



KIT Royal
Tropical
Institute

Annual Report 2017



Knowledge for a Sustainable World



KIT Royal
Tropical
Institute

About KIT

KIT Royal Tropical Institute is an independent centre of expertise and education for sustainable development. We assist governments, NGOs and private corporations around the world to build inclusive and sustainable societies, informing best practices and measuring their impact. Guided by the Sustainable Development Goals (SDGs) of the United Nations, our work focuses on health care, gender, economic development and intercultural cooperation.

Our campus in Amsterdam houses a training centre for students and professionals, and is the home of SDG House: a community of sustainability experts and social entrepreneurs with a membership of 50+ organisations. KIT owns and operates Amsterdam Tropen Hotel, De Tropen café and restaurant, and offers office and conference facilities in our heritage building, the profits of which contribute to KIT's mission.



Our patron:
H.M. Queen Máxima

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Preface

For KIT Royal Tropical Institute, 2017 was a year of progress. We generated new partnerships, new projects and inspiring initiatives. We are proud to share that 2017 was the second consecutive year that KIT maintained its financial independence, free of government funding.

Achieving impact on the Sustainable Development Goals (SDGs) is driving our knowledge work. Our three knowledge units — Health; Sustainable Economic Development & Gender; and Intercultural Professionals — each implemented successful projects ranging from impact assessments and research to project advisory services, training and education.

In 2017, we developed a new impact framework to better measure the impacts of our diverse assignments. The framework enables us to score all of our contracted work in terms of the SDGs; the problems we are trying to solve; and the expected outputs and outcomes of the contracts. We will use this impact framework to adapt and steer our work priorities and approaches to create more impact with our clients and partners on the SDGs, and to strengthen KIT's role and added value as a leading applied knowledge institute.

Through the Health unit, we began a promising new relationship with the Swedish Agency for Development and Cooperation (SIDA) to support its embassies worldwide on health issues. The Health team has overseen the introduction of performance-based health-care in fragile contexts, fostering higher standards and greater inclusion. They have also made great strides in the field of epidemiology and the use of geographical data to more effectively track and treat diseases. Students enrolled in our Health courses have benefitted from the enhanced Virtual Grounds e-learning platform, providing access to those unable to travel due to various constraints.

The Sustainable Economic Development & Gender unit has carried out more than 130 assignments around the world, including at home here in The Netherlands. They reviewed the Dutch govern-

ment's Aid and Trade policy, which will help shape the policy of the Dutch government in the coming four years. The unit continued to make its mark in conducting leading research on rising global issues, including youth employment in the agricultural sector and the important role of gender-inclusive approaches in agribusiness and global value chains.

Intercultural Professionals celebrated its 100th anniversary in 2017. For several generations, the unit's work has been improving intercultural awareness and communication within companies. One of its first clients was Philips, who remains a trusted partner to this day. Prominent new clients include TU Delft, KLM Engineering and Maintenance and TATA Steel. Intercultural Professionals continues to coach refugees and migrants on Dutch culture and integration for The Hague Process, a global network of 4,000 stakeholders that aims to find solutions to migration and refugee challenges. We look forward to expanding this work in partnership with the City of The Hague.

Part of the research for new insights and approaches in the knowledge units is funded by KIT's Knowledge Investment Fund. The fund pools profits from the business units Hospitality and Real Estate and disseminates them across the knowledge units and operations in a structured and transparent manner. It enables the organisation to conduct self-initiated research, to steer our knowledge base in specific directions and to support training, education and the development of innovative activities that advance our reputation as an international applied knowledge institute.

Our three Hospitality businesses — the Amsterdam Tropen Hotel, De Tropen café and restaurant and Koninklijk Instituut voor de

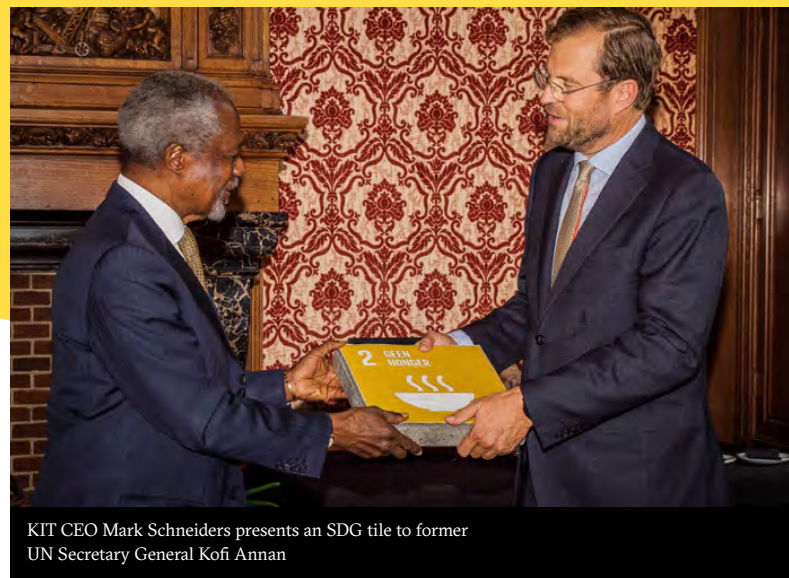
Tropen Conference & Events — are profitable, contributing to the sustainability of our organisation.

Thanks to a flourishing tourist industry, the Amsterdam Tropen Hotel exceeded its performance expectations by welcoming a record number of visitors. De Tropen café and restaurant increased its visibility by implementing new signage and lighting around its location, and by opening its venue to host a variety of multicultural events every month next to its diverse food and drink offerings in the café. KIT Conferences & Events completed a major renovation of its kitchen facilities which also reduces the amount of waste after events. Improved audiovisual equipment means event attendees can enjoy richer sights and sounds.

This year, the work spaces in our building available to tenants reached an occupancy rate of 100%. There is now a waiting list for interested tenants, even as the Real Estate unit is making further spaces available. The unit has further embarked on an effort to make the building more energy efficient. Overall, we managed to reduce the ecological footprint by 20% over the last four years.

Next to these operational achievements, the Marcom Department implemented KIT's new brand identity and HR introduced an improved staff evaluation system.

Our relationships with our tenants and other stakeholders in sustainable development culminated in the inspiring launch of the SDG House on 25 September 2017 at the SDG Impact Summit. SDG House denotes the emerging community of KIT-based sustainability experts, social entrepreneurs, media and NGO's who share a common purpose in their efforts to achieve one or more of the SDGs.



KIT CEO Mark Schneiders presents an SDG tile to former UN Secretary General Kofi Annan

SDG House acts as a catalyst for sustainability initiatives — a place to meet, exchange ideas, and build partnerships for sustainability. Currently SDG House houses 50 organisations covering a diverse range of activities in areas such as urban development, impact investments, inclusive finance, fair trade and organic product development. SDG House also hosts an office of The Netherlands National SDG Coordinator, and the Amsterdam branch of the Impact Hub.

KIT Royal Tropical Institute is alive in every sense of the word. It breathes through the many talented and inspiring people working and collaborating within the rooms and halls of our beautiful heritage building, and their impacts in The Netherlands and worldwide. We value the constructive collaboration between staff, Management Team, Supervisory Board, Council of Members and Works Council in 2017. We also warmly welcome the new representatives in the Council of Members and Supervisory Board and bid farewell to those who have taken the time to serve KIT Royal Tropical Institute over the last years. We are above all grateful to our many clients, partners and donors for their continued collaboration. As we enter 2018, we do so with determination to continue making a difference where it matters most.

Mark Schneiders
CEO

Health

Facts & Figures 2017



Countries in which we are active
40



Projects
95



Publications
15



Employees
43



Graduated masters students
50



New masters students
46



Nationalities of students
26



Health professionals trained
at KIT
166





Patients waiting to be attended by a nurse in Dioila, Mali – where utilisation has increased because the Results Based Financing approach, introduced by KIT in Mali

Impacts on Society

Through advisory, research, knowledge management, health education and capacity strengthening services, we work to improve national health systems and overall global health in pursuit of the Sustainable Development Goals (SDGs). Our target goals comprise of SDG 3: Good Health and Well-Being, SDG4: Quality Education, SDG 5: Gender Equality, SDG 10: Reduced Inequality, and SDG 17: Partnerships for the Goals. We take a systemic approach towards global health, including social determinants, meaning that many other goals are also indirectly covered. We generate impact in The Netherlands and across Africa and Asia, embracing both fragile and stable, low and middle-income contexts.

This year we undertook valuable work into performance-based financing in fragile and conflict-affected environments. Performance-based financing can provide Ministries of Health with a more resilient and accountable alternative to traditional systems of financing in the face of complications linked to fragile and conflict-affected environments and economies.

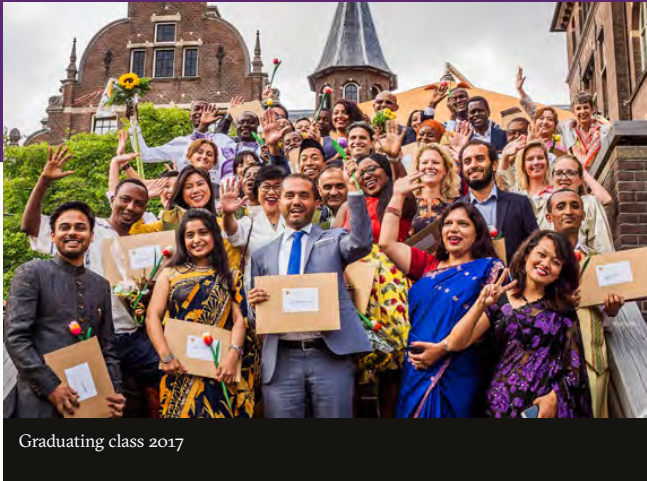
To take a case study, the Ministry of Health in Guinea eagerly and fully adopted a system it had co-designed in partnership with KIT Royal Tropical Institute over several years. This collaboration was part of a project led by KIT for the Dutch Ministry of Foreign Affairs on how to make health systems more resilient in the wake of Ebola crises in Guinea and Sierra Leone. Next to the more sustainable financing model, strengthening of laboratory services for early detection of infectious diseases and a stronger role for communities in health governance led to additional impact.

Together with Queen Margaret University in Edinburgh, we conducted further research on performance based financing of health systems in more fragile contexts in Central African Republic, Nigeria and Democratic Republic of Congo. The research findings provide learnings that can be used to explore regions where similar conditions exist.

