



KIT Royal
Tropical
Institute

Annual Report 2018



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 revenues of which contribute to KIT's mission.

KIT's work contributes directly to the following SDGs



Our patron:
H.M. Queen Máxima

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Preface

KIT Royal Tropical Institute continues its pursuit of inclusive and sustainable societies worldwide, particularly in developing countries. As issues of gender, global health, sustainable economic development, and intercultural communication rise in public awareness, so does our ability to extend the quality and reach of our services in collaboration with our partners.

Knowledge for a Sustainable World

KIT joins policy with practice to bring about positive and equitable development, principally in low and middle-income countries. The fundament of our work is real-world, local knowledge that improves clients' interventions to deepen their impact. The United Nation's Sustainable Development Goals (SDGs) underpin and drive our work. As part of a global network that advances this critical agenda, our work extends and improves cooperation to reach the SDGs. Above all, we aim to improve the wellbeing and livelihoods of those most excluded from society: women, youth and smallholder farmers.

Our commitment to improving global health and wellbeing was illustrated by a strong body of work in this field in 2018. A strategic partnership forged with the International Federation of Obstetric Surgeons & Gynecologists promises to improve maternal health and abortion safety worldwide. In epidemiology, we developed new innovations and tools to help health practitioners better utilise disease control data, while improving the quality of health research. We also broke new ground in our work to strengthen health systems in fragile settings, with an emphasis on new partnerships dedicated to mental health in these contexts.

Our experts in Sustainable Economic Development and Gender cultivated new avenues to deliver their knowledge and expertise to a growing diversity of clients. Driven by strong demand for gender expertise, KIT doubled its work with private sector partners like Nespresso — providing us with new opportunities to stimulate gender equality and social justice. We also partnered with the Dutch Development Bank, FMO, to further integrate a 'gender lens' into their inclusive financing strategy. This culminated in the Power of Partnerships event, at which our patron Her Majesty Queen Máxima provided the keynote address on making finance work for women

entrepreneurs. And the unit continued its work on human rights in value chains, conducting a review of the Dutch government's corporate social responsibility policies in several key value chains, ranging from the textile industry in Bangladesh to the mining sector in Columbia.

Amidst these efforts, Hospitality and Real Estate delivered promising financial results, meanwhile improving our reputation as a hub for sustainability programming and ecofriendly hospitality. From the revenues of Hospitality and Real Estate, € 400k were made available to the Knowledge Innovation Fund (KIF) contributing to the development of KIT's research and knowledge work. The SDG House — in its first full year of operation — also contributed to this profile by bringing together a community of sustainability experts, entrepreneurs, policy makers and NGOs housed on KIT's premises.

Throughout 2018, Intercultural Professionals undertook work to improve intercultural communication and awareness in the Netherlands and globally. We are proud to provide a range of training and coaching services to asylum seekers and the individuals who work to integrate these individuals into Dutch society. The team also launched a new pilot programme for university faculties that reinforces the relationship between successful leadership and cultural sensitivity and communication. Meanwhile, our partnership with multi-nationals such as Philips and KLM continues to flourish, generating new opportunities to build inclusive work environments.

Better internal processes were key to improving both client focus and impact. We implemented new customer relationship management, ICT and accounting systems, strengthening the effectiveness and efficiency of our operations. Meanwhile, our position as a thought leader in sustainable development has been

accentuated through expanded Marketing Communications efforts. Led by the Human Resources unit, we also strengthened our talent pool and took steps to promote a socially sustainable KIT. Hospitality plays a key role in KIT's mission to build more equitable and sustainable societies. Conferences and Events delivered a strong financial performance, while taking strides to reinforce its image as a partner in sustainability through strategic relationships with like-minded initiatives such as the CFP Green Buildings Congress. After the boom of 2017, Amsterdam Tropen Hotel's average room rate continued to uptick in 2018, meanwhile undertaking a renovation of its breakfast facilities. De Tropen Café and restaurant pursued a series of new events — from regular guest chef appearances to SDG-related programming — to strengthen its ties to the wider community and provide a forum for dialogue on sustainable development.

KIT's landmark building remained at 100% occupancy in 2018. Real Estate achieved a one third reduction in KIT's occupancy, freeing up space for lease to new tenants. We also implemented new measures to improve the social and ecological sustainability of our premises. For example, in partnership with the SDG House community, we overhauled the building's common spaces to facilitate more interaction amongst our tenants and employees. And we took steps to reduce our ecological footprint, reducing waste and improving the energy efficiency of our facilities.

Our investments in real estate and hospitality have created fertile ground in which SDG House can grow. Launched in 2017, this community of more than 50 organisations shares a common purpose in their efforts to achieve one or more of the SDGs. Throughout 2018, we conducted several workshops to encourage greater collaboration and cohesion amongst our members. We also implemented new programming to improve our visibility as a hub for innovation and collaboration in sustainability, while creating new opportunities for engagement with the surrounding community. There is now a waiting list for organisations interested in joining SDG House.



KIT CEO Mark Schneiders welcoming UN Deputy Secretary-General Amina Mohammed and DSM CEO Feike Sijbesma to KIT premises

2018 was a year of progress for KIT. We generated stable financial returns, new knowledge and expanded our reach with new clients and partners from across the development spectrum. However, margins on our knowledge work remain challenging. As we embark upon 2019, we are pleased to welcome the new members of the Supervisory Board and Council of Members. The collaboration and knowledge-exchange between KIT staff, management, the Council and the Board is vital to the ongoing growth and success of the organisation, and we look forward to building on this partnership in the coming year. We would also like to thank the departing members of the Board and Council for their enthusiasm and dedication to KIT's mission — they will be missed.

Thanks to our talented, knowledgeable and dedicated staff, we continue to break new ground in pursuing our mission. We are also tremendously grateful for our numerous clients, partners, donors, and SDG House members, whose support is crucial to growing our knowledge base, delivering greater impact and creating a vibrant community where the SDGs can thrive. We look forward to a sustainable future with you.

Mark Schneiders
CEO

Health

Facts & Figures 2018



Countries in which we are active
59



Projects
69



Publications
25



Employees
46



Graduated masters students
39



New masters students
59



Nationalities of students
27



Health professionals trained
at KIT
121





Throughout 2018, KIT carried out research for the World Health Organisation (WHO) and SIDA on the fragile health condition of Rohingya refugees in Bangladesh

KIT envisions a world where everyone can realise their full health potential. Through partnerships with governments, the private sector and civil society and non-governmental organisations, the Health unit develops and shares practical knowledge, tools and strategies to improve health interventions in low- and middle-income countries. Our work is inspired by and aims to contribute to the Sustainable Development Goals (SDGs), and we contribute directly to SDG 3 on Good Health and Wellbeing. Quality education, gender equality, reduced inequality, and partnerships for sustainable development are also central to our mission and values (SDGs 4, 5, 10, 17).

With support from our partners and the KIT Knowledge Investment Fund (KIF), the Health team pursues cutting-edge work in health education, sexual reproductive health and rights, health systems strengthening and epidemiology in both fragile and stable contexts. These knowledge investments were central to our efforts to proactively reach new markets in 2018 and strengthen our relationship with partners such as the World Health Organisation (WHO), UNICEF, the Swedish International Development Cooperation Agency (SIDA), Save the Children, the Dutch Ministry of Foreign Affairs, and the Global Fund to Fight Aids, Tuberculosis and Malaria.

Building our track record in maternal health from a rights perspective

Guided by our experts in sexual and reproductive health and rights (SRHR), the health team has developed a strong track in the field of youth, sexuality and rights-based approaches to SRHR. Throughout 2018, we took steps to strengthen this knowledge base by pursuing new work related to maternal and newborn health. We forged a strategic partnership with the International Federation of Obstetric

Surgeons and Gynecologists to improve the safety of abortions across ten countries in Africa and South America. As part of this project, our experts assisted the Federation to improve the capacity of gynaecologists and obstetricians to become advocates for safe abortions amongst their patients and communities. These activities will lead to the development of 10 country plans of action and a project proposal for an upcoming three-year project on safe abortion advocacy.

Data-driven decision making in epidemiology

This year our epidemiology team has strengthened disease control programmes and improved the quality of health research. In October, the team launched the Centre for Applied Spatial Epidemiology (CASE) to support health professionals to make data-informed decisions. CASE provides unique geographic analysis of health data and generates new opportunities for health practitioners and decision-makers to understand and learn from local variations in diseases like tuberculosis. That means that Governments and NGOs can prioritise health care interventions where they are needed the most.

We also explored new frontiers in data quality to help our partners and customers to improve the quality of health research. Beginning in 2018, the team embarked on the development of internationally endorsed guidelines for Good Epidemiological Practice. We piloted preliminary guidelines and published a call to action in a peer-reviewed journal in late August. KIT is currently working with partners from across academia, national public health institutes, consulting agencies and NGOs to validate and refine the guidelines before dissemination in 2019.



