff per age category	number	percentage
< 20 or (blank)	5	2,5 %
20 > 24	15	7,5 %
25 > 29	19	9,5 %
30 > 34	24	12 %
35 > 39	25	12,5 %
40 > 44	31	15,5 %
45 > 49	19	9,5 %
50 > 54	20	10 %
55 > 59	19	9,5 %
60 > 64	20	10 %
65 > 69	3	1,5 %
Average age	43	
Women in the organisation	62 %	
Absenteeism (excl. maternity leave, incl. long-term illness)	4 %	

FTE's per department	2015	2016
Health	33	36
Sustainable Economic Development & Gender	29	37
Intercultural Professionals	10	10
Hospitality	38	62
Real Estate	9	11
Biomedical Research	36	-
Support Staff **	37	44
Total	190	200

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

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 fulfill 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

After a couple of challenging years following the restructuring of KIT, the Supervisory Board is pleased with KIT's 2016 performance and confident in the direction KIT is heading. Over the past year, KIT has invested in developing and growing its existing relations with clients from the private and public sector, and has successfully established numerous new partnerships.



The restructuring process finished in 2016 with the reorganisation of the final support department. While KIT had to make the difficult decision to close Biomedical Research's activities in 2015, the process ended relatively positive. Some of the former staff members were successfully integrated in the work of KIT Health, two research clusters were transferred to the AMC hospital, and one was handed over to a private foundation.

As KIT achieved positive financial results, the organisation was able to finish a profitable year for the first time since before the restructuring process began in 2013. This was achieved without any external structural subsidies from the Dutch government.

KIT Community

The Supervisory Board intensively participated in the discussions this year on the new 2016-2020 strategy together with the Council of Member, KIT staff and management. The Board concentrated on the knowledge units, the building and its heritage. The knowledge units are performing well and there is an increased drive to focus on partnerships with the private sector. The Board also discussed the approach for the historic monument building and heritage, within which space is reserved for like-minded organisations in a living community.



Supervisory boards of KIT and the Nationaal Museum van Wereldculturen in the Light Hall of the Tropenmuseum.

Together, these aspects are at the heart of the KIT strategy. With greater stability at KIT post-restructuring, there is renewed energy among the staff and more confidence and trust in the collective way forward. We are building a lively community at KIT and we are delighted to see the growing interaction between tenants, staff, clients and the local community.

Governance

In 2016, the Supervisory Board met six times in formal sessions, to evaluate and discuss strategic, financial and human resources issues with the Management Board. With external guidance, the Supervisory Board also took time for a serious self-evaluation. The evaluation resulted in a change in the modus operandi. In meetings there is now a greater balance between timely decision points, and larger, long-term strategic matters which require more specific attention. The Board is able to work more efficiently and effectively following the changes.

The Supervisory Board is also pleased with the increased diversity within the Council of Members, which has broadened with the addition of several new members in 2016. They are representatives from organisations that operate throughout the developing world as well as prominent citizens from Amsterdam and private sector parties.

Looking forward

KIT is well established in its position as a leading international applied knowledge institute and business partner. KIT combines a business approach with adamant idealism, and is driven by a desire to deliver results for the people in low- and middle- income countries; successful interventions that encourage inclusive development.

While KIT has achieved a lot since restructuring, there is still quite a bit to be done in terms of gaining new projects and further strengthening its positioning in the changing climate of development work. KIT is better positioned now than before, but we must take strides to become more commercial and competitive without compromising on quality or drive.

Following the decision on the 2016-2020 KIT strategy, KIT has begun rolling out the strategy and creating roadmaps for implementation in 2017. The light is green and it is time now for KIT to go full speed ahead.

On behalf of the Supervisory Board,

Kees Blokland

Chair Supervisory Board



Council of Members

Change

Following the last three years of reorganisations and restructuring, 2016 shows the promise of what is to come in 2017 and beyond – financial stability and growth. The knowledge and business units are performing closer to plan. It is positive to notice the implementation of KIT's aim to diversify its client base and to improve its reputation as a leading applied knowledge institute.

KIT will continue to focus on increasing revenue and cost-efficiency, while driving impact on its core values, strategy and the Sustainable Development Goals. KIT has created a lively community of staff, clients and partners preserving the heritage of the historical premises in Amsterdam serving as a global host and an international campus which aspires to promote intercultural cooperation.