We also made important contributions in the field of epidemiology and tuberculosis. After years of research, KIT's epidemiology team developed a new approach to more systematically collect, present and use data related to specific health challenges. The continuing tuberculosis epidemic was one of them. This TB project was financed by the Global Fund and the Stop TB Partnership. The KIT MATCH approach supported local TB programmes in 10 Asian countries to find unreported cases of the disease which will lead to halting further transmission of the disease in those countries.

The KIT MATCH approach collects data from national health management systems and maps onto specific geographies has enabled health professionals to analyse and develop better solutions to context specific issues related to the epidemic. The National TB Programme of Bangladesh clearly voiced their enthusiasm about the MATCH approach after two positive experiences with it.

In Afghanistan, over the last year, we continued our assignment for the Ministry of Health funded by UNICEF and the World Bank, to monitor progress on reforming the Afghan health system. It involves, among other things the monitoring and evaluating of all healthcare providers in Afghanistan based on their performance



Graduating class 2017

against a set of indicators and conducting a bi-annual household survey of over 26,000 households in every district and province.

The Afghanistan Ministry of Health is able to see where improvements have been made and what still needs to be addressed. The data acquired by KIT Royal Tropical Institute seem to indicate health care reform in Afghanistan has had very positive effects, for example, on maternal and child health indicators. KIT Royal Tropical Institute has opened its own office in Kabul to steer implementation and complete the assignment, due to end in 2018.

Clients and Markets

KIT's clients and partners for health work include a range of non-profit organisations, private- and public-sector bodies. In 2017, we successfully diversified our client base and aligned more closely with governments and organisations we believe we can have real impact with. These include the World Health Organisation (WHO), Global Fund, GAVI, World Bank, UNICEF, the Dutch government, other numerous Dutch and International NGOs and the Swedish International Development Cooperation Agency (SIDA). With SIDA,

we completed the first year of being their strategic knowledge partner on Health and Sexual and Reproductive Health and Rights (SRHR) in particular. We ran a help desk to respond to knowledge requests of the Swedish embassies in low and middle-income countries and for Stockholm-based staff working on global health and SRHR. KIT also implemented numerous policy and programme advisory assignments for SIDA. The relationship with SIDA is of particular importance in light of the more conservative funding climate within sexual and reproductive health and rights (SRHR).

Over the last year KIT presented its work on health at significant conferences, benefitting from the positive exposure. Among them were the ECTMIH conference in Antwerp and the International Tuberculosis Conference in Mexico. Together with Vice Versa, Cordaid, AMREF, KNCV and Wemos, we hosted the first of a series of global health debates. The first debate focused on the need to improve human resources for health. Considering the enormous shortage of qualified health workers worldwide and the impact this has on the functioning of health systems, this is an area that KIT is seeking more collaboration on in the future. KIT brings extensive expertise in this area, as seen most recently in the REACHOUT project.

Education

In 2017, 50 students graduated from the 2016-2017 programme and we welcomed 40 health professionals into our Masters in Public & International Health course programmes for 2017-2018. The number of new students showed some decline compared to the previous year, primarily due to the cut in Nuffic's Netherlands Fellowship Programmes (NFP) in 2017.

While we hope the Nuffic NFP funding will move in a positive direction in 2018, we are exploring other alternatives to support funding for students from low and middle-income countries via WHO, the World Bank and the KIT Scholarship Fund. Through the latter, we were able to award two full and three partial scholarships amounting to approximately €116,000. Building a KIT Scholarship Fund programme is of particular importance to achieving our aim of greater gender equality and socioeconomic inclusion in our courses. We believe this will enrich classroom interactions and learnings and is supportive of our mission to pursue the SDGs on gender equality and leaving no one behind.

Internal Process

The health team continues to grow in number and diversity. We added junior professionals to the team, which means better strength, support in cross-learning and delegating work effectively. We were financially viable for the second consecutive year, having made a positive return over 2017. New long-term partnerships and a diversified client base have been instrumental to this continued success.

Innovation, Learning and Growth

KIT's knowledge agenda on health continues to focus on drawing further research from our work in fragile and conflict-affected environments and exploring the impact of our work on data for decision making. In education, we have invested considerably in strengthening our platform for e-learning for all of our courses.

Virtual Grounds is a repository for all course materials (videos, modules, webinars) that enables regular interaction and facilitates greater inclusiveness in learning, given that many women around



In Koulikoro, Mali, a District medical Director discuss during a KIT workshop with a representative of the Community how to come to better results in their health care

the world are not able to leave their families to attend a full-time course. We believe our education programmes are made more accessible through its use, overcoming socioeconomic and gender barriers. We plan to conduct research in 2018 to examine this assumption. Other KIT knowledge units are also embracing the use of the Virtual Grounds platform for their specific training activities.

Finally, we have been building up and regaining our expertise on nutrition and maternal and child health in 2017. The former is an important area for KIT because nutrition strongly links to non-communicable diseases (NCDs). NCDs include vascular diseases, hypertension, diabetes and are increasingly coming to the fore in low and middle-income countries. Nutrition and maternal and child health also strongly interrelate. In 2017, KIT undertook preliminary work in this area which we expect will feed to result in more work in 2018 and beyond. In this way, we are responding directly to a clear need to build up the international knowledge base on NCDs, nutrition and maternal and child health and we expect that this will enable us to further grow our portfolio on these issues.



Highlights



Analysing Disrupted Health Systems

Currently, 1.4 billion people live in fragile and conflict-affected environments and this number is expected to reach 1.9 billion by 2030. These environments suffer from the greatest need for, and greatest challenges in attaining the SDGs.

Analysing Disrupted Health Systems (ADHS) is a course that targets health professionals at the mid- and senior level working in fragile and conflict-affected environments for governments, humanitarian organisations and major donors. ADHS aims to provide participants with sufficient knowledge and skills to allow them to analyse the structure, function and performance of health systems operating in these environments.

Participants also discuss humanitarian aid and politics, human rights policies, and strategies and plans of key stakeholders. KIT offers ADHS as part of its role as the World Health

Organisation's (WHO) collaborating partner behind the Centre for Health Systems in fragile and conflict-affected environments. The course is offered in partnership with Save the Children, and the Centre for Disease Control and Prevention (CDC).

The ADHS course runs twice a year: once in Amsterdam and once in a rotating location abroad. In 2017, the course was hosted by the WHO Regional Office for the Eastern Mediterranean (EMRO) in Cairo. 34 health professionals, representing 20 different nationalities and working in the EMRO region, joined the 2-week course. As a result of the course in Cairo, KIT was invited to provide a tailored training at the Libyan Ministry of Health professionals. KIT experts were also asked to contribute to an expert meeting to help develop a proposal for Essential Health Packages for the EMRO region. The course in Amsterdam welcomed 14 participants of 13 different nationalities.

Highlights

REACHOUT

Achieving universal health coverage is one of the SDG targets but it faces many impediments. These include high nurse workloads and long distances between communities and health facilities. The above reflection from a Malawian community health worker (CHW) summarises their role in addressing one of the major challenges faced by health programmes around the globe: *how do we make sure people have access to the health services they need?*

Policymakers and health service implementers in low- and middle-income countries are increasingly looking to CHWs to help overcome their challenges and improve health care equity, effectiveness and efficiency. CHWs range from unpaid volunteers working with non-governmental organisations to salaried Ministry of Health staff. They work on a range of health issues, such as vaccination, malaria prevention, tuberculosis treatment and family planning.

However, there is limited evidence of which community health strategies — in which CHWs are involved — work best in different settings. For this reason, KIT Royal Tropical Institute, with partners and funding from the European Union, launched REACHOUT. REACHOUT is an ambitious international research

project that examines and strengthens the role of CHWs in Ethiopia, Kenya, Malawi, Mozambique, Bangladesh and Indonesia.

KIT focused on initial context analysis, setting the scene for developing intervention research programmes in each country. It also supported country partners to implement these programmes and shared research findings internationally via conferences and academic publications.

The work strengthened country partners' research and programme capacities and built relationships with governments and other stakeholders. Research results were shared with policymakers, programmers and researchers, contributing to the development of national (Kenya, Malawi) and international (World Health Organisation) policies and guidelines.

Some of the major recommendations relate to the need for: (i) acknowledging key contextual factors, (ii) accountability, (iii) selection, training, supervision and incentives of CHWs, (iv) quality of health service and data collection and (v) listening to policymakers on what information they need to make CHW programmes more cost-effective.



A community health volunteer in Kenya



A kader and clients who are part of the REACHOUT Indonesia intervention

Highlights

Improving SRHR in Mali through education and research

KIT has initiated the first module of a Sexual and Reproductive Health and Rights (SRHR) education programme at the University of Science, Technique and Technology of Bamako (USTTB), Mali. The module, attended by 11 women and 10 men, unpacks the different concepts of SRHR, and addresses international and Malian SRHR policies, gender-based violence, child marriages and female genital mutilation. It is an integrated part of the public health masters of Education and Research Department in Public Health (DERSP) of USTTB.

Sexual and Reproductive Health is a serious concern in Mali, where maternal, neonatal and infant mortality rates are among the highest rates in Africa. However, to date, no university level study on SRHR was available in the country.

DERSP acknowledged the need to improve SRHR services throughout its education system. Its prime methods to do this are through masters-level education of students and professionals and SRHR research. DERSP requested support from KIT in collaboration with MDF Training and Consultancy and the VU University of Amsterdam. The work is supported by a Nuffic Niche grant that runs for four years.

KIT's contributions comprise of 1) the development of SRHR education modules and a qualitative research module to be integrated in the public health masters course of DERSP; and 2) the development of a data collection observatory that will inform research, policy and programming on SRHR through a knowledge platform in and around Bamako.

In addition, 15 teachers have now been trained to enhance their competence-based teaching methods. An online e-learning course has also been developed, accessible to masters students of other African francophone countries as well as Malian government and NGO professionals who want to follow short online courses on SRHR.

Through collaboration with KIT and its partners, DERSP graduates will be better placed to conduct research, develop policies or deliver quality services in the area of SRHR.

With improved knowledge and expertise among government staff, NGOs and health care providers, the root causes of maternal, neonatal and infant mortality can be better addressed. The programme has the potential to strongly benefit the Mali general population in the long term.