Field work being conducted during the 2018 Afghanistan Health Survey

Strengthening health systems in fragile settings

The health unit continued to build our track record in health systems strengthening through work in universal health coverage, performance-based financing, human resources for health, governance, and quality of care. As part of our knowledge agenda, we also made strides in fragile and conflict-affected contexts. Throughout 2018, we helped improve the capacity of humanitarian organisations such as the WHO and Save the Children to further integrate strategies to rebuild health systems during times of crisis. Much of this work was conducted through training and coaching driven by our broader experience in fragile contexts.

KIT completed the 2018 Afghanistan Health Survey in partnership with the Afghan Ministry of Health and the World Bank to expand the scope, quality and coverage of health services for the Afghan population. We also published an article based on research conducted with Queen Margaret University in Edinburgh on the use of performance-based financing in fragile and humanitarian settings, while looking specifically at case studies from Nigeria, Central African Republic and the South Kivu province of the Democratic Republic of Congo.

Extending our work in mental health in fragile and conflict settings is also a priority, with several new projects initiated in this area in 2018. As part of this body of work, we assessed the mental health needs of Rohingya refugees in Cox's Bazar, Bangladesh on behalf of SIDA. Using a mixed methods approach, our experts evaluated mental health needs at both the individual and community level, while also mapping the actors involved in delivering mental health care to the more than 1.3 million Rohingya living across 27 formal refugee camps.

Building the capacity of Health professionals through education

KIT welcomed students from 27 countries in 2018. After witnessing a slight decline in class size for our Masters in International & Public Health course programmes in 2017/18, we were encouraged by a significant increase again for the 2018/19 academic year. We were particularly content to see the diversity of our classes and the growing proportion of women students.

The education team expanded and adapted its course offerings, with a particular focus on sharing our expertise and knowledge of working in fragile settings. For example, we developed a new e-learning trajectory on Rebuilding Disrupted Health Systems as part of the Master of International Health Programme. This course teaches students to address health system challenges in countries emerging from acute crisis. It looks specifically at ways to improve health systems through governance, financing, and policy making arrangements, while also taking into account their interaction with humanitarian, political and human rights dynamics. We also adapted our Analysing Disrupted Health Systems course to

incorporate a sexual reproductive health and rights curriculum with support from the KIF and Save the Children. And we continued to scale up our tailor-made trainings in the Middle East, with new courses set for Jordan and Yemen in the coming year. Our alumni network is an invaluable resource to our students, and we are exploring new avenues to strengthen their ties to KIT. Throughout 2018, we developed plans to launch an Alumni Association, which includes a series of concrete steps to improve engagement between alumni and current students, such as through coaching programmes.

Strengthening our team

The health team continued to grow in number and diversity in 2018. We welcomed eight new colleagues, whose expertise in youth and sexuality, public-private partnerships and non-communicable diseases enabled us to respond to the evolving needs we see among our partners and clients. We also implemented a talent development programme for the team's 10 junior staff members. At the same time, a group of senior and medior staff initiated an inter-colleague review and support initiative, including international public health colleagues from outside of KIT. Investments to increase the quality of our project management, the transition to the new project administration system and support in reflection on personal leadership styles also strengthened our team work in projects and teams organised around specific thematic expertise.

Growth for the future

We look forward to expanding our network of partners and clients in 2019. Through a new collaboration with the European Commission, we plan to scale up our work in mental health, particularly in contexts of sexual and gender-based violence in fragile contexts



Men wait for health care in Cox's Bazar, Bangladesh

such as Yemen. We will also focus on deepening our knowledge and expertise in longstanding and new knowledge areas. In particular, we aim to strengthen our track record and knowledge base in non-communicable diseases, data for decision making, maternal and child health, and youth and sexuality in 2019. And we look forward to working with our colleagues in Sustainable Economic Development and Gender, and Intercultural Professionals to craft a new business proposition dedicated to working with our community and partners to drive progress on the SDGs.

Highlights

Fighting Tuberculosis with KIT's Centre for Applied Spatial Epidemiology

KIT's new Centre for Applied Spatial Epidemiology (CASE) is contributing to the eradication of tuberculosis (TB) — the world's most deadly infectious disease — by making under-used data effective. Four million TB sufferers remain undiagnosed and cut off from treatment. These 'missing people' are a significant obstacle in deploying effective treatment.

Spatial analysis is a way of using data tied to specific geographical locations. CASE uses social and environmental risk data that is often overlooked and combines it with routinely collected health data on clinic locations and infection rates. The visualised data provides a richer picture that better prepares policymakers and practitioners to adapt and prioritise their disease control efforts based on local evidence.

CASE was established mid-2018 and has provided training to national systems in over a dozen countries — including Pakistan, Bangladesh, Kazakhstan, Vietnam and Kenya. These systems are provided with knowledge to use this approach to better understand the local nature of TB outbreaks and to ensure that the missing people with TB are identified and receive the care they deserve.

CASE's work not only joins with the fight to end Tuberculosis. Its techniques can also contribute to eradication of malaria, HIV/AIDs and other infectious and non-communicable diseases that erode quality of life on a massive scale.

CASE was established through funding from the KIT Knowledge Investment Fund, which is comprised (in part) of profits from KIT Hospitality, Conferencing & Events.

Highlights

Helping Rohingya Refugees in Bangladesh

Throughout 2018, KIT carried out research for the World Health Organisation (WHO) and SIDA on the fragile health condition of Rohingya refugees in Bangladesh. Using participatory and mixed research methods, the research identified the nature of gaps in current health service delivery and provided an overall picture to inform decision making for both general and mental health.

Over 900,000 Rohingya have fled from Myanmar to Bangladesh since violence erupted in Rakhine State, Myanmar in August 2017. These refugees live in makeshift settlements in the Cox's Bazar district, where cramped living conditions present significant public health risks. The sheer magnitude of refugee numbers has put massive pressure on all health services.

KIT is providing vital support to its international partners to alleviate this pressure through research and evaluation. Two projects — assigned by the WHO and SIDA — have focused respectively on overall health service delivery and the mental health of this most fragile of populations.

The WHO commissioned KIT to conduct an external review of current health service delivery for the Rohingya refugees residing in the region. This assists key health and humanitarian

actors to coordinate and develop a health sector plan for 2019 and beyond.

Applying mixed methods, the project evaluated the health services provided to Rohingya refugees in Cox's Bazar. Special attention was given to sexual and reproductive health — including newborn care — child health, communicable and non-communicable diseases, and mental health services. Despite major progress in accessibility and coverage of the health services to large numbers of refugees, the evaluation revealed a lack of horizontal and vertical coordination of services provided by the participating organisations. This meant the potential risk for misdiagnosis due to lack of adherence to technical protocols by service providers.

For SIDA, KIT used a community-based, participatory approach to report on the high prevalence of mental health concerns amongst the refugees and surrounding communities. These have been previously estimated to cover a wide range of concerns including depression, anxiety, and symptoms typically associated with post-traumatic stress disorders. The report is now being used to inform health sector partners of current gaps, challenges and best practices in MHPSS, with the ultimate aim of promoting integrated, effective and culturally appropriate mental health services to the Rohingya.



585,000 Rohingya refugees live in the Kutupalong Expansion site, while more than 300,000 live in other settlements, camps, and host communities in Cox's Bazar (WHO, 2018 ; UNFPA, 2018)

Highlights

Afghanistan SEHAT Encouragement and warning balanced in Afghanistan Health Survey

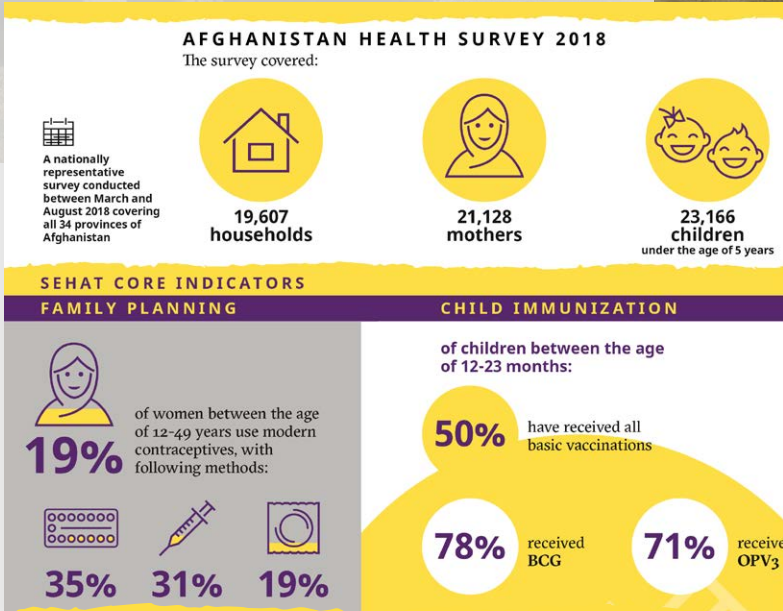
The 2018 Afghan Health survey provides vital data for Ministry of Public Health policy makers to guide the country’s efforts to provide essential health services to its population. The survey provides an overview of the state of health in Afghanistan, with an emphasis on maternal and child health.