Governance

In the year 2016, The Council of Members held their two statutory meetings to approve the 2015 annual accounts, discharge the Management Board and the Supervisory Board and to approve the plan for 2017. An additional session was organised to discuss KIT's mission, strategy and vision 2020. The Council of Members was actively involved in the strategy process, helping to formulate a long-term vision for the institute. Individual members were asked to contribute to policy and operations in advisory groups. The knowledge and business units furthermore kept the Council updated on developments and trends occurring throughout the year. Together we all worked towards our overall goal of enhancing the impact of agencies, government bodies and corporations to achieve sustainable development in low- and middle-income countries.

Furthermore, the Council discussed ideas to revitalise the membership and to expand the number of members after last year's decision to maintain the present structure of KIT as an association with private and corporate members.

Welcoming new people

The Council approved the nomination of Jacques Kwak as member of the Supervisory Board. The Council approved the nomination

of Pierre van Hedel, Maarten van Herpen, Marinus Pannevis, Cees Ruygrok and Marco Schouten as new members of the Council. The new members hail from diverse and notable professional backgrounds with experience ranging from the private sector to work in the developing world. Their diversity of experience brings fresh insights and networks that will further enrich KIT's partnerships and profile as a leading applied knowledge partner.

Looking forward

The knowledge units are expected to reach break-even results in 2017 while the business units are expected to deliver a positive contribution. The fundamental change for KIT is well on its way guided by the developed coherent vision and strategy with focus on the knowledge units Sustainable Economic Development & Gender and Health supported by a solid financial foundation provided by the business units. Last but not least, KIT's multi-stakeholder cooperation with partners like the Dutch Ministry of Foreign Affairs, universities, organisations and the private sector is of the essence. The sustainable performance of the staff is also important to safeguard after all of the fundamental changes KIT has undergone in a short number of years. This involves not just the knowledge and business units but also the support units, which are essential to KIT's successful operations and impact.

The Council would like to thank the full staff for their dedication and perseverance to accomplish this challenging task. The Council appreciates the attention and effort by management, Supervisory Board and Works Council to maintain and improve employee wellbeing. KIT's vision to expand the institutes impact on sustainable development as applied knowledge institute can only be implemented by KIT's staff, its most valuable asset, which deserves attention and development.

On behalf of the Council of Members,

Jan Hoekema
Spokesperson



Supervisory Board

Chairperson

Mr C. (Kees) Blokland

Chairman of the Board of Code Verantwoordelijk Marktgedrag
President curator Doopsgezinde Seminarie
Former Chairman of the Board of Dutch Rail Pensionfund
Former Director Personnel and Organisations NS

Vice-chairperson

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 and Vereniging Hendrick de Keyser

Chairman Audit Committee

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

CEO Logex
Former member Executive Board of Slotervaartziekenhuis in Amsterdam and the MC Groep hospitals in Lelystad, Emmeloord and Dronten
Prof. on Environment and Development in the Global South, UvA
Co-chair of UNEP’s Global Environmental Outlook

Ms J. (Joyeeta) Gupta

Mr P. (Peter) van Leeuwen

Former Dutch Ambassador
Board member of NKCH (Netherlands-Kazakhstan Centre for Trade Pomotion)
Member of Supervisory Committee of Media Support Center Foundation in Bishkek

Member Audit Committee

Mr J. (Jürgen) Rigterink

CEO FMO
Supervisory Board Arise
Former Director Medical Affairs and Product Development Sanquin Plasma Products
Member WHO Expert Committee on Biological Standardisation
Executive President of the International Plasma Fractionation Association

Management Board

Mr M.M. (Mark) Schneiders

CEO

Council of Members

Mr H. (Haig) Balian
Mr P.L. (Pierre) van Hedel *(since June 23)*
Mr M.M.J.W. (Maarten) van Herpen *(since June 23)*
Mr J.Th. (Jan) Hoekema

Director Artis Royal Zoo
CEO Rabobank Foundation
Head Philips Africa Innovation Hub
Mayor of Wassenaar

Council of Members *(continued from p. 54)*

Mr J.A.S. (Jochum) Jarigsmma

Mr J.C.A. (Jacob) de Jonge

Ms T. (Tamrat) Kidane

Mr. J. (Jeroen) Kohnstamm

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

Mr M. (Marinus) Pannevis *(since June 23)*

Mr A.J.B.M. (Toon) Peek on behalf of ABN AMRO Bank N.V.
Mr F. (Floris) Recourt on behalf of De Maatschappij