Highlights

KIT Scholarship Fund

In 2017 KIT Scholarship Fund awarded scholarships to five students of the Masters programmes Public Health and International Health. The aim of the scholarships is to help recipients make a difference in the health situation of their countries. These health professionals are able to study at KIT thanks to the generous support of our donors. Donations were received from several foundations and private donors.



Amal Atef from Yemen, Masters in International Health, with a partial scholarship from KIT Scholarship Fund. *'I am a Yemeni doctor and since my graduation I have been working in*

emergency relief programmes in different areas in Yemen especially in health and nutrition. During this period I have worked with humanitarian international NGOs working in life saving programmes mainly focusing on the most vulnerable people. Yemen is a developing country in the Middle East with low income and a lack of public health specialists. There are huge public health issues, namely high rate of acute malnutrition, food insecurity and a fragile health system. Thanks to the KIT Scholarship Fund I am now able to study the Master in International Health at KIT Royal Tropical Institute and this will enable me to support my country and help in saving lives of vulnerable people as well as improve the level of health system in Yemen. This course will provide me with the essential skills to become a public health specialist. I look forward to working on public policies and strategies that can have a positive preventive impact.'



Marjorie Jaffet from Zimbabwe, studies Master in International Health at KIT Royal Tropical Institute with a full scholarship from KIT Scholarship Fund. *'Being the village health worker, my*

mother was responsible for managing minor ailments and also overseeing local distribution of food handouts donated by charity organisations. As I grew up, I assisted my mother in her community duties. Through these experiences, an interminable passion for health and welfare of the public was integrated into my genome. After my graduation, I worked in a general hospital and later at a district hospital in the South province in Zimbabwe. The pursuit of the Public Health discipline grants me the perfect platform to give back to my community which has always been my ambition. I chose to do Masters in International Health to be able to acquire knowledge and skills in developing strategies and policies to improve the health situation in my country and other low and middle-income countries through different platforms. It is my conviction that my Master in International Health qualification will go a long way in reviving the health delivery system of our economically hamstrung nation.'



KIT introduced in the 90's an essential drug program in Mali – this health agents proudly shows the availability of essential medicines outside KIT's project area

Sustainable Economic Development & Gender

Facts & Figures 2017



Countries in which we are active
37



Projects
101



Publications
18



Employees
43



Woman harvesting tea

Sustainable Economic Development & Gender

Impacts on Society

KIT's Sustainable Economic Development & Gender unit operates at the intersection of theory and practice, translating good intentions into meaningful social and economic impacts in the areas of: agricultural innovation, gender and nutrition, food value chains, rural transformation, seed sector development, and gender and agriculture. We work towards achieving the Sustainable Development Goals (SDGs), in particular on SDG 1: No Poverty, SDG 2: Zero Hunger, SDG 5: Gender Equality, SDG 8: Decent Work and Economic Growth, and SDG 17: Partnerships for the Goals.

Clients and Markets

Over the course of 2017, we implemented 134 assignments for clients in the non-profit, public and private sectors, as well as for various international and multilateral organisations.

We conducted significant frontrunner research on rising global issues such as youth employment and gender issues in the agricultural sector. We carried out the research initiated in 2016 on demystifying the cocoa value chain in Ivory Coast and Ghana, funded by the Jacobs Foundation, IDH, UTZ, the Lindt Cocoa Foundation and GISCO. By taking a farm-centred approach we aim to contribute to sector interventions that start from farmers' realities, instead of focusing on the commodity or that are designed in a top-down manner.

Contributions from the KIT Knowledge Fund enabled us to publish three papers based on our results, of which two were presented on the cocoa research symposium in Peru. The research has been groundbreaking as we were able to gather accurate and reliable data on the realities and living wages of cocoa producers. This will

help the multinational companies and other stakeholders in the cocoa industry better understand key issues in the cocoa value chain and production, and to focus on rectifying them. Doing so will improve the livelihoods of the men and women producing cocoa, and ultimately, contribute to fairer cocoa production overall.

Another notable assignment was our review of the Dutch government's Aid and Trade program, carried out together with Vice Versa and funded by the KIT Knowledge Fund. We systematically reviewed all of the evaluations conducted on Aid and Trade and published a meta study including lessons learned and good practices, what should be repeated and what should not. The study was presented at a conference together with the Dutch government and other stakeholders, where it was very well-received. The Dutch government will incorporate insights and recommendations from the study into the renewal of the Aid and Trade policy and its programmes.

These assignments demonstrate our expertise in unlocking insightful and practical research and solutions that clients can apply in their strategies and operations. Next to these, we have explored other avenues for cooperation and impact with like-minded clients and partners. For instance, we conducted a scoping study among enterprises, multinationals and financial institutions in The Netherlands to identify their current needs, where they want to have impact, and what knowledge insights they need to be more effective. As Dutch companies and institutions also work in low and middle-income countries, they encounter human rights issues in their value chains, and are accountable for what is happening. The scoping study helped us identify two key market segments where KIT Royal Tropical Institute can add value to the companies



and institutions: i) making financial services more inclusive for women, youth and smallholders, and ii) improving human rights in value chains in which Dutch enterprises are active. The latter can include conducting social due diligence, developing corporate policies in, for example, dealing with land issues, and strengthening human capacities of companies to understand and mitigate human rights risks.

Internal Processes

Our team has grown over the years and now includes a number of younger team members. The team continues to be balanced among gender, nationality, age and levels of expertise. This fosters an engaging environment for learning between junior and senior members and effective distribution of responsibilities for assignments. Our unit showed financial sustainable result and we seek to build on this stability through smart strategic choices, such as expanding our work into two new promising market segments in 2018 and beyond. Implementing the impact framework will be a valuable tool in this process as well.

Innovation, Learning and Growth

In 2016, we set out to focus more on exploring partnerships with the private sector, given its vital role in making economic development more inclusive and sustainable, and in 2017 this became a reality. Following the scoping study, we have deepened our relationships with various multinationals, financial institutions and companies, and will develop trainings on human rights for them, analyse and design policies on what they can do to improve the impact on society and ensure they have compliance mechanisms.

Looking ahead, we foresee that we will become more selective in terms of engaging with the right, impactful clients and partners, mobilising sufficient funding together, but also optimising our outreach to increase value for society overall. We will move from selling short-term consultancy contracts to building longer-term relationships.

Highlights

CGIAR Collaborative Platform for Gender Research

CGIAR is a global research partnership for a food-secured future. From January 2017, Rhiannon Pyburn of SED&G has been acting as coordinator of the new CGIAR Collaborative Platform for Gender Research with a small team of communications and knowledge management experts. The Platform is housed in the CGIAR Research Program on Policies, Institutions, and Markets (PIM) and serves all 12 CGIAR research programmes and 15 international agricultural and natural resource management research centres.

The objectives of the Platform are to:

- Increase visibility and profile of gender research *within* CGIAR and internationally
- Raise the quality of CGIAR gender research, e.g. through knowledge-sharing to promote joint approaches and methods, capacity development and fostering adherence to minimum standards for sex-disaggregated data collection and analysis
- Assess and progress on cross-CGIAR gender research priorities and identify gaps
- Foster and catalyse strategic partnerships

Through eight webinars about CGIAR gender research held in 2017, four published newsletters, two campaigns (*International Women's Day* and the *International Day for Rural Women*) the Platform worked to build the capacity and profile gender researchers both within the CGIAR system and beyond. In December, we held the first of what will be an annual scientific conference and capacity development workshop. The conference was held at KIT Royal Tropical Institute in Amsterdam and was attended by over 90 CGIAR gender researchers, partners, donors and interested scholars. The excitement in the air was palpable! There are few such moments for gender researchers in the aqua- and agricultural and natural resource management sectors where scientists

can hear about studies on gender dynamics in value chains, aquaculture, water management, livestock systems, climate change mitigation, and in specific crop systems like maize, wheat, rice, roots, tubers and bananas. The quality of the research presented was world-class.

For KIT, this Platform is highly relevant as it brings together the two main strands of SED&G: gender and agriculture. CGIAR is a highly appreciated partner of SED&G and leading the coordination of the Gender Platform allows us to be at the cusp of all gender research across the CGIAR system and to work with donors and partners to grow this body of knowledge internationally. The Platform plays a brokering role in linking researchers who are working on similar topics and in exploring and supporting research on themes that are relevant across the many domains in which CGIAR gender research is undertaken. For example, in 2017 the Platform co-funded five research projects exploring gender dynamics in seed systems. We look forward to the results, which will start emerging in late 2018.

2017 was the first year of operation for the Platform, but it will continue to grow as we progress into the remaining five years of the CGIAR Research Program cycle (2017-2022). Coordinating the Platform profiles KIT in this exciting domain and allows KIT expertise to inform ongoing research, as needed. In some cases, KIT has become a partner in CGIAR gender research as a result.



Participants of the Annual Scientific Conference of the CGIAR Collaborative Platform for Gender Research

Highlights

Gender Professional Training

Globally, US\$15 billion of overseas development assistance is spent on capacity strengthening, much of it on training. This accounts for approximately 25% of international aid. Gender training particularly has become an ubiquitous policy response strategy, integrating gender concerns through development policy and implementation processes. This integration is known as gender mainstreaming.

How does one become a gender trainer? Of the little data that is available, most trainers learn on the job and, in many cases, are trainers first and gender specialists second. Yet, as awareness of the need to address gender inequity as a goal in itself grows, and with increasing recognition that it is essential to addressing global poverty more generally, there is an increasing demand for gender trainers to be as versed in training content as they are as brokers of knowledge. And it is at this juncture — the need for gender capacity strengthening and the absence of formal professional development of those doing the work — that KIT Royal Tropical Institute and UN Women Training Centre established the certificate Professional Development Programme for Gender Trainers (PDPGT). A first initiative of its kind, the PDPGT aims to reposition training for gender equality as a strategy to challenge and engender mainstream development and support the achievement of SDGs.

Participants engage in professional development courses over a six-month period, both in person and virtually, which covers three domains of knowledge and capacities: i) Conceptual Depth and Clarity, ii) Feminist Practices and iii) Training Skills and Methods.

At the end of this certificate programme, participants will:

- have sharpened their training skills and knowledge of gender and development concepts as a gender equality trainer
- be able to better employ learning and knowledge strategies
- be able to re-claim training for gender equality as a political feminist process
- have renewed energy as a gender equality trainer and commitment to gender training as a transformative process.

In 2017, the first cohort of 25 participants, drawn from over 250 applications from over 35 countries, started their professional development journey. Next to support from KIT and UN Women, the programme is guided by renowned gender specialists including, Naila Kabeer and Anne Marie Goetz.