The data is encouraging for the public-private model of health service implementation to deliver Afghanistan’s basic package of health services. While not linear, positive progress has persisted even in a context of state fragility and insecurity. While this effectiveness is welcome, the recent stalling of some trends advocates for the further strengthening of health services in Afghanistan.

KIT responded to lessons learned from the 2015 survey to ensure its sustained relevance for policy-making and strengthen methods to assure good data quality. KIT implemented the survey as third-party

evaluator for the System Enhancement for Health Action in Transition (SEHAT) programme. This is the fourth such survey since 2006.

The report can be downloaded from www.kit.nl. Below is an infographic showing its main findings:



Highlights

In September 2018 KIT Scholarship Fund awarded scholarships to three health professionals to study the Masters programme in Public Health or International Health at KIT Royal Tropical Institute.

KIT Scholarship Fund supports health professionals from low income countries to study at KIT so they can make a difference in the health situation of their countries. We believe that support to one student can improve the health of entire communities!

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.



"During my work in community health care programmes I realised that the health systems and policy management in Myanmar needs to be strengthened if we want to achieve Universal Health

Coverage. There is still so much poverty and suffering. Communicable diseases as well as non-communicable diseases are still a very big burden to the community.

Studying the Master of Public Health at KIT was my life dream and thanks to KIT Scholarship Fund and generous donors I am able to fulfill this dream. With the knowledge and skills I gain at KIT I am determined to contribute to improving the health situation of the people in Myanmar, to reduce the burden of communicable diseases and other health problems and strengthen the health systems in Myanmar, and give back to the communities in need from the experience I had!"

Sandi Tun, medical Doctor from Myanmar, studies the Master of Public Health with a scholarship from KIT Scholarship Fund. She works as programme manager for different community projects on Tuberculosis and HIV in hard to reach rural areas in Myanmar.



"The idea of pursuing studies at the Master level has been my long-term desire since 2007 when I joined MSF. Over the years I have worked in many different functions and countries (a.o. Malawi,

Uganda, Kenya.) and was involved in several HIV/TB projects. I got involved with vulnerable and needy people in some of the most underprivileged communities. I have become aware of the need to understand in greater depth how to effectively implement and evaluate projects, appropriately guide staff with the best possible technical capability, and how to effectively work and collaborate with senior government officials, especially in the Ministry of Health and relevant NGOs.

I am confident that the knowledge and skills I gain during my studies at KIT will enable me to improve my current capabilities in managing health services and render better and more effective service to people in low income settings and in my home country of Malawi."

Charlie Masiku, background in Health Systems Management, from Malawi, studies the Master in International Health with a partial scholarship from KIT Scholarship Fund. He works as medical team leader for Médecins Sans Frontières



Students of the Master of Public Health and the International Course in Health Development during the opening ceremony of the study year 2018/2019

Sustainable Economic Development & Gender

Facts & Figures 2018



Countries in which we are active
49



Projects
109



Publications
34



Employees
36





Sustainable Economic Development & Gender

As a knowledge institute, KIT generates new and actionable knowledge related to sustainable economic development and gender. This enables us to advise public and private sector organisations to improve their development impact. We focus particularly on institutional change that promotes the inclusion of individuals and groups marginalised or excluded from society, such as women, youth and smallholder farmers. We also aim to bring together different development actors and facilitate knowledge exchange to support innovation and the global sustainable development agenda. Our work directly contributes to the Sustainable Development Goals, in particular 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.

Leveraging our knowledge in different ways, for different actors

The unit continued to strengthen its profile as a trusted knowledge partner. Our depth of knowledge in key development areas was vital to these efforts, and our extensive partner network enabled us to strengthen our position as a knowledge broker and co-creator of actionable knowledge. For example, through the Integrated Seed Sector Development Project, we served as a knowledge broker to a community of development actors, fostering learning about what works in seed sector development across the African continent. We also leveraged our deep knowledge of gender research and training to support capacity development through the Professional Development Programme for Gender Trainers. And we continued in our role as a knowledge facilitator with research organisations like CGIAR, coordinating the Collaborative Platform for Gender Research and increasing the visibility and impact of their gender research.

Making sense of gender in the development arena

The promising demand for gender expertise enabled the unit to capitalise on its extensive track record as an applied research partner in larger implementation projects with international NGOs and development agencies. Together with a consortium of partners led by International Planned Parenthood Federation, KIT published *The State of African Women* report, which raises awareness of continental-African commitments to women and girls' sexual and reproductive health rights (SRHR) and progress in their implementation. The report provides the evidence base for a continental campaign to advance women and girls' rights in SRHR in Africa, the Right By Her campaign.

Our gender expertise also continued to resonate with organisations in the private sector. KIT is working with Nespresso to provide gender training to strengthen the capacity of over 250 agronomists as catalysts for gender transformative change in 11 countries across the world. It is aligned with Nespresso's AAA Sustainable Quality™ Programme, a unique initiative to secure the highest quality green coffee required to produce the Nespresso Grand Cru coffees, while protecting the environment and enhancing farmer welfare.

Promoting financial inclusion

Our portfolio of work in financial inclusion expanded, establishing a solid foothold with clients and partners in the financial sector as well as through public-private partnerships. In collaboration with Enclude, KIT signed an agreement with Access Bank to lead the capacity development programme of a USD 3.5 million facility granted by the Dutch Development Bank, FMO, to support women entrepreneurs in Ghana, Rwanda, Nigeria and Zambia. Leveraging KIT's expertise in market research, women entrepreneurship, and

non-financial services, the partnership offers an integrated package of services that will support the Bank's ambition to better and increasingly serve women entrepreneurs. KIT also continues to support FMO to integrate a gender lens into their financing strategy and product offering, while supporting the development of markets for women-owned, small and medium-sized enterprises around the world.

Improving human rights in value chains

The unit also cultivated new avenues for growth with Dutch organisations committed to improving human rights in their respective value chains. For example, we contributed to an evaluation of the Dutch government's corporate social responsibility (CSR) policies across a number of value chains in Bangladesh, Columbia, Ethiopia, and India. Leveraging KIT's expertise in applied research and in-depth country knowledge, the initiative provided vital insight into the local context and impact of CSR policies on business conduct and human rights in key sectors such as textiles and mining.

Supporting food and nutrition security

This year KIT generated novel research on interventions designed to promote food and nutrition security, which continues to be an important goal for development actors and national governments in low- and middle-income countries. In partnership with Wageningen University and Research, KIT conducted a study and developed a decision-support tool for the design of food and nutrition security programming on behalf of the Dutch Ministry of Foreign Affairs and the Ministry of Agriculture, Nature and Food Quality. We also published a report that explored how impact evaluations can better track women's empowerment as a key link between



A participant of one of the KIT organised workshops on the forage value chain in Afghanistan

improved food security and nutrition outcomes. The report was a key input into KIT's co-facilitation of a Netherlands Nutrition Working Group event targeting Dutch policy makers on improved metrics for exploring the impact of nutrition-sensitive interventions.

Building our in-house knowledge & expertise

As a follow up to our 2017 market analysis, the unit initiated an internal change process to organise itself in portfolios that better accommodate the demand flowing from new and existing customer segments. Internal training funded by the KIT Knowledge Innovation Fund enabled us to scale up our capacity for gender work, while further institutionalising our gender knowledge. In conjunction with new advisors joining the unit, our capacity development initiatives helped to strengthen our knowledge profile and enable us to better serve our existing partners. This was crucial to our ability to develop and penetrate key market segments such as financial institutions, the Dutch government, international research organisations, foundations, and European donor agencies.

Diversifying our knowledge & customer base for the future

Embarking on 2019, our focus is on strengthening relationships with clients and partners that generate high impact and demonstrate a commitment to long-term projects and partnerships. The unit is continuing to hone our content expertise and reposition our service offerings to be more responsive to the needs of markets with high impact potential. Further reflection and learning on different approaches to gender integration in capacity building is a top priority, as is the further development of our expertise in inclusive finance and gender finance. We are also exploring innovations in areas such as human rights in value chains, food systems, cocoa and coffee, and seed sector development. Our impact assessment, evaluation and learning work will further expand this year, with promising long-term partnerships taking shape.

Highlights

Demystifying the cocoa sector in Ghana & Côte d'Ivoire

It is hard to imagine a world without cocoa, the raw ingredient of some of the society's most beloved products. But amidst declining cocoa production in 2014-2016, global media, major chocolate producers and the International Cocoa Organization were at loggerheads over the future of cocoa. Was the world running out of chocolate? While today this concern appears unfounded, it prompted us to ask how different actors in the cocoa sector could come to such different conclusions about the future of the cocoa sector. As we began to delve deeper, it became apparent that one reason was a lack of quality, publically available data on cocoa production and farmers.

This realisation kick-started a major KIT study entitled *Demystifying the Cocoa Sector in Ghana & Côte d'Ivoire*. Finalized in late 2018, the study aims to contribute to the cocoa sector's body of knowledge by demystifying current trends, and providing a solid evidence base to test common assumptions and beliefs about the cocoa sector. As part of the study, KIT conducted fieldwork in the cocoa growing regions of Ghana and Côte d'Ivoire and collected a random sample of approximately 1500 household surveys in each country. This was complemented by 37 focus group discussions.