Ms R. (Rolien) van Rijckevorsel-van Dijk

Mr C.H.M. (Cees) Ruijgrok *(since June 23)*

Ms Sj.A. (Sjoukje) Rullmann

Director AccuRaad Training & Advice
Director Twonas
Chair Platform Maatschappelijk Betrokken Ondernemen
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
Dietician BovenIJ Ziekenhuis
Member Multicultural Peace Building Women Association
Boardmember Ethiopisch-Nederlandse Vriendschapsvereniging
Advisor to the Ministry of Commerce in China (MOFCOM)
Chair Dr. Olfert Dapper and China Foundation
Former Secretary General of Factors Chain International
Economic advisor Unilever N.V.
Head of External Affairs Unilever Nederland Holdings BV
Lawyer/curator DLA Piper Nederland N.V.
Member Landelijke Selectiecommissie Rechters
Member of the Board of Stichting De Koepel II
Member of Executive Board of Advertising Code Committee
Member Court of Discipline
Head Learning Risk Management
Former Partner of Egon Zehnder International
Executive Coach and Evaluator Quist Executive Coaches
Partner Commissarissensearch
Business and innovation consultant
Member Advisory Board Team Academy
Member Advisory Board Teun de Nooijer Academy
Molly School – faculty at large since 2014
Owner/MD CR Consulting & Interim Management BV
Formerly with Friesland Campina
Member Research Council on Government Integrity
Member Supervisory Board Nationaal Museum van Wereldculturen
Chair Complaints Committee NICAM (Netherlands Institute for the Classification of Audio-visual media/Kijkwijzer)
Chair Advertising Code Committee
Member Board Amsterdams Juridisch Genootschap
Chair Complaint Committee General Practitioners Amsterdam
Former Vice President Rechtbank Amsterdam

Council of Members (continued from p. 55)

Mr M. (Marco) Schouten (since June 23)	CEO Vitens Evides International
	Member Advisory Board Micro Water Facility, Amsterdam
	Managing Director Netherlands- African Business Council
Ms. I. (Irene) Visser	Director Mayor's Office of Amsterdam
Ms K. (Karin) van der Wansem on behalf of the City of Amsterdam	Former President of NV Deli Maatschappij
Mr J.M.M. (Jack) van de Winkel on behalf of Deli Maatschappij	

KIT Management

Ms H (Heleen) Agterhuis (until February 1)	Director KIT Intercultural Professionals
Ms J. (Jessica) Augustin (until March 1st)	Manager Human Resources
Mr L. (Louis) van den Berghe	Manager Finance & Operations
Ms C. (Claire) van Campen	Director KIT Hotel B.V.
Ms A. (Anar) Harmsen (until August 1)	Manager Marketing & Communications
Mr B. (Bart) van Luijn (since February 1)	Director KIT Intercultural Professionals a.i.
Ms F. (Fleur) Pakker (since November 1)	Manager Marketing & Communications
Ms A. (Annerink) Post (since May 1)	Manager Human Resources
Mr. C.B. (Bart) de Steenhuijsen Piters	KIT Sustainable Economic Development & Gender, BU manager
Mr. L. (Lindy) van Vliet (since February 1)	KIT Health, BU manager

KIT Works Council

Chairpersons	
Mr R. (Remco) Mur	KIT Sustainable Economic Development, Senior advisor
Ms H. (Helena) Posthumus	KIT Sustainable Economic Development, Senior advisor
Vice-chairmen	
Ms T. (Tabitha) van den Berg (until August 1)	Marketing & Communications, Officer
Ms H.M. (Laura) de Bes (until April 1)	KIT Biomedical Research, Research technician
Ms A. (Ankie) van den Broek	KIT Health, Senior advisor
Mr A. (André) Kraayenga	KIT Facilities, Project assistant
Mr T. (Tom) van Keer (since June 1)	Project and acquisition assistant
Mr H. (Hermen) Ormel	KIT Health, Senior advisor
Ms I. (Inge) Voss (since June 1)	Project Support Unit, Project officer
Ms I. (Irina) Wagner	KIT Health, Senior advisor

Holding KIT BV

Management Board of Holding KIT BV: Mr M.M. (Mark) Schneiders.
Director of the Executive Board KIT Intercultural Professionals BV: Mr B. (Bart) van Luijn.
Director of KIT Hotel BV: Ms C. (Claire) van Campen.

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