Brainstorming and sharing top training insights



Highlights

Strengthening value chains for African smallholders

The Strengthening African Rural Smallholders (STARS) programme provides access to microfinance, agriculture methods and business model education for 210,000 farmers in rural Ethiopia, Burkina Faso, Rwanda and Senegal. Half of the participants are women.

These activities strengthen value chains and increase human capacity so that smallholders can enter and compete in higher value markets. KIT was tasked with external impact assessment over the length of the programme. To do so, we designed a baseline-end line study based on the programme's Theory of Change. Gender impact dominated the assessment, since it is crucial to the STARS approach. The assessment included surveys, in-depth interviews with female clients, staff interviews and documentary studies. As one of the most comprehensive studies of the impact of inclusive finance programmes to date, it will inform the practice of a wide community of workers in gender, agriculture and microfinance.

Through the assessment, STARS will be able to improve the design of its approaches. STARS is a five-year initiative of ICCO Cooperation in partnership with the Mastercard Foundation, who provided most of the funding.



Chantal Maniriho – Regional Manager of Umutanguha FCL, a Micro-Finance Organisation in Rwanda supported by STARS, was proud to present their successful new financial services

Intercultural Professionals

Facts & Figures 2017



Countries in which we are active
34



Trainings
226



Professionals trained
1,895



Trainers worldwide
350-400



Employees
9





Intercultural trainer Dafne van Baarle and Expert Josh Maiyo during a training Culture & Business Insights Kenya for KLM

Intercultural Professionals

Impacts on Society

Intercultural Professionals creates impact by fostering greater intercultural awareness and understanding within companies and organisations. Its training, coaching and consultancy strengthens the way people communicate with each other internally, externally with other partners, with customers and employees. Intercultural training can be of vital use, for example, after a large multinational merger. Improved intercultural communication affects not only the workplace environment but it also contributes to increased business effectiveness and productivity.

Through its work with companies and organisations active in low and middle-income countries and who value the Sustainable Development Goals (SDGs), Intercultural Professionals is able to contribute to achieving SDG 17: Partnerships for the Goals.

2017 was a milestone year for Intercultural Professionals, as it marked the 100th anniversary of KIT's intercultural trainings for expats — the birth of today's organisation. Over the last century, Intercultural Professionals has accumulated a wealth of knowledge and expertise in cultural communication and practices, which it shares widely with non-profit and for-profit clients and stakeholders. This strong foundation helps illustrate who KIT is and what KIT offers as a world-leading applied knowledge institute.

Clients and Markets

In 2017, Intercultural Professionals continued its trainings with newly arrived expats and international hires who work on local contracts. As part of these trainings, we explored options for blended learning that combine online and offline learning, to support individuals and their employers to get the most effective

training possible without compromising time out of the office. We also started conducting trainings via Skype. This provides flexibility and global reach for our multinational clients such as Philips, who valued this service. Wherever clients are based they can be assured of the same dedicated attention and quality training.

We were furthermore proud to provide trainings for refugees and migrants in partnership with The Hague Process on Refugees and Migration (THP). The trainings address cultural awareness and sensitivity, the assumptions participants carry, participant's own culture, Dutch culture, differences and similarities, the concept of hierarchy and time, and much more. We helped facilitate migrants' and refugees' smoother adjustment into society so that they can be effective both socially and professionally.

New clients for Intercultural Professionals in 2017 included several faculties at TU Delft, the Amsterdam University of Applied Sciences, KLM Engineering and Maintenance, KLM Catering Services, TATA Steel and the Economic Board of Utrecht.

For KLM Catering Services, for instance, we trained middle management and shift managers to enable more culturally sensitive communication with their ethnically diverse staff. The training encouraged participants to talk about and embrace diversity, and what effect that has. It also explored various cultural backgrounds and practices in-depth — from handshaking to religious practices to how different people eat lunch.

A new partnership with the Economic Board of Utrecht connects us to numerous companies and organisations. Organisations working in the city and region of Utrecht who identify trainings needs, and



Training sessions

communicate them to and inform the Economic Board. This led to us developing a programme for Rabobank for their new expats, which ran successfully. Given the strength of the Board's network, we expect this to continue to be a fruitful relationship. We now plan to pursue similar relationships with other cities and regions.

Past participants continue to recommend our work to others, even some who attended trainings 10 or more years prior. These references are confirmation of the lasting quality of work we are performing as well as of KIT's profile.

Internal Processes

The team has reduced its size to nine people. In addition, Jader Franklim Pinto joined us as Managing Director. Under his leadership, the team is redesigning processes and services to become more effective and financially stable. Part of the streamlining

underway includes the introduction of a customer relationship management tool in 2018 and a greater focus on developing the skills and leveraging the knowledge of our small and talented team. Connected to this, we are also working to capture the abundance of knowledge each team member possesses so that we can institutionalise it and capitalise on lessons learned, networks and best practices in the future.

Innovation, Learning and Growth

In 2017, Intercultural Professionals made the strategic choice to focus on clients which are linked directly to The Netherlands — either through a physical location in The Netherlands or through business activities taking place here. The decision was based on lessons learned from previous years and is expected to focus on our work and productivity in client and project acquisition and create more growth.



Cultural Awareness in Dutch Police work

Each year highly qualified police officers move with their families to the Dutch Caribbean for 3-5 year terms. The Netherlands Recherche Samenwerkings Team (RST) is responsible for the fight against serious cross-border crimes in the Caribbean.

Vital to the work is knowledge sharing and gaining an international outlook. It is a process of growth and learning for both visiting and local officers.

Since RST's launch in 1996, Intercultural Professionals, has been training its seconded workers. A pre-departure training of 2.5 days consists of various aspects of working and living abroad, including cultural differences that are discussed and practised in roleplays. Topics of discussion include the history of the island, the economy and politics, living within a small community, leaving family, friends and work.

Through Team Uitzendingen, the Dutch police force sends teams to conflict and post-conflict areas including Afghanistan, Kosovo, Mali, Libya, Sudan, Ukraine, Bosnia and Iraq. The varied nature of the work includes peacekeeping, controlling, post-war building, training and education in order to empower the local police forces with a focus on gender issues, community-policing, exploration and scouting. Intercultural Professionals prepare a 6-week learning trajectory which includes a 2-day course on Intercultural Awareness and Competences. Guest lecturers are also invited to share specialist expertise. The goal of this programme is to train the police officers on how to communicate and cooperate in the most effective way in order to increase effectiveness of their missions.



Intercultural trainer with an expert during a training session

Hospitality

Facts & Figures 2017



Total Revenue Hospitality
6,242,480



Hotel beds occupancy
46,820



Events
1,925



Employees
55





Hospitality

Impacts on Society

The impact of the Hospitality department extends from KIT itself into the local Amsterdam community to wider Dutch society. Its international impact is seen in the many international guests it hosts at its premises each year. Hospitality comprises three business units: the Amsterdam Tropen Hotel, Koninklijk Instituut voor de Tropen Conferences & Events, and De Tropen café and restaurant.

Hospitality channels 100% of its revenues from its three business units to support ongoing pioneering research undertaken by the KIT knowledge units. In 2017, revenues were also used to fund scholarships for international students at the health education programmes at KIT.

Amsterdam's incredible rise in tourism has meant a thriving Amsterdam Tropen Hotel, which is further supported by its central location and the warm welcome offered to guests. Its proximity to the Tropenmuseum and De Tropen café and restaurant means customers enjoy the beautiful KIT heritage building and premises during their stay.

KIT Conferences & Events brings the communities of KIT and Amsterdam together with international visitors. Its educational and cultural events have included TedEx Women and the Amsterdam Dance Event. It regularly hosts symposia and corporate events, drawing significant professionals to a premium location now becoming known throughout The Netherlands.

De Tropen café and restaurant echoed this vibe and international spirit in its eclectic menu and atmosphere, enjoyed by museum

visitors, KIT tenants, locals and SDG House Community. De Tropen café and restaurant, along with KIT's two other hospitality units, provide access points to KIT's history, culture, and passion for sustainability — bringing a wider community into contact with our work.

Clients and Markets

The booming hotel market saw the Amsterdam Tropen Hotel reach 90% occupancy over the course of 2017, with the average daily rate for rooms in Amsterdam also increasing despite the hotel not being up-to-date. The Tropen Hotel's price and room quality, combined with the convenient location near public transportation, the Oosterpark and a lively neighbourhood, enabled the hotel to outperform all previous years. High tourism and hotel bookings are expected to continue into 2018.

For KIT Conferences & Events, 2017 was a positive year marked by several renovations, including to the main kitchen. Four smaller kitchens have been replaced by one large, modern and fully equipped kitchen used by both KIT Conferences & Events and De Tropen café and restaurant. Cooking effectiveness in terms of reduced waste has thus been increased for both units as overstock can be shared between restaurant and event catering. With its modern devices, the new kitchen is also able to contribute significantly to KIT's sustainability and improve services in 2018 and beyond. Audiovisual equipment was also upgraded, allowing for better quality sound and video effects for our events.

Business in De Tropen café and restaurant remained stable over the last year. The brand identity was renewed in 2017 with signs and lighting improved to clarify the location of the café and the main entrances. The website has a better look and feel and we are more



active on social media than ever before. The café benefits from museum visitors and we have also started programming our own events to further increase footfall. We host live music and kids activities in the weekends. Furthermore we are attracting new audiences from KIT employees, tenants and neighbourhood residents. In 2017, we hosted and organised the Umami food truck festival and repeated our summer BBQ events with tenants in the SDG House Community and local neighbourhood. We furthermore published *De Tropicentijd* several times throughout 2017 to communicate upcoming events and connect with visitors and people working in the building and neighbourhood. For the Amsterdam Dance Event in 2017, we partnered with Earth Water and UpgreatZ.

With the start of KIT's SDG House community in late 2017, we are excited about the opportunities for greater collaboration with KIT's tenants and KIT staff towards the Sustainable Development Goals. We value culture and sustainability and are committed to exploring ways to increase our sustainability and to host meaningful events with like-minded partners.

Internal Processes

Hospitality achieved great stability in each of the three business units. We now regularly contract self-employed personnel via placement agencies, which helps us achieve a highly motivated and experienced work force. In 2017, we further altered our focus to ensure all staff are engaged and happy, are regularly evaluated and receive the training and support they need to thrive. Next to this, we hired a new financial controller towards the end of 2017 who is very helpful in streamlining processes and supporting our overall sales performance. We also developed a new marketing and communication strategy this year, which is noticeably improving our outreach.