The study covers issues such as household demographics, food security and nutrition, and crop choices and crop diversification. Specific to cocoa, the study also investigates why households grow cocoa, and analyses the major aspects of cocoa production and marketing. Household wealth, income and poverty, and intra-household dynamics were also assessed.

As a knowledge institute, KIT believes that research should not be seen as a cost, but as an investment that the sector must make. Without access to quality data, programmes and policies

may suffer through poor design or targeting. In the worst case, harmful myths may pervade the discourse, even well-intentioned ones. To advance the sector's access to data and knowledge, KIT has made the dataset available for download. We encourage other researchers, governments, companies and NGOs to make use of it in their own programmes and policy development.



Cocoa pods and beans

Highlights

The State of African Women Report

KIT gender specialists worked with African researchers to produce The State of African Women Report. The report raises local and international awareness about key African commitments to sexual and reproductive health and rights (SRHR), tracks progress in their implementation, and identifies gaps where progress needs to be accelerated to protect these basic human rights.

The Maputo Protocol is a ground-breaking protocol on women and girls' human rights for the African continent. The State of African Women report – produced between 2017 and 2018 – examines the progress of the protocol's implementation. It finds that while progress is being made at national level, harmful practices such as child marriage and female genital mutilation, gender-based violence against women, and sexual stigma endure.

The report provides a body of evidence for the Right By Her campaign, which advances women and girls' rights in SRHR in Africa. The EU-funded campaign is comprised of seven development organisations, including International Planned Parenthood Federation, the Organisation of African First Ladies Against HIV/AIDs, the Faith to Action Network, and YWCA, among others. Partner organisations are using the report's findings to inform and strengthen the advocacy strategies of civil society organisations and African multipliers and opinion-formers towards the realisation of women and girls' rights in SRHR.

The report focuses on four rights areas in particular:

- 1) gender-based violence against women,
- 2) harmful practices (e.g. FGM and child marriage),
- 3) reproductive rights & SRH, and
- 4) HIV/AIDs.

For each of the rights areas, the report examines legal, policy and institutional reform at the national level across the continent. It also examines the role of Regional Economic Committees and includes 33 case studies of civil society organisations and coalitions, regional organisations and initiatives, and national-level legal and policy reform processes on SRHR.

Sexual and reproductive health and rights (SRHR) are critical elements of health and bodily integrity, especially for women and girls. Poor health and violations of bodily integrity are not only poor development outcomes, but also fundamental human rights violations. As an applied knowledge institute and partner in the Right by Her Campaign, KIT conducts research and generates knowledge with the aim of promoting women and girls' SRHR and driving action on their behalf.



The State of African Women report is a part of the Right by Her campaign, a multi-year effort to promote community-driven action on SRHR in Africa



Highlights

Closing 'Forage Gaps' & Empowering Women in Afghanistan

KIT's recognised expertise on gender and agriculture led it to undertake research on gendered opportunities and challenges for innovation in the forage value chain in rural Afghanistan. Fodder and forage — the crops that farmers use to feed their livestock — are vital economic elements for eight million Afghan farming households that use livestock for food, income or a safety net in times of dire need. Deficiencies in the forage value chain limit animal productivity and put households at economic risk, particularly during the country's harsh winters.

The research focused specifically on innovation challenges faced by women smallholder farmers. Women play important roles in the forage value chain in Afghanistan. But unequal social relations mean that they face unique barriers and opportunities to engage with and benefit from innovation processes that aim to close the winter forage gap. In collaboration with the International Center for Agriculture Research in Dry Areas (ICARDA), KIT conducted a study to better understand these barriers and opportunities in the provinces of Baghlan and Nangarhar in rural Afghanistan.

This study aimed to uncover new avenues for enhancing equitable access to knowledge and public and private services in the development of socially and economically sustainable forage production systems. Throughout 2017-2018, KIT conducted a series of workshops, interviews and focus groups with stakeholders involved in forage production, and solicited diaries from five women involved in the forage value chain. This research generated insight into the existing space for women to exert agency to engage in innovation in the forage system. A working paper and a journal article are forthcoming and will be available on the KIT website.

The KIT/ICARDA study was conducted as part of a larger project to address gaps in the Afghanistan's forage system. Funded by the Australian Centre for International Agricultural Research, the project was comprised of an international partnership including KIT, ICARDA, two Australian research organisations (CSIRO and Murdoch University), and several research agencies from Afghanistan (including Agriculture Research Institute of Afghanistan, and Ministry of Agriculture, Irrigation and Livestock).



During workshops, focus group discussions and diary entries, women in the forage value chain highlighted that gender roles and norms can reinforce unequal social relations that mediate women and men's barriers and opportunities to engage with, and benefit from, innovation processes in the forage system

Highlights

Gender Equality and Women's Rights in the Mining Sector

All over the world, mineral production and mineral supply chains are recognised for their potential to catalyse economic growth and spur development. A growing body of evidence, however, suggests that current mining policy and practice can actually worsen gender inequalities if gender concerns are not adequately considered. International and Dutch civil society organisations have demonstrated a growing interest in challenging these inequalities, and the Dutch Ministry of Foreign Affairs has taken a leading role. KIT continues to support the Ministry to become a global leader in gender equality and women's rights in the mining sector.

Our support for the Ministry dates back to 2016 and the publication of a study on gender dynamics in artisanal and small-scale mining in the African Great Lakes Region. Following the study, KIT engaged in two assignments to support the Ministry to facilitate experience sharing and policy influencing on gender equality and mining:

- Map and convene key actors and initiatives on gender and mining in the Netherlands and internationally, and
- Support the Ministry's Inclusive Green Growth Department to establish and operate a community of practice on women's right and mining

The Ministry subsequently established the Women's Rights and Mining Working Group. It has taken a prominent role in advocating for gender integration into mining policy and awareness raising on women's rights in mineral supply chains amongst different audiences, such as the Forum on Responsible Mineral Supply Chains of the Organisation for Economic Co-operation and Development (OECD).

As a collective, Women Rights and Mining continues to promote sharing and learning on gender and mining in the Netherlands and on the international stage. It has increased its efforts to influence international mining standards with comments sent to five leading policy-setting organisations in 2018, including the Extractive Industries Transparency Initiative and the London Metals Exchange. As a result, Women's Rights and Mining is gaining increased recognition and there is a growing willingness of international members to collaborate with the initiative.



A woman working in an artisanal gold mine in Sierra Leone



Women do not benefit equally from opportunities provided by the mining and minerals production sector

Intercultural Professionals

Facts & Figures 2018



Countries in which we are active
42



Trainings
240



Professionals trained, coached
and consulted
1,454



Trainers worldwide
350-400



Employees
7



Intercultural Professionals

Intercultural Professionals is the intercultural training, coaching and consultancy branch of KIT Royal Tropical Institute. We provide individuals and organisations across the public and private sector with practical tools that enable them to work successfully with culturally-diverse teams, projects, and international partners.

Our work drives progress on the global sustainability agenda. We draw inspiration from *SDG 17 on Partnerships for the Goals*, which is reflected in our growing number of partnerships with organisations in the Netherlands that have an SDG focus. By facilitating improved intercultural awareness and communication within these organisations, our work stimulates inclusive and sustainable work environments — a goal embodied by *SDG 5 on Decent Work and Economic Growth*.

Refocusing business development

In 2018, Intercultural Professionals focused firmly on lowering operational costs and driving growth. We also focused our marketing efforts, concentrating on clients with a connection to the Dutch market. We now also emphasise key market segments, including university faculties, healthcare practitioners, multi-national organisations, as well as asylum seekers and the civil servants who work with these individuals on a daily basis. We expect these changes to deepen our engagement in a narrower stream of clients, thus bringing more substantial revenue and impact.

Intercultural Professionals also took steps to strengthen and diversify our services, namely through the integration of team and leadership trainings with our package of cultural awareness and communication programmes. This was a key component of the team's effort to proactively respond to the evolving needs of clients within the Dutch marketplace.

Driving leadership & intercultural awareness in education

Intercultural Professionals worked closely with TU Delft to deliver intercultural training and awareness programmes across a variety of faculties. We also designed and implemented a pilot programme that blends our suite of intercultural awareness programmes with a leadership component. Rather than treating intercultural awareness as a standalone subject, this programme seeks to highlight and reinforce the relationship between successful leadership and cultural sensitivity and communication in an educational setting.

We also showcased our expertise in developing intercultural competencies at Aurora's bi-annual meeting in Antwerp. Aurora is a network of nine European universities that aims to work together to find solutions to global challenges in sustainability, climate and energy, digital technology and human life and health.