Innovation, Learning and Growth

With greater stability overall, and exceptional performance by the Amsterdam Tropen Hotel in 2017, KIT Conferences & Events is able to extend its strategic horizon further than previously. We are exploring areas of possible refurbishment, and also ways we can improve our sustainability and brand recognition.

Highlights

Premiere of the movie *De Mannentester*

Date: 20th April 2017

Place: Marble Hall, Queen Mxima Hall

Partners: KPN, BAAS Amsterdam

Event: KPN's TV series *De Mannentester* screened its premiere at KIT, with a glittering reception in the Marble Hall. Stars jostled alongside producers and media to celebrate the opening of the show, which is based on the book by Heleen van Rooyen.

War Child Benefit dinner & concert

Date: 22nd May 2017

Place: Marble Hall, Queen Mxima Hall and De Tropen café and restaurant

Partners: Rotary, War Child

Event: Rotary's benefit event aimed to raise € 50,000 for "Safe Spaces" for children in Uganda. The guests were welcomed with dinner on the terrace of De Tropen café and restaurant before enjoying a concert and after-dinner networking drinks.

TedX Women – Past, Present and Future

Date: 2nd November 2017

Place: Marble Hall, Queen Mxima Hall and De Tropen café and restaurant

Partners: TedX Women Amsterdam

Event: The TedX Women Awards featured stories of women living boundlessly in the present and facing the future head on. The inspiring range of entrepreneurs, scientists and writers showed how fear can ignite power and be a catalyst for change and how continued faith in their own capabilities helps to define their path forward.



Highlights

Umami Park

Date: 9th July and 27th August

Partners: Umami, Spang31

Event: The Asian Food Festival, Umami, was held in the garden of De Tropen restaurant & café. Around 30 food truck entrepreneurs attended the festival offering a delicious range of food and drinks.

SDG Impact Summit

Date: 25th September 2017

Partners: SDG Charter, KIT Royal Tropical Institute, Worldconnectors

Event: SDG House, at the Royal Tropical Institute hosts a diverse range of forward-thinking entrepreneurs, NGOs and organisations all working towards achieving the United Nations' Sustainable Development Goals (SDGs). Its inaugural event — SDG Impact Summit — was attended by approximately 450 people, including four members of parliament, Jan Peter Balkenende of the Dutch Sustainable Growth Coalition, and Amsterdam's alderman for sustainability, Eric van der Burg. Van der Burg helped inaugurate the SDG House, by doing hopscotch over 17 new street paving tiles, featuring the SDG goal icons. Former UN Secretary General Kofi Annan laid the first paving stone in a ceremony one week earlier.

Frits

Date: 24th November 2017

Event: Event management company Frits held its rotating Friday evening drinks at KIT. 900 people filled the Marble Hall for a fun evening with DJs and drinks.



Real Estate

Facts & Figures 2017



Historical premises
34,000 m²



Available offices rented out
98%



Tenants
50



Employees
12



Real Estate

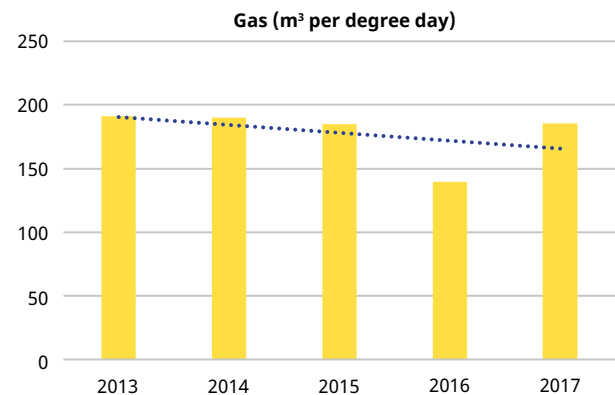
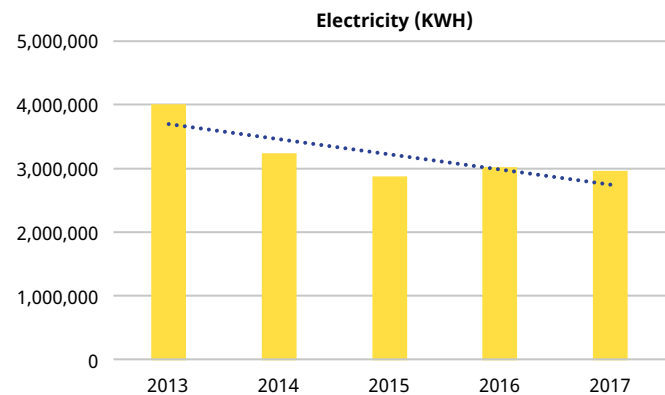
KIT Premises

Renovations of the historic heritage building and its surrounding premises were ongoing in 2017. The HubStudios located opposite the main heritage building on Linnaeusstraat were completely refurbished, and an external agency now manages rental and maintenance of the property. The transition to LED lighting proceeded well and we have begun to implement a new cooling solution. In addition, we began renovations of 9 of the 17 underground maintenance stations that regulate the building's heating and cooling. Once this process is completed, we will significantly reduce our energy requirement.

We have seen gas usage increase this year, due to higher usage of the building with evening and weekend opening hours, and a higher percentage of the building rented out.

In these developments we continue to receive excellent advice from SDG House community member De Groene Grachten on how to improve energy consumption. This is in line with our sustainability policy developed with other SDG House community member, De Gezonde Stad.

Real Estate's efforts are in pursuit of multiple sustainable development goals (SDG) including: SDG 7: Affordable and Clean Energy, SDG11: Sustainable Cities and Communities, and SDG 12: Responsible Production and Consumption.



SDG House Community

KIT reached a full capacity of 50 community tenants in 2017, meaning a waiting list is now in place.

Our tenants have created a vibrant community. The new SDG House brings us all together around the shared agenda of achieving the SDGs. In 2017, we collaborated with De Gezonde Stad to create a community garden on the KIT premises, together with Hospitality and the surrounding neighbourhood. Work on the community garden will continue into 2018 and, with it, we aim to involve KIT staff, community tenants, the local residents, and students from nearby school to grow healthy food. We joined the ‘Zero-Waste Initiative’.

Community tenant AKKA Architects has also examined our collective use of the space within the main KIT heritage building based on the notion of increasing interactions. As a result, we have found a better way to position KIT departments closer together and to stimulate greater interaction between the knowledge and business units and staff and tenants.

Internal Processes

Real Estate continues to perform well financially and we are proud to host a full community of like-minded organisations. The Real Estate team remains stable and is optimistic about the number of changes happening in the building and premises.



Impact Hub

Innovation, Learning and Growth

As in previous years, Real Estate plans to continue to improve the beautiful heritage building and its premises for staff, the community tenants, the neighbourhood, and visitors. In 2018, we will explore options for addressing the parking area near the building, the multiple green spaces around the building and the rooftop of the museum depot. Together with Urhahn, an urban design agency, we are developing a strategy that looks at the comprehensive functionality of our premises.

SDG House



SDG HOUSE

SDG House is an emerging community of sustainability experts, entrepreneurs, policy makers and NGOs housed on the premises of KIT Royal Tropical Institute. These organisations share a common purpose in their efforts to achieve one or more of the United Nations Sustainable Development Goals (SDGs). SDG House was launched on the 2nd anniversary of the SDGs on the 25th of September 2017. It acts as a catalyst for sustainability initiatives — a place to meet, exchange ideas, identify synergies, and build enduring partnerships.

This innovative community is powered by a common vision and a diversity of expertise. Currently, more than 50 organisations comprise the core of SDG House, engaging in a range of SDG issue areas including health, education, agriculture and food, community building, the environment, and human rights, among others. At the same time, the broad range of professional skills shared across the community — from business acceleration to technology to impact assessment — has created a mutually reinforcing atmosphere that maximises the collective impact of SDG House.

Together under one roof, these dynamic organisations are a driving force in the pursuit of the SDGs in The Netherlands and globally.



Impact Hub Amsterdam

Impact Hub Amsterdam's move to KIT in January 2017 brought an entrepreneurial community of more than 300 impact makers into KIT's wider ecosystem. By connecting Impact Hub's entrepreneurial energy with KIT's 100+ years of experience we can do more together to achieve the Sustainable Development Goals, convene courageous conversations, and innovate around systemic challenges.

"We believe there is a key role for entrepreneurship in solving the issues of our time," says Impact Hub Amsterdam's co-founder and director Tatiana Glad. "Collaboration between different organisations, entrepreneurs and public authorities ensures maximum impact. And we bring these impact makers together. Together with other organisations based at SDG House we will keep building on the place to be for innovative changemakers in Amsterdam."

Glad's sentiment was echoed by KIT director Mark Schneiders, "Our historic building is an international knowledge hub full of like-minded organisations that work together, inspire each other and learn from each other. It's great that a young, effective organisation like Impact Hub comes along. Together, we create an even stronger bridge between knowledge and expertise to increase our positive impact in the world."

De Groene Grachten

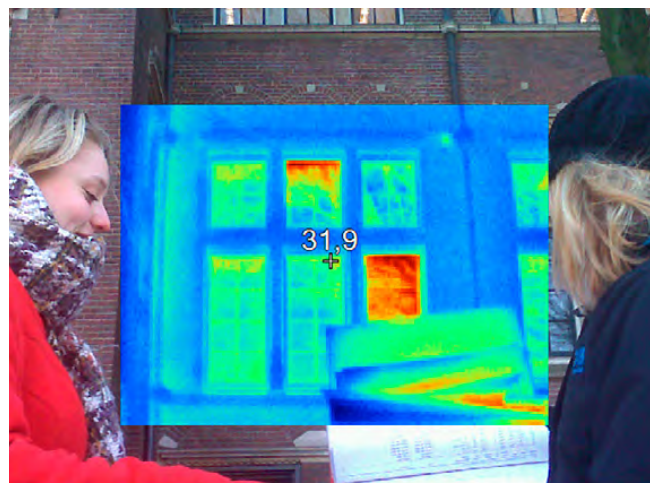
Suze Gehem, founder and director of De Groene Grachten, radiates optimism but as she was told by her mentor, former astronaut Wubbo Ockels: 'Optimism is a responsibility.'