Bridging cultural gaps with multi-nationals

The increasing digitalisation of the global workplace continues to produce new opportunities to grow our business amongst multi-national organisations. Throughout 2018, we successfully built upon long-standing and fruitful relationships with organisations such as Achmea, KLM, Philips, ING, DSM, Port of Rotterdam and Damen Shipyards, providing expert training and coaching to expats, international local hires, their families and multi-national teams and leadership. Our work sought to improve cooperation and communication amongst multi-national teams by offering coaching and training in intercultural sensitivity and communication. These tailor-made solutions are an integral part of our efforts to stimulate high-functioning multicultural teams within this key target market.



An intercultural training session hosted at KIT Royal Tropical Institute

Integrating newcomers into Dutch society

Promoting inclusive and sustainable societies is a core component of KIT's mission. Intercultural Professionals underscored this commitment in 2018 by providing training for newcomers and asylum seekers that encourages their integration into the Dutch labour market and society at large. In partnership with the municipality of Amsterdam, we also delivered training, coaching and consulting services to government agents, civil servants and employers who work with these newcomers. In addition, following the closure of The Hague Process on Refugees and Migration and its subsidiary M-Capital in August 2018, Intercultural Professionals agreed to take over their Migrant Training and Placement Programme. As part of this process, we initiated work to identify a partner with experience in professional placement for migrants.

Building our in-house knowledge & expertise

Throughout 2018, the team focused on developing the in-house expertise necessary to support proactive sales outreach, while leveraging new IT platforms to improve our overall performance. For example, the implementation of new customer relationship management and financial accounting tools are already providing insight into new ways to improve the efficiency and effectiveness of our client acquisition process and service delivery models. We expect further data-driven changes to our business offering as more data becomes available over the course of the coming years.

We also sought to optimise our international network of experts. In particular, we focused on cultivating experts with a multi-faceted skillset and diverse knowledge base. This is vital to our ability to ramp up tailor-made and blended service offerings in line with our business acquisition strategy.

Intercultural Professionals

Looking Ahead to 2019

Intercultural Professionals aims to expand its client base within its target markets in 2019, while leveraging KIT's network of diverse partnerships to explore new opportunities for growth. In particular, we look forward to building our new partnership with the Dutch Foundation of Corporate Universities (NSCU) that will link us to an expansive network of Learning & Development professionals. Through this partnership, we will generate fresh opportunities for NCSU members to incorporate effective intercultural communication and cooperation skills into their corporate learning strategies.

Highlights

Building cultural bridges with the Municipality of Amsterdam

KIT Intercultural Professionals is partnering with the Municipality of Amsterdam to boost the city's capacity to integrate newcomers into society. During the last several years, thousands of refugees and migrants have arrived in the Netherlands, seeking asylum and opportunities to begin life anew. Many fled conflict and trauma in countries like Syria, Eritrea or Iraq, and face linguistic and cultural differences and employment and educational gaps that hinder their integration.

The many organisations and individuals that work with these newcomers — such as civil servants, housing agents or midwives — face unique cultural challenges of their own. Beginning in June 2018, KIT launched a pilot programme designed to help such individuals hone their intercultural communication skills and improve their ability to respond to and work with this vulnerable population.

Using roll play and other interactive training methods, the programme aims to improve participants' cultural awareness through self-reflection and an emphasis on intercultural commonalities and understanding. The pilot programme eventually expanded into a series of intercultural trainings conducted on behalf of the Municipality. The trainings were attended by workers from a diversity of Dutch organisations ranging from the Red Cross and Salvation Army to community service organisations, housing companies, and government offices.

Thanks to strong demand, additional training sessions are scheduled for 2019.



etening - het binnenkomen

le leider voorop.



Hospitality

Facts & Figures 2018



Total Revenue Hospitality
6,935,107



Hotel beds occupancy
45,226



Events
834



Employees
58





An open air cinema organised during the World Cinema Amsterdam event in the KIT courtyard

Hospitality

KIT Hospitality is comprised of the Amsterdam Tropen Hotel, KIT's Conferences & Events and De Tropen café-restaurant. Together, they form the core of KIT's community engagement efforts in the city of Amsterdam, drawing both locals and tourists to our landmark premises on the eastern edge of Oosterpark.

Business for a sustainable world

KIT's mission to build more equitable and sustainable societies is further realised through Hospitality. Amsterdam Tropen Hotel's award of the Golden Green Key in 2018 is great recognition of this effort. The award is a leading standard for excellence in environmental responsibility and sustainable operation in tourism. Our historic building continues to offer unique conferences and events that are built with sustainable partnerships, suppliers, materials, products and catering. Most importantly, part of Hospitality's revenue flows directly into the KIT Knowledge Innovation Fund. This in turn supports the work of our gender, health and sustainable economic development colleagues.

This occurs without compromising financial results. Hospitality surpassed its financial targets in 2018, driven in particular by conferences and events' growing revenue stream and the Amsterdam Tropen Hotel's strong occupancy.

Creating a hub for sustainability programming & events

Our goal this year was to reinforce our position as a trusted partner in sustainability, whether through the environmentally conscious way in which we approach our food menu to the sustainability agenda that our individual knowledge units support. This is a key area of growth for the unit. The launch of a new KIT website —

in which Conferences & Events was incorporated — was just one of the ways in which we improved our visibility and scaled-up our profile among like-minded individuals and organisations who until now may have been unfamiliar with our commitment to sustainability.

As part of this effort, we continued to become more selective in the partners we work with and the events we host. For example, KIT partnered with the Dutch Development Bank, FMO, Better Future and the Ministry of Foreign Affairs to host 'The Power of Partnerships — Making Finance Work for Women Entrepreneurs' event, at which our patron Her Majesty Queen Máxima was the keynote speaker. The event brought together civil society organisations, banks, academics, and women entrepreneurs for a programme that focused on transforming how financial institutions serve women entrepreneurs in low- and middle-income countries.

In September, we hosted the CFP Green Buildings Congress — where we were chosen specifically because of our longstanding commitment to sustainability. The event featured an Innovation Challenge Award that saw 40 start-ups and renowned parties presenting state-of-the-art concepts, products and ideas that specifically contribute to the sustainability of buildings.

Tourism market & hotel

Amsterdam's booming tourism market meant Amsterdam Tropen Hotel saw strong revenue growth in 2018. The ongoing uptick in foreign tourist arrivals led to a strong occupancy rate of approximately 90%, while the average room rate also trended upwards. Beginning in the final quarter, the hotel began renovations of its breakfast facilities. The renovations improve the guest experience while giving greater flexibility to the space and offering new opportunities for hosted



Participants at the 2018 CFP Green Buildings Congress, hosted in KIT's landmark Marble Hall

events. We also completed a soft renovation of the hotel rooms as part of our ongoing efforts to explore the long-term future of the hotel in partnership with the Municipality of Amsterdam. These discussions will continue in 2019.

More than just a cup of coffee at the De Tropen

De Tropen café-restaurant serves as a primary gathering point for interaction between the local community, KIT employees, members of the SDG House community and Tropenmuseum guests. De Tropen believes in togetherness, with flavours from all corners of the world and profits that benefit sustainable projects. De Tropen experienced stable growth in 2018, and its diverse programming agenda continues to serve as an important draw to the wider community. For example, *My Kitchen Is Your Kitchen* is a quarterly series where prominent guest chefs are invited to the café to produce a special dinner, an event series that each edition drew 200 guests in 2018.

De Tropen also offers a lively space in which to further profile the organisation as a hub for sustainability programming. For example, we partnered with The Amsterdam University of Applied Sciences and the SDG House to host the *Entrepreneurship College: SDG Edition*, a monthly event with lectures on the 17 Sustainable Development Goals (SDGs) of the United Nations. Sustainability programming helps to demonstrate not only our commitment to the SDGs, but also the desire to build bridges between our colleagues in the knowledge units and like-minded organisations and individuals throughout the community. Moving forward, we want to reinforce our brand by making it clear that at De Tropen, it's more than just a cup of coffee — we offer patrons a chance to contribute to a more sustainable world.

Walking the sustainability talk

We also continue to pursue practical steps to improve the sustainability of our operations and strengthen our appeal to organisations with environmentally or socially conscious missions. At the heart of this is a road map developed in 2018, which details the steps the

department can take to become more environmentally friendly in our operations. This includes options to boost the number of vegetarian or vegan menu options as well as means to reduce our waste and improve the energy efficiency of our facilities. As part of this effort, Hospitality continues to pursue several key certifications, such as those issued by B Corp and the C.G.R (the governing code of conduct for the Dutch healthcare and pharmaceutical organisations). By aligning our conferences and events package with these standards, we hope to generate more opportunities for growth amongst a community of organisations that use business as a force for sustainable change.

Reinforcing the Hospitality team

Staff development played a key role in the department's growth in 2018. Particular emphasis was placed on team development, encouraging team members to take ownership of strategic objectives and develop entrepreneurial skills to support individual and team growth. Our diverse range of employees — from students and trainees to asylum seekers and individuals with disabilities working through the Council of Amsterdam — remain a key component of the unit's long-term trajectory.