De Groene Grachten is a consultancy firm specialised in making historical and monumental buildings sustainable for now and in the future. De Groene Grachten works on over 300 projects and assignments. KIT initiated its preservation with the expertise of De Groene Grachten. Together with KIT Royal Tropical Institute, Waternet, the University of Amsterdam and the local government and residents, we're looking into the possibilities of a collective heating network to exchange heat within the buildings in and around the Oosterpark. The impact of such collaborative projects is huge.

Besides a collective heating network, De Groene Grachten also helps with energy saving measures in the KIT building itself. LED-lighting throughout the building, improving building insulation with double glazing or secondary windows and the installation of solar panels are some of the measures that will save energy considerably. De Groene Grachten provides insight in the possibilities and assists with the implementation of such measures.



Thermographic image of Koninklijk Instituut voor de Tropen



Thermographic image of Koninklijk Instituut voor de Tropen

SDG House Members



African Parks

SDG 1 - SDG 12 - SDG 15

Aidcoin (LittleBitz)

SDG 15 - SDG 8 - SDG 3

AKKA

SDG 3 - SDG 9 - SDG 11

AMS

B-Corp

Better Future

Bixfund

Cardano Development & guarantco

SDG 8 - SDG 9 - SDG 6

C Change

SDG 17 - SDG 15

DEBUT

De Gezonde Stad

SDG 11 - SDG 13 - SDG 7

De Groene Grachten

SDG 11 - SDG 13 - SDG 7

DELITELABS

SDG 8 - SDG 10 - SDG 4

DLM Finance

SDG 8 - SDG 7 - SDG 6

Dutch

East-West Seed

SDG 2 - SDG 8 - SDG 17

Equileap

SDG 17

Fairfood

SDG 15 - SDG 2 - SDG 12

Frontclear

SDG 15 - SDG 8 - SDG 17

Greenflux

SDG 9 - SDG 11 - SDG 13

Human Cities

SDG 11

Impact Hub

SDG 12 - SDG 11 - SDG 17

Incision

SDG 4 - SDG 3 - SDG 9

Landlife

SDG 13 - SDG 15 - SDG 3 - SDG 6 - SDG 11

Lens

SDG 17 - SDG 8 - SDG 16

Media Focus on Africa

SDG 17 - SDG 10 - SDG 15

Obrigado Coconut Water

SDG 12 - SDG 9 - SDG 8

Oneplanetcrowd

SDG 12 - SDG 8 - SDG 7

Original Beans

SDG 12 - SDG 13 - SDG 15

Prakken d'Oliveira Human Rights

Lawyers

Progreso

SDG 15 - SDG 12 - SDG 13

Pymwymic

SDG 12 - SDG 13 - SDG 15

Rooftop Revolution

SDG 11 - SDG 13 - SDG 15

SDG Charter

SDG 17

Sensoterra

ShareBusiness

Sinzer

SDG 17

Skyscrapers

SDG 8 - SDG 12 - SDG 3

StartGreen Capital

SDG 7 - SDG 8 - SDG 12

TAO Japan Specialist

SDG 12 - SDG 17

TCX

The Female Health Company

SDG 17 - SDG 3 - SDG 17

TheRockGroup

Transparency International

SDG 16 - SDG 10 - SDG 17

Tropenmuseum

SDG 4 - SDG 16

United Academics

Vice Versa

Worldconnectors

SDG 2 - SDG 16 - SDG 10

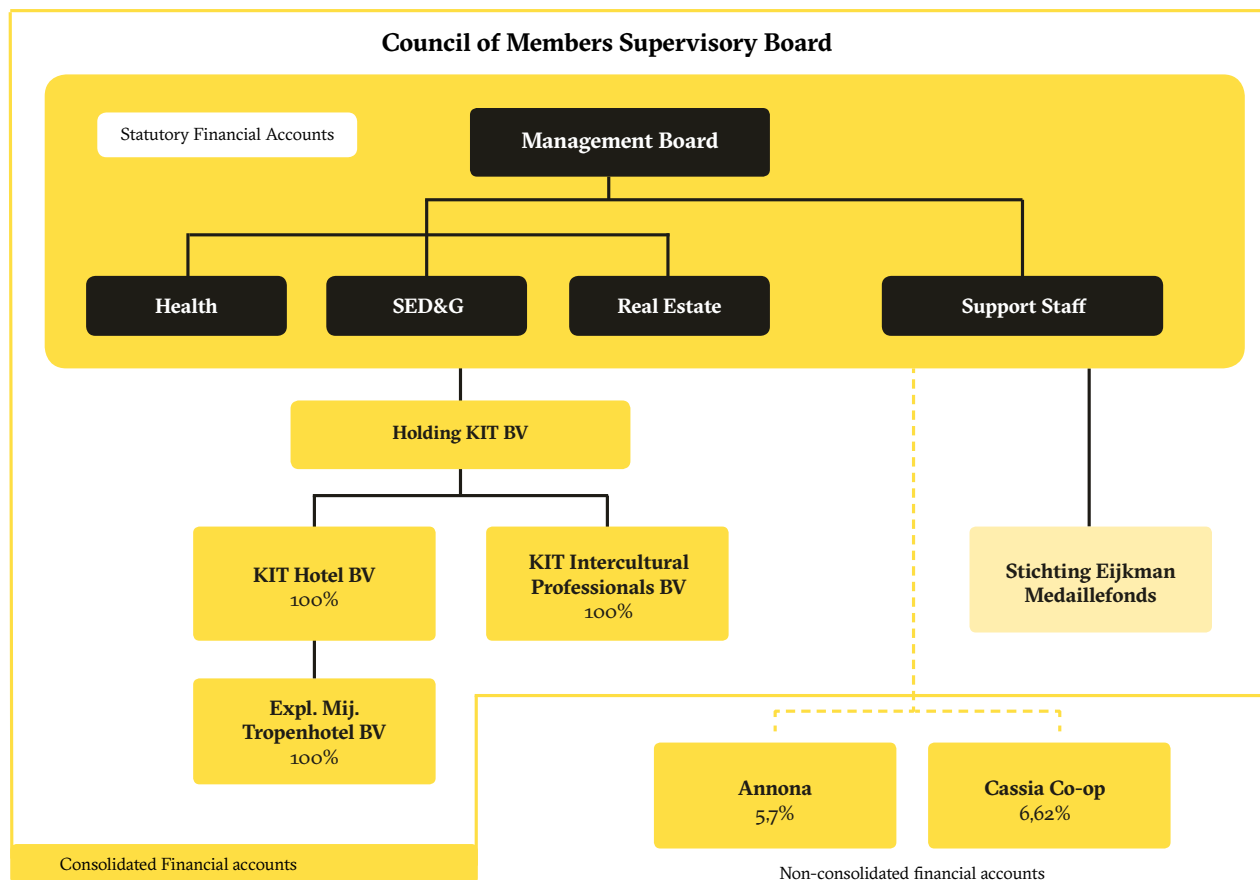
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SDG 6

Financial annual report

The Financial Statements 2017 relate to all activities of the Vereniging Koninklijk Instituut voor de Tropen/Association KIT Royal Tropical Institute, Holding KIT BV (Including KIT Hotel BV and KIT Intercultural Professionals BV) and Stichting Eijkman Medaillefonds. KIT Publishers BV was liquidated in October 2017.

Organisation chart



Result 2017

The year 2017 ushered in the next phase of the transformation process of KIT Royal Tropical Institute into a financially independent knowledge institute. In the second year of being independent, i.e. without government subsidy, most of the units achieved positive financial results. Continued effort was put into contracting new tenants for KIT's premises and subsequently renovating the required office space. The monumental building is now fully occupied.

KIT Royal Tropical Institute's units, Health and 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 the Hospitality unit showed a second year of growth after the transition year 2015. The net result of KIT Intercultural Professionals BV was lower than budgeted due to reorganisation costs but it is starting to build up again. The operational result was slightly below budget. In 2017 we started working on building a community of like-minded people within the KIT premises.

In line with the strategy for 2016-2020, we continued with the Knowledge Innovation Fund to further enhance our position as an applied knowledge institute. The positive results of KIT Hotel BV and Real Estate are reinvested in the Health and Sustainable Economic Development & Gender units.

Accounting principles

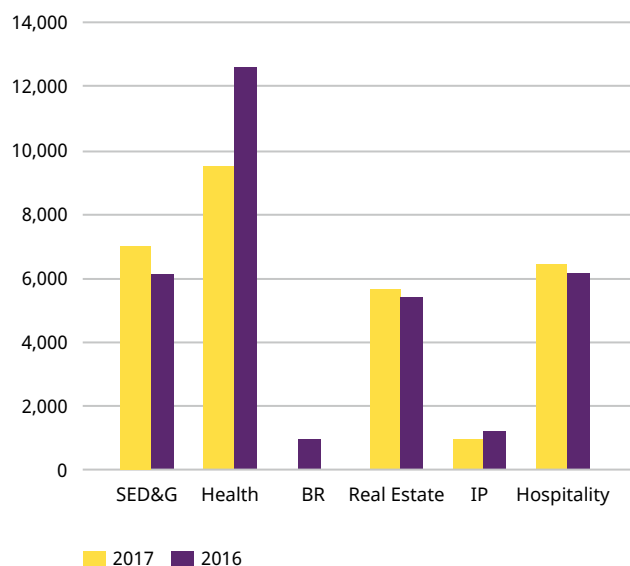
The annual financial report has been prepared in accordance with the Netherlands Civil Code, Book 2 Title 9. All amounts are expressed in thousands of Euros, unless stated otherwise. The balance shown on the Income and Expenditure Account is defined as the difference between revenues and expenses in 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 2016 figures have been reclassified for comparability reasons with the 2017 figures.

2018 and beyond

KIT Royal Tropical Institute aims to further strengthen its image as the centre 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, to connect the inhabitants of the KIT building and to actively search for conferences and events that are in line with the activities of the knowledge units and the tenants. Further investments in the building will take place in order to strengthen the sustainability of the historical building of KIT Royal Tropical Institute.

Financial annual report

Turnover of the units in KIT Royal Tropical Institute x € 1,000



Consolidated Balance Sheet as of December 31, 2017 (Before Appropriation of Results)

x € 1,000	31-12-2017	31-12-2016
Assets		
Tangible fixed assets	21,587	20,915
Intangible fixed assets	198	81
Financial fixed assets	2,951	2,532
Stocks	29	33
Work in progress	1,932	2,264
Receivables	3,165	4,053
Cash	13,296	15,864
Total Assets	43,158	45,742
Equity and Liabilities		
Equity	28,606	28,399
Provisions	3,320	4,506
Current liabilities	11,232	12,837
Total Equity and Liabilities	43,158	45,742

Main sources of Revenue	2017
Ministerie van Buitenlandse Zaken	3,408,958
Nationaal Museum van Wereldculturen	2,513,039
Nuffic	2,192,744
KIT Hotel B.V.	1,794,154
Ministry of Public Health, Afghanistan	1,262,924
PLAN Netherlands	629,281
Ministere de la Sante de la Republique du Mali	445,879
Linnaeusstraat C.V.	398,124
International Fertilizer Development Center (IFDC)	383,082
Unicef Nigeria	377,632

Income and Expenditure Account 2017

x € 1,000	2017	2016
Biomedical Research	-	(754)
Health	117	(97)
Sustainable Economic Development & Gender	(228)	54
Real Estate	914	722
Results for line departments	803	(75)
Results for staff departments	(288)	165
Total results for all departments of KIT Royal Tropical Institute	515	90
Release (addition) provision and reorganisation costs	(19)	(1,689)
Results KIT Royal Tropical Institute	496	1,779
KIT Hotel BV	83	(80)
Intercultural Professionals BV	(260)	(405)
KIT Publishers BV	27	-
Holding KIT BV	(131)	(281)
Results, Holding KIT BV Consolidated	(281)	(766)
Result Foundation	(8)	-
Consolidated results	207	1,013

Social annual report

In line with KIT Royal Tropical Institute's strategic goals for the coming years, the Human Resources unit has developed a number of policies to further improve working conditions, and advance KIT's ability to attract highly skilled and talented personnel. A benchmark study was conducted to assess working conditions and remuneration, suggesting that overall, KIT is on par with other, comparable organisations in The Netherlands.

A review of our organisational structure and culture has been undertaken to assess where there is room for improvement to reduce the work load and enhance the internal division of labour. New policies and tools were introduced to help raise staff performance, including a new development and performance assessment method.

To facilitate learning and development in the knowledge units, a designated junior policy is being prepared. The purpose of the policy is to offer junior colleagues education and coaching to contribute to their professional and personal development. Sharing knowledge with experienced, senior staff and additional training are part of the programme.

Staffing levels

KIT Royal Tropical Institute and Intercultural Professionals BV (including Hospitality)

Total workforce (on 31/12)	198
Employment status	
Permanent	146
Temporary	52
Internship	11

Headcount per unit (including Hospitality)

Health	43
SED&G	43
Intercultural Professionals	9
Hospitality	55
Real Estate	12
Support Staff **	36
Total	198

** Support Staff includes Finance, POBC, HRM, Marketing Communications, ICT and RvB

Inflow - outflow

KIT Royal Tropical Institute and Intercultural Professionals BV (including Hospitality)

Number of new employees	77
Of which	
Contract	46
Internships	24
Other	7

Number of employees who left	66
Of which	
Contract	46
Internship	17
Other	5

Outflow was a result of	
Expiry of contract (incl. interns)	36
At own request	20
Restructuring	1
Other	9

KIT Royal Tropical Institute and Intercultural Professionals BV

Staff per age category by number and percentage

Staff per age category	Number	Percentage
<24	1	0.7
25-34	27	18.9
35-44	43	30.1
45-54	35	24.5
55-64	32	22.4
>=65	5	3.5
Total	143	100.0

Averages (in %)	
Average age	45.6
Women in the organisation	61
Absenteeism (incl. long-term illness, excl. maternity leave)	3.8
Retention	13.3

Hospitality

Staff per age category by number and percentage

Staff per age category	Number	Percentage
<24	15	25.9
25-34	20	34.5
35-44	11	18.9
45-54	5	8.6
55-64	3	5.2
>=65	4	6.9
Total	58	100.0

Averages (in %)	
Average age	37.8
Women in the organisation	22
Absenteeism (incl. long-term illness, excl. maternity leave)	3.8

Corporate Governance

Supervisory Board

Institutional management

We share our enthusiasm with the Council of Members for the encouraging performance of KIT Royal Tropical Institute business and knowledge units in 2017. KIT is adding value to its clients and partners around the world and effectively contributing to the Sustainable Development Goals. KIT is profitable for the second consecutive year since the restructuring of 2013, having done so without any structural subsidies from the Dutch government.

The Supervisory Board is pleased that the KIT knowledge units have taken steps to better measure impact in the field and in relation to the SDGs through an impact measurement framework. Being able to demonstrate impact enables KIT's knowledge units to better adapt and align their offering to clients and therefore grow their commercial targets. The implementation of the impact framework further reinforces KIT's international reputation as an applied knowledge institute.

SDG House Community

The Supervisory Board is delighted to see that the building is completely full of tenants. The increasing interaction between SDG House Community tenants, staff, community residents and local and international visitors, is promising and we expect this will flourish further following the establishment of SDG House in September.

SDG House builds on the strong community KIT had set in place years ago, highlights our commonalities and opens up more opportunities for everyone in the building to work more coherently and passionately together towards the SDGs.

Governance

In 2017, the Supervisory Board met four times in formal sessions, to evaluate its work and discuss strategic, financial and human resources issues with the Management Board. Next to the formal sessions, the Supervisory Board met for two informal sessions, enabling more open discussions and free thinking on strategic issues.

The two topics that dominated our informal meetings were:

- 1) the motivation and productivity of KIT staff, conducted together with the full management team and external advisors, and
- 2) the heritage building and its premises, with a focus on the Hospitality unit and how to best utilise the infrastructure for the future.

Together with external advisors, and participants of the Council of Members, we brainstormed and exchanged views on the matter. The Supervisory Board is very pleased about its collaborative relationships with the KIT CEO, the Works Council and the Council of Members. Supervisory Board members attended several meetings of the Works Council and have observed how deeply committed they are to efforts aimed at safeguarding the interest and wellbeing of the staff.

Now that the major restructuring of KIT has been completed, we have decided to reduce the size of the Supervisory Board from nine to six or seven. This will take effect in the course of 2018.

Looking forward

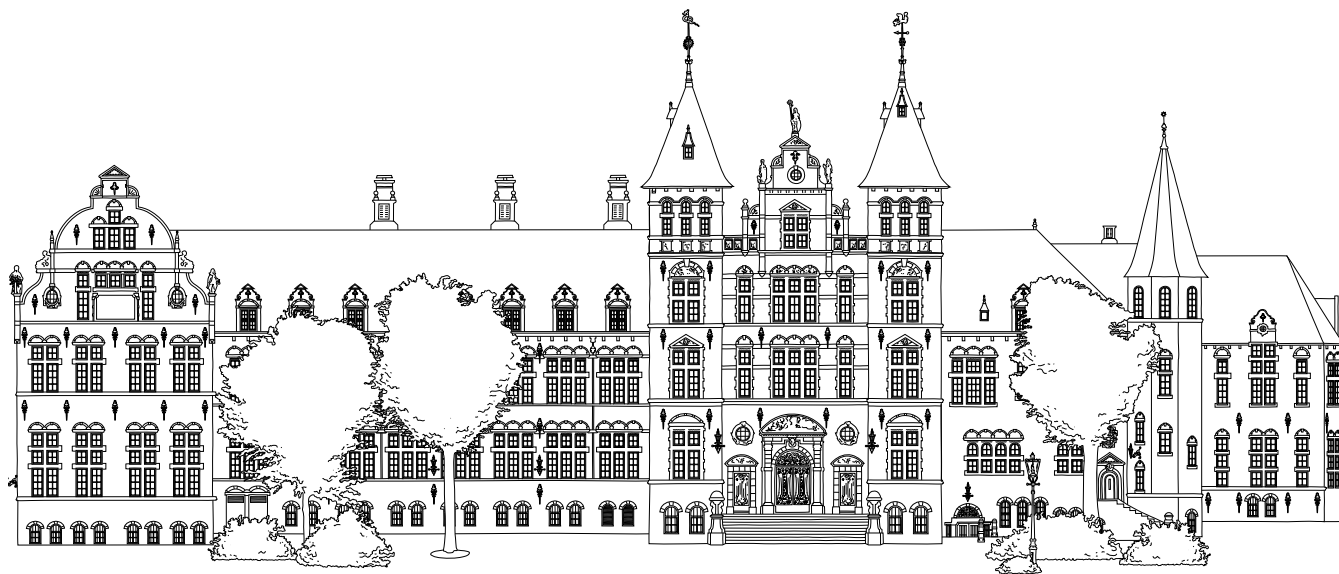
If we look to the monumental entrance hall of KIT's heritage building, the undeniable colonial past is still present in the rich architecture. However, it is the efforts and aspirations of its contemporary occupants — KIT staff, tenants and visitors alike — to achieve a more inclusive and sustainable world that make the building alive today. KIT Royal Tropical Institute has come a long way in the last couple of years since the restructuring, and we are confident that KIT will further advance its profile as an independent

centre of expertise, education and entrepreneurship for sustainable development in the years to come.



On behalf of the Supervisory Board,

Kees Blokland
Chairperson



Council of Members

Developments

2017 was a year of financial stability and some growth. This welcome change comes after years of restructuring and changes in personnel. Overall, the knowledge and business units are performing well and KIT Royal Tropical Institute continues to strengthen its client base in order to enhance its reputation as a leading applied knowledge institute. The Council of Members is very pleased with the progress achieved in 2017.

Also, the introduction of the SDG House Community in late 2017 is an exciting initiative that will further enliven the SDG House Community and heritage building, bringing us closer together, in our collective pursuit of the Sustainable Development Goals.

Governance

The Council of Members had two statutory meetings, in March and November 2017. During the March meeting, the Council discussed KIT's state of affairs and approved the 2016 annual accounts, including the 2016 auditor's report and financial report. In addition, the Council listened to a presentation by the urban designer Urhahn about the vision for the KIT building and premises. In November's gathering, the Council received an update from Urhahn on the urban planning process, reviewed the Q3 performance of KIT and welcomed new members. The Council of Members was furthermore informed about the developments and trends which have taken place within the knowledge and business units throughout the year.

Welcoming new people

The Council welcomed the following new members in 2017: Saskia Kapinga, Herbert Schilthuis, Yolanda Verdonk-van Lokven

and Rembrandt Sutorius. The new members hail from diverse and notable professional backgrounds with experience ranging from the private sector to work in the developing world. Their insights and networks will strengthen KIT Royal Tropical Institute's partnerships and profile as a leading applied knowledge partner.