Visions for the future

Reinforcing KIT's profile as a hub for sustainable hospitality remains a key goal for the coming years. Improving the accessibility of the KIT campus will play a crucial role in this respect, whether through renovation of the hotel or improving the visibility of our sustainability programming and events to the wider community. We will also explore opportunities for partnered events with the organisation's knowledge units in 2019.



Participants of the Power of Partnerships conference

Highlights

Keynote address by delivered at The Power of Partnerships event

This is an extract from Queen Maxima's speech delivered on 12 March 2018, at KIT Royal Tropical Institute.

Financial services are essential for all self-employment, to grow small businesses, for asset accumulation, and household wealth creation. But in the case of women, financial inclusion can have an even broader impact. It can be a powerful tool to achieve many of the Sustainable Development Goals. Increasing women's use of financial services leads to greater spending on health, education, nutritious food, and much more, and on themselves, which is incredible empowerment. And we all know that the impact of women's success ripples out into their own families, their own communities, and their societies.

You've heard today about the challenges women entrepreneurs can face. Around 80 percent of formal, women-owned micro, small, and medium-sized enterprises do not have access to the financing they need. This represents a \$1.7 trillion finance gap... To eliminate this gap, we have to ask why women's financing lags behind.

First of all, financial service providers typically do not see the business case for serving women, especially in lower-income countries...Second, providers do not see women as promising customers because they don't know them — literally! So when it comes to transforming finance for women entrepreneurs, we're looking at a complex landscape, both on the supply and the demand side. But there are significant opportunities that could make a difference. To start, we need to show banks and others that there IS a strong business case for serving hundreds of millions of women...

But women entrepreneurs need more than finance to thrive. Financial and business training along with mentoring are often more valuable for women. In Colombia, Pakistan, Indonesia, and many other countries, I've seen that women's groups can be exceptionally effective at providing peer learning.

I'd like to close with a few words on partnerships. Those of us here are already part of a global partnership committed to strengthening women's entrepreneurship. But perhaps it's time to expand our thinking of how partnerships can work — how we can combine our strengths in completely new ways. We're thinking today about partnerships that can break the mold of traditional development thinking. That can build on complementary advantages and reach across divides that we rarely think to cross.

Some of the most innovative partnerships leverage private-sector solutions. This should not be confused with CSR. Instead, companies are recognizing that collaborating to support financial inclusion can lead to good business opportunities that are sustainable...

Queen Máxima currently serves as the UN Secretary-General's Special Advocate for Inclusive Finance for Development, and works worldwide to make financial services accessible to all.



KIT's patron, Her Majesty Queen Máxima, delivers the keynote address at The Power of Partnerships event, hosted on International Women's Day 2018

Highlights

European Women in Payment Network (EWPN) Conference 2018

Date: 14 – 15 October 2018

Event: A two-day event for women working in finance, which dovetails with KIT's work in gender equality and sustainable economic development. The event was attended by 250 participants and featured a lively dinner and conference. EWPN is interested in returning in 2019.

Annual Meeting Global Off Grid Lighting Association (GOGLA)

Date: 29 – 31 May 2018

Event: The invite-only event brought together 150 GOGLA members and close partners for sector-specific discussions on solar energy. During the official Annual General Meeting, GOGLA members reviewed the work of the Association and identified future priorities. GOGLA's work has close thematic ties to SDG House members, particularly those working on SDG 7 on affordable and clean energy.

B-Lab Europe Summer Summit

Date: 19 – 21 June 2018

Event: A three day summit hosted by SDG House member B-Corp Europe. The event brought together 250 B-Corp-licensed partners from all over the world for 'B-Inspired' and a festival in the KIT's central garden.



Highlights

Launch Oncode Institute

Date: 5 February 2018

Event: Oncode is an independent institute dedicated to understanding cancer and translating research into practice. The Launch Oncode event was attended by 450 people and was hosted by our patron Her Majesty Queen Máxima. Oncode is a long-time partner of KIT Hospitality and has held an annual conference on our premises for over a decade.

Out With It / Pre-AIDS conference 2018

Date: 21 July 2018

Event: The Global Forum on MSM & HIV hosted this event prior to the flagship International AIDS Conference 2018 in order to promote networking, knowledge exchange and help set the overall tone for future discussions and conferences related to HIV/AIDS. More than 450 people attended this event. The agenda has close ties to KIT's work in global health and gender, particularly regarding sexual and reproductive health and rights.

Water & Wine

Date: 18 October 2018

Event: A long-time partner of KIT Hospitality, Earth Water hosted this tasty event for over 700 attendees during the Amsterdam Dance Event. An evening to remember featuring delicious drinks, dancing and networking.



Real Estate

Facts & Figures 2018



Historical premises
34,000 m²



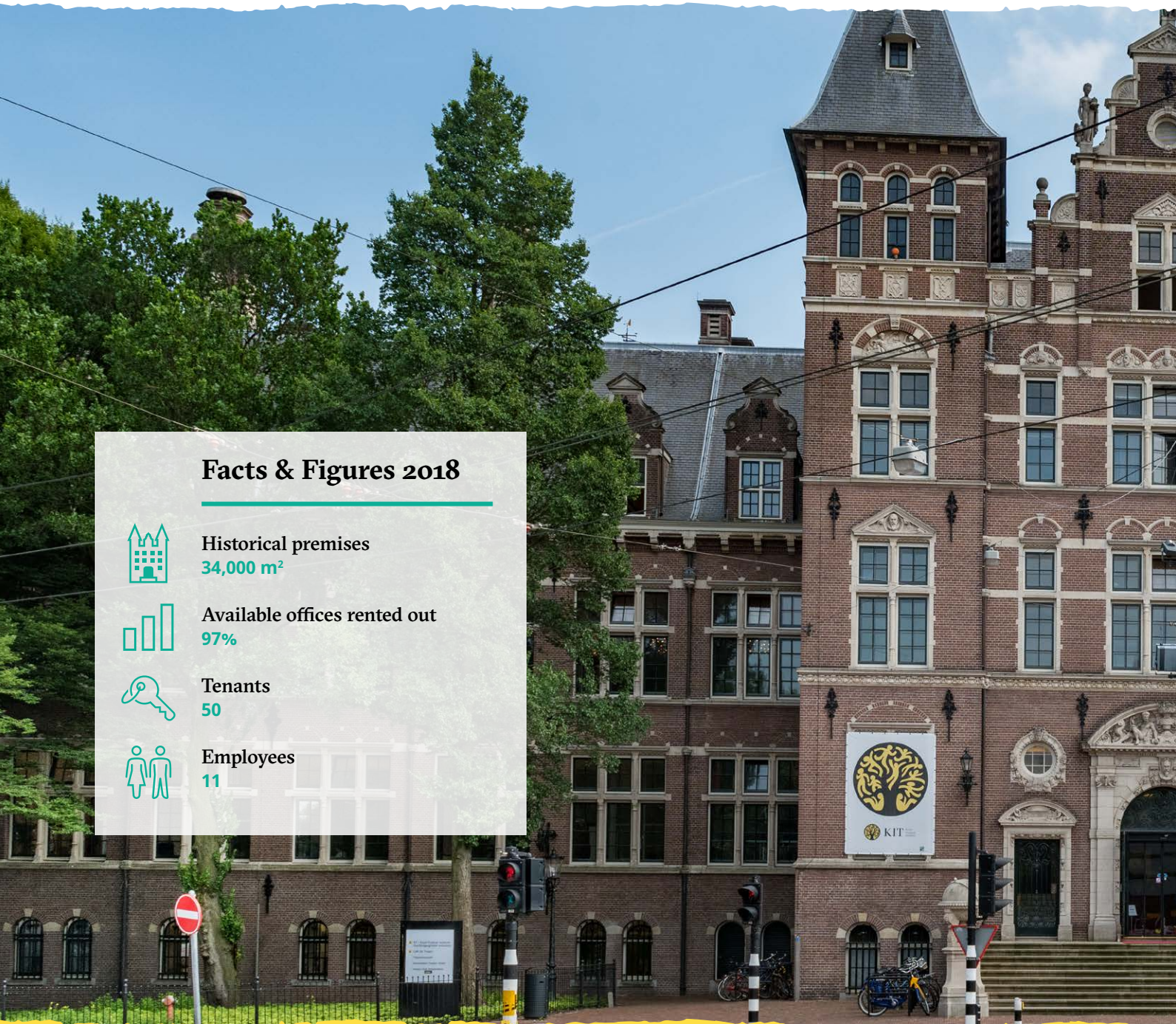
Available offices rented out
97%



Tenants
50



Employees
11





The main entrance of KIT at the Mauritskade

Real Estate

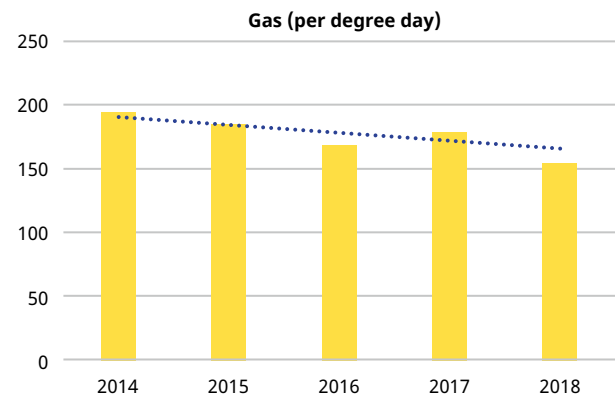
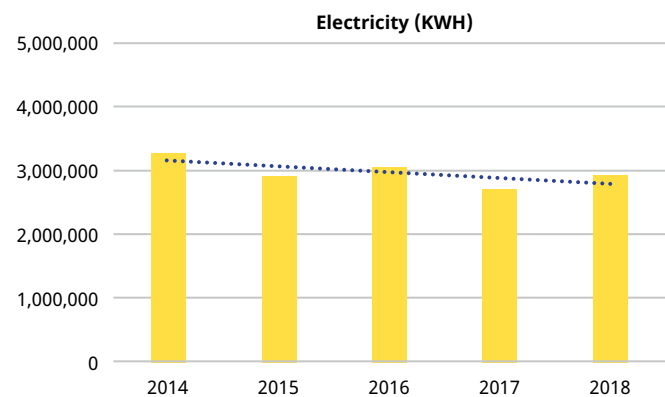
The Real Estate unit plays an active role in the organisation's efforts to create a more sustainable world. Revenue from our Real Estate unit supports the KIT Knowledge Investment Fund, which enables our knowledge units to pursue new ideas, generate new knowledge and support our customers in effecting positive and meaningful change for people in low and middle-income countries around the world. At the same time, we aim to ensure that our landmark building is socially and environmentally sustainable — a place where people feel at home and the Amsterdam community feels welcome.

The Real Estate unit delivered a strong financial performance in 2018. Our building remained at 97% occupancy for the second consecutive year; the SDG House continues to thrive as a visionary collaborative community; and we partnered with our diverse and talented community members to improve the quality, functionality and efficiency of our premises.

Promoting engagement and community

Efforts to improve the social sustainability of KIT and the SDG House were ongoing in 2018. A reorganisation of KIT's working spaces allowed Real Estate to reduce the organisation's use of space by one third, creating room for new tenants and reducing our ecological footprint. The move focused on optimising shared and flex working spaces and renovating the building's common areas. We worked with SDG House member AKKA Architects to encourage greater interaction and engagement amongst our employees and tenants.

For example, the Roundabout overlooking the Marble Hall was retrofitted to serve as a meeting place for students and experts



from a host of cultural, academic and professional backgrounds. The large room located underneath the marble hall witnessed a similar transformation. Today a recreational facility provides space for social gatherings and relaxation for KIT employees, students and SDG House members.

These initiatives are just one part of our ongoing efforts to encourage community development in the heart of this historic structure. We also explored new ways to open up our premises and better engage with the surrounding community. We partnered with De Gezonde Stad to create a new community garden and Worm Hotel in the building’s courtyard. And KIT Hospitality continues to leverage our unique setting to introduce a growing range of programming and events related to international development and the Sustainable Development Goals.

Fostering ecological sustainability

KIT continued to take steps to improve energy efficiency and lower carbon dioxide output. Reducing natural gas consumption remained a top priority, with a new cooling unit installed that substantially reduces our energy consumption. Our Zero Waste Initiative is now in full swing. Our premises are kept clean using ecologically-friendly products. Our waste separation efforts have led to a significant reduction in overall waste. We are now exploring transforming our organic waste into renewable energy biogas.

Looking forward

In the coming years, the Real Estate unit will continue to improve the sustainability of our buildings and explore development scenarios to increase the attractiveness of our campus. Further reducing our natural gas consumption is critical, and we are



KIT is continuously examining new ways to improve the sustainability of our premises

exploring alternatives in partnership with the city of Amsterdam. We will also examine new ways to adopt circular economy principles into our workplace, such as through the re-use of plastic waste. Finally, we look forward to working with the Municipality of Amsterdam to create a sustainable future for the Amsterdam Tropen Hotel and explore ways to further integrate the property with Oosterpark and the surrounding neighbourhood.

SDG House



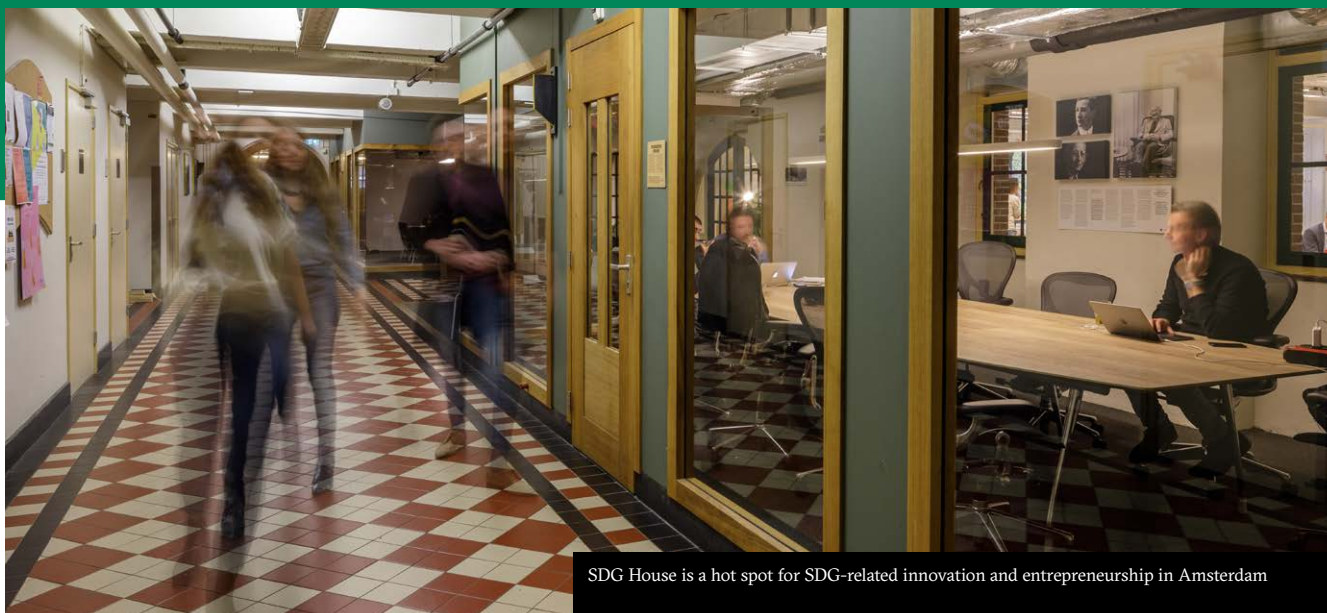
SDG House members benefit from the many common spaces designed to promote interaction and cooperation on KIT's premises

SDG HOUSE

SDG House, located on the premises of KIT Royal Tropical Institute, is a resident community of forward-thinking entrepreneurs, NGOs and organisations, all working to achieve the Sustainable Development Goals (SDGs). SDG House offers an environment that stimulates its members to identify synergies, create action-oriented partnerships, and pursue knowledge. Our members engage in a diverse range of work and activities, including urban and community development, impact investment, inclusive finance, fair trade, circular economy and organic product development. The work of our more than 50 members — and Impact Hub's 100-plus social entrepreneurs — contributes directly to all 17 SDGs.

Building a community, from inside out

SDG House enjoyed its first full year of operation in 2018. Launched in late 2017, early activities focused on community-building and identifying the expertise and needs of SDG House members. Three community building workshops were held to build trust and promote interaction amongst members, culminating in the launch of an event calendar, online community platform, and bi-weekly newsletter. Designed with input from the community, these resources create a space where people can recognise the possibility for collaboration and become inspired to share knowledge and work together. We also held regular internal events — such as community meals and after work drinks — to encourage socialisation and camaraderie.



SDG House is a hot spot for SDG-related innovation and entrepreneurship in Amsterdam

SDG House collaborations

Central to our mission is the conviction that the SDGs will only be realised through partnership and cooperation. Throughout 2018, SDG House members took great strides to put this vision into practice, implementing dozens of collaborative initiatives to stimulate co-creation and learning. These partnerships covered a wide range of themes and activities, from circular food and professional development programmes for newcomers to urban development and human-centred design.

Led by and in collaboration with SDG House member Impact Hub, SDG House joined forces to take on the 2018 Amsterdam Social Inclusion Challenge, which asked social innovators to develop initiatives that raise awareness of the SDGs and translate them into local action. The challenge emphasised concepts that create social cohesion amongst Amsterdam's communities, including newcomers such as immigrants or asylum seekers.

Makers Unite was subsequently awarded a grant to make SDG House more inclusive. During the course of two, six-week programmes, Makers Unite worked with nearly 20 newcomers to hone their personal and professional development, while also engaging in dialogue on perceptions of inclusion in our community. The programme was supported by in-house residents, including Lens and Skyscrapers, who provided personal development workshops and guidance to the newcomers. Several newcomers found employment as a consequence of the initiative, and two were hired by KIT. A similar initiative, Kennedy Cares Day, rolled out later in the year under the leadership of Lens, in partnership with KIT Intercultural Professionals and Makers Unite.

The hotspot for SDG events & action

Building on its growing sense of cohesion and shared purpose, SDG House expanded its external visibility in 2018 and stepped up its engagement with the local community through external events and SDG-related programming. The community hosted external events

such as SDG Meetups, by residents C-Change and Impact Hub, and the Entrepreneurship College — the SDG Edition, a monthly lecture series hosted at De Tropic café and restaurant.

A partnership between KIT, SDG House and the Amsterdam University of Applied Sciences, the Entrepreneurship College is designed to introduce the SDGs to a broader audience of students, sustainability experts and other stakeholders and inspire them to think about ways in which innovation and entrepreneurship can play a role in driving action on the SDGs. It also serves as a forum where SDG House members can identify and link up with new partners in sustainability. Past editions of the series welcomed lecturers from a wide range of organisations, including CIFAL Flanders, Wageningen University & Research, and the Dutch Ministry of Foreign Affairs, linked to entrepreneurs like East-West Seed, and The Female Health Company, Heroes & Friends.

SDG Action Day on 25 September was a resounding success for SDG House. Hosted on KIT's premises, the event brought together over 450 people from the public, academia, social enterprise, the development sector, small business, and multi-national organisations. The event featured a diverse programme aimed at localising the SDGs, with SDG pioneers tackling everything from climate change and gender equality to financial inclusion and impact measurement for SDG-related activities. A true collaboration, SDG Action Day was organised by the SDG Charter, KIT, the city of Amsterdam, and NCDO with contributions from numerous SDG House members, including Impact Hub, Land Life Company, and Social Finance NL.



SDG House is looking for new members and partners in 2019

The future of SDG House

Looking ahead, SDG House will explore new ways to add value to its members and the wider community. As part of these efforts, together with its community members, SDG House will explore joint service offerings, particularly those that focus on SDG-related education, training, measurement and reporting. In partnership with Koninklijk Instituut voor de Tropen Conferences & Events, new opportunities will also be pursued to further position SDG House as a hub for sustainability programming and eco-friendly events. As we embark upon 2019, we look forward to working with our many talented members and the wider community to build on what we have started and create a vibrant space in which the SDGs can flourish.

SDG House Members



African Parks

SDG 15 – SDG 1 – SDG 12

AKKA

SDG 3 – SDG 9 – SDG 11

AMS

B-Corp

Better Future

Cardano/WFF/BixFund/Frontclear/
Guarantco

SDG 8 – SDG 9 – SDG 11

Circle Economy

DLM Finance

SDG 8 – SDG 7 – SDG 6

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

Debut Amsterdam

East-West Seed

SDG 2 – SDG 8 – SDG 17

Equileap

SDG 5

Fairfood

SDG 1 – SDG 2 – SDG 12

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

Land Life Company

SDG 13 – SDG 15 – SDG 3

LENS

SDG 5 – SDG 8 – SDG 1

LittleBitz (prev: AidCoin)

SDG 1 – SDG 8 – SDG 3

Media Focus on Africa

SDG 5 – SDG 10 – SDG 1

NCDO

Obrigado Coconut Water

SDG 12 – SDG 9 – SDG 8

OnePlanetCrowd

SDG 12 – SDG 8 – SDG 7

Original Beans

SDG 12 – SDG 13 – SDG 1

Prakken d'Oliveira Human Rights

Lawyers

Progreso

SDG 1 – 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

Social Finance

SDG 3 – SDG 8 – SDG 17

Startgreen

SDG 7 – SDG 8 – SDG 12

TAO Japan Specialist

SDG 12 – SDG 17

TCX

The Female Health

SDG 5 – SDG 3 – SDG 17

TheRockGroup

Transparency International

SDG 16 – SDG 10 – SDG 17

Tropenmuseum

SDG 4 – SDG 16

United Academics

Vice Versa

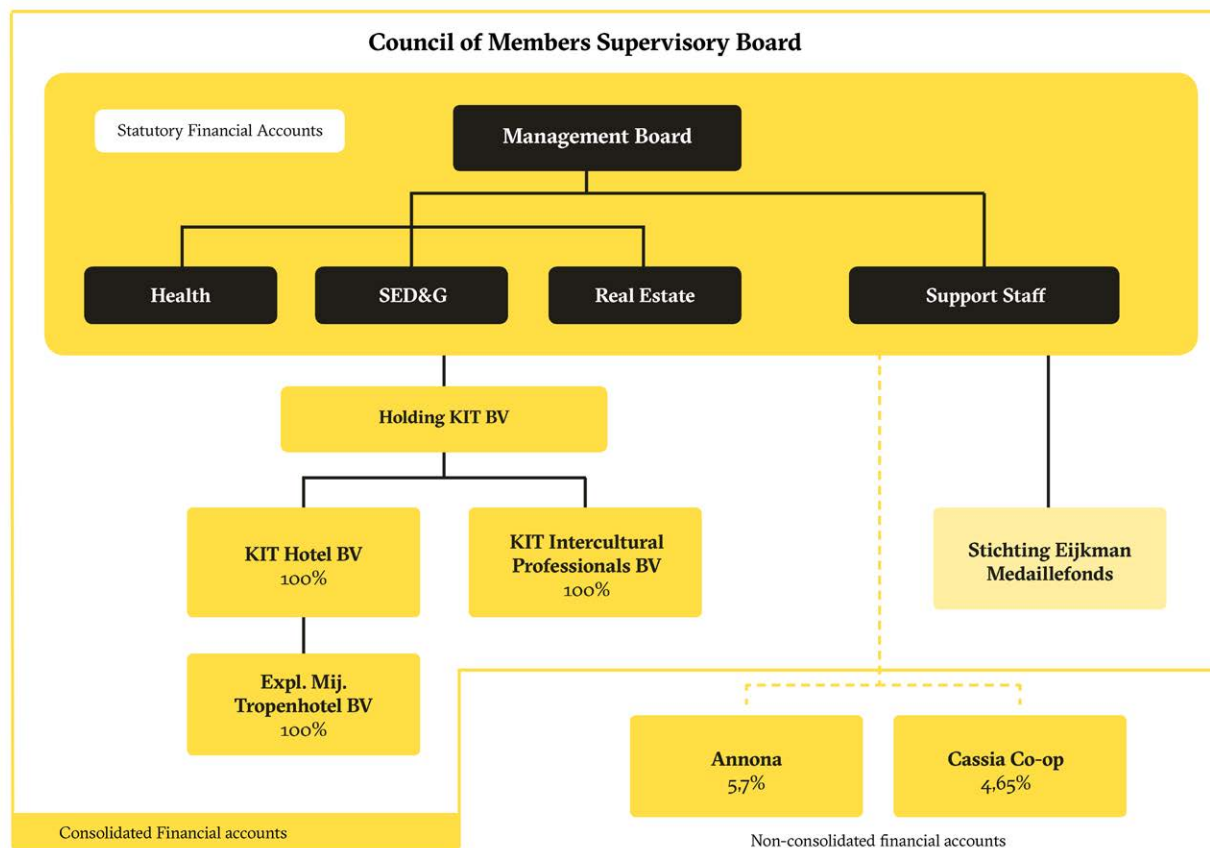
Worldconnectors

SDG 2 – SDG 16 – SDG 10

Financial annual report

In 2018, KIT maintained its financial independence, free of government funding, for the third consecutive year. We also took steps to improve the transparency of our financial targets and results. Comprehensive data on financial targets, realisation of targets and project pipelines is now available to all staff.

Organisation chart



Financial reflection

KIT's mission to build more equitable and sustainable societies was supported by the Real Estate and Hospitality units in 2018. Hospitality surpassed its financial targets, driven in particular by conferences and events' growing revenue stream and Amsterdam Tropen Hotel's strong occupancy. Part of this revenue flowed directly into the KIT Knowledge Investment Fund, which contributes to knowledge generation and the profiling of our knowledge work in gender, health and sustainable economic development. The Real Estate unit also delivered a strong financial performance in 2018, meanwhile improving our reputation as a hub for sustainable development. Our building reached 97% occupancy; the few remaining spaces will be available for rent after they are renovated. The SDG House also contributed to this profile by bringing together a community of sustainability experts, entrepreneurs, policy makers and NGOs housed on KIT's premises.

Next to these achievements, our normalised results decreased compared to 2017 and the underlying businesses produced a negative cash result. Intercultural Professionals performed below budget in 2018, but saw an overall improvement when compared to 2017 when reorganisation costs were taken. Our Global Health unit performed above budget, but Sustainable Economic Development & Gender had a difficult financial year. In both units, staff perceived high work pressure. In response, we launched the 'KIT Sustainable Future' trajectory to improve financial results, reduce work pressure and achieve more impact on the SDGs. As part of this effort, we identified concrete actions and measurable targets and followed a strict planning for delivery. By the end of 2018, we began piloting a new organisational model for the Knowledge