The Council bid farewell to Jan Hoekema, former spokesperson of the Council. We are grateful for his contributions to the Council of Members and to KIT over the years, and wish him all the best in his other endeavours.

We furthermore wish to honour Amsterdam's much-loved Mayor, Mr. Eberhard van der Laan, who was fond of and supported KIT, offering assistance where possible during challenging years.

Looking forward

The Council is content with the performance of both the knowledge and business units in 2017. The financial stability gives KIT the opportunity to set its own course for the future, advance the impact of its work and raise its profile as a steadfast applied knowledge institute and trusted partner.

On behalf of the Council of Members,

Sjoukje Rullmann





All KIT Staff in front of the tram designed with the SDGs tiles, sponsored by the municipality of Amsterdam

Boards and council

As of December 2017

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 Le-lystad, Emmeloord and Dronten

Ms J. (Joyeeta) Gupta

Prof. on Environment and Development in the Global South, UvA
Co-chair of UNEP's Global Environmental Outlook
Vice President, Commissie Ontwikkelings-samenwerking (COS)
Member, Adviesraad Internationale Vraagstukken (AIV)

Mr J.M. (Jacques) Kwak

Former Partner Colliers International
Member Supervisory Board NV Groot-handelsgebouwen Rotterdam
Board member St. Gastenverblijven VUmc

Mr P. (Peter) van Leeuwen

Director Government, International & Public Relations Berlanga International Pte. Ltd.
Member Advisory Board Crystolenergy
Board member of NKCH (Netherlands-Kazakhstan Centre for Trade Promotion)
Member of Supervisory Committee of

Media Support Center Foundation in Bishkek
Former Dutch Ambassador

Member Audit Committee

Mr J. (Jürgen) Rigterink

CEO FMO
Supervisory Board Arise

Mr P.F.W. (Paul) Strengers

Former Director Medical Affairs and Product Development Sanquin Plasma Products
Executive Director International Plasma and Fractionation Association
Member of the WHO Expert Committee on Biological Standardization
Chairman of the Red Cross District of Amsterdam-Amstelland

Management Board

CEO

Mr M.M. (Mark) Schneiders

Council of Members

Mr H. (Haig) Balian

(until November 1) on behalf of ARTIS

Amsterdam Royal Zoo

Director

Mr P.L. (Pierre) van Hedel

CEO Rabobank Foundation

Mr M.M.J.W. (Maarten) van Herpen

Head Philips Africa Innovation Hub

Mr J.Th. (Jan) Hoekema (until December)

Acting Mayor of Langedijk

Mr J.A.S. (Jochum) Jarigsmā

Director AccuRaad Training & Advice

Director Twonas

Chair Platform Maatschappelijk Betrokken Ondernemen

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

Supervisory Board Migros Ticaret A.S.

Istanbul, Turkey

Advisor Thalad Thai Bangkok, Coach

Startupbootcamp

Former CEO/Director Makro Asia, Walmart, Bijenkorf, Agriretail, Bank of Asia, V&D

Ms S. (Saskia) Kapinga

on behalf of Shell (since October)

Vice President External Relations – Benelux & France

Ms T. (Tamrat) Kidane

Dietician BovenIJ Ziekenhuis

Member Multicultural Peace Building

Women Association

Boardmember Ethiopisch-Nederlandse

Vriendschapsvereniging

Mr J. (Jeroen) Kohnstamm

Advisor to the Ministry of Commerce in

China (MOFCOM)

Chair Dr. Olfert Dapper and China

Foundation

Former Secretary General of Factors Chain International

Mr J.A. (Johan) de Koning, M.Phil

on behalf of Unilever

Economic advisor Unilever N.V.

Head of External Affairs Unilever Nederland Holdings BV

Mr M. (Marinus) Pannevis

Former Lawyer/curator DLA Piper Nederland N.V.

Chair Stichting Havenstraat

Chair Stichting Syrische vrijwilligers Nederland

Chair St. Insolventiemediation

Board member St. Philomela

Member of Executive Board of Advertising

Code Committee

Member Court of Discipline

Mr A.J.B.M. (Toon) Peek

on behalf of ABN AMRO Bank N.V.

Head Learning Risk Management

Mr F. (Floris) Recourt

on behalf of De Maatschappij

Former Partner of Egon Zehnder International

Executive Coach and Evaluator

Partner Commissarissensearch

Ms R. (Rolien) van Rijckevorsel-van Dijk

Moderator and facilitator of innovation

Member of the board buuv nl (i.o.)

Member of the board Cloverleaf Foundation

Owner of Summerschool/Winterschool

Boards and council

Mr C.H.M. (Cees) Ruijgrok

(until 31 December)

Owner/MD CR Consulting & Interim
Management BV

Formerly with Friesland Campina

Ms Sj.A. (Sjoukje) Rullmann

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 me-dia/Kijkwijzer)

Chair Advertising Code Committee

Member Board Amsterdams Juridisch
Genootschap

Former Vice President Rechtbank
Amsterdam

Mr H. (Herbert) Schilthuis

Director Global Health and Safety
Heineken International B.V.

Mr M. (Marco) Schouten

CEO VEI B.V.

Director Foundation Water for Life

Mr R. (Rembrandt) Sutorius

(since November 1) ARTIS Amsterdam

Royal Zoo

Director

Ms Y.E.M. (Yolanda) Verdonk-van Lokven

(since March 1) on behalf of NS

NS Director HR & Organization

Member Supervisory Board NVP

Chair Stichting Jan van Stappenspoorprijs

Ms. I. (Irene) Visser

Managing Director Netherlands- African
Business Council

Ms K. (Karin) van der Wansem

on behalf of the City of Amsterdam

Director Mayor's Office of Amsterdam

Mr J.M.M. (Jack) van de Winkel

on behalf of Deli Maatschappij

Former President of NV Deli Maatschappij

KIT Management

Mr M. (Maarten) van den Berg

(since December 1)

Manager Marketing Communications

Mr L. (Louis) van den Berghe

Manager Finance & Operations

Ms C. (Claire) van Campen

Director KIT Hotel B.V.

Mr J. (Jader) Franklim Pinto (since May)

Director KIT Intercultural Professionals BV

Ms F. (Fleur) Pakker (until July)

Manager Marketing Communications a.i

Ms. A. (Annerink) Post

Manager Human Resources

Mr B. (Bart) de Steenhuijsen Piters

Manager Sustainable Economic
Development & Gender

Ms L. (Lindy) van Vliet

Manager Health

KIT Works Council

Chairpersons

Mr R. (Remco) Mur

KIT Sustainable Economic Development,
Sr. advisor
(until March)

Ms H. (Helena) Posthumus

(until March)
KIT Sustainable Economic Development,
Sr. advisor

Mr H. (Hermen) Ormel

(since March)
KIT Health Senior advisor
Vice-chairperson

Ms E. (Eline) Minneboo (since March)

KIT Sustainable Economic Development,
Jr. advisor

Ms C.(Coosje) van Hoogendoorn

(since March)
KIT Sustainable Economic Development,
Sr. advisor

Mr T. (Tom) van Keer

(until March)
Project and acquisition assistant KIT

Mr A. (André) Kraayenga

(until March)
KIT Facilities, Project assistant

Ms A. (Alexandra) van Lokhorst

(since March)
Project administrator

Mr A. (Anton) Sneepe

(since March)
Project administrator

Ms I. (Inge) Voss

(until March)
Senior Project & Acquisition Officer

Ms A. (Annelie) Wambeek

(since March)
Marketing & Communication Employee

Duo:

Ms I. (Irina) Wagner/

Ms A. (Ankie) van den Broek

(until March)
KIT Health, Senior advisors

Duo:

Ms I. (Irina) Wagner/

Ms L. (Lucie)Blok

(since March)
KIT Health, Senior advisors

Holding KIT BV

Management Board of Holding KIT BV

Mr M.M. (Mark) Schneiders

Director of the Executive Board KIT

Intercultural Professionals BV

Mr J. (Jader) Franklim Pinto

(since May)

Director of KIT Hotel BV

Ms C. (Claire) van Campen

Colophon

July 2018, Amsterdam, The Netherlands

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Coordination, texts and editing

Maarten van den Berg, Kyoko Bhuiyan, Annelie Wambeek,
Sophia Zuurbier, Melissa Ruggles, Simon Hodges

Designers


Stephan Csikós, Ton Persoon

Contributors

Mark Schneiders, Karin van Hek, Lindy van Vliet, Fernando
Maldonado, Hermen Ormel, Maryse Kok, Lincie Kusters, Kim
Vandenberghe, Bart de Steenhuijsen Pitors, Rhiannon Pyburn, Franz
Wong, Fred Zaal, Jader Franklim Pinto, Claire van Campen, Marliek
Weldring, Louis van den Berghe, Henrike Slob, Suze Gehem, Jasper
Vis, Louis van den Berghe, Alexandra van Lokhorst, Annerink Post,
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Rullmann.

Photography

Susan Huider (KopiSusu Fotografie), Jurrien Toonen, Rosie Steege,
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A photograph of a group of people seated in an audience, smiling and clapping. In the foreground, a woman with blonde curly hair (Queen Máxima) is smiling broadly. To her right, a man in a suit and glasses (Mark Schneiders) is also smiling. To her left, an older woman with grey hair and glasses (Linda Broekhuizen) is looking towards the camera. Other people are visible in the background, all appearing to be at a formal event. The setting is a room with wood-paneled walls.

In 2017 HM Queen Máxima indicated that she would be pleased to see KIT's main hall named: Queen Máxima Hall. On 12 March 2018, KIT Royal Tropical Institute welcomed the Queen as a keynote speaker in the renamed hall at the conference 'The Power of Partnerships, Making Finance Work for Women Entrepreneurs.'

In the picture Queen Máxima is with KIT CEO Mark Schneiders (on the right), and Linda Broekhuizen, CIO of FMO (on the left), and Pauline Kruseman, Vice Chair of the KIT Board of Directors (on the left).

Contact

KIT Royal Tropical Institute

P.O. Box 95001
1090 HA Amsterdam
The Netherlands

Visiting Address

Mauritskade 64
1092 AD Amsterdam
The Netherlands

www.kit.nl

info@kit.nl

T: +31 (0)20 56 88 711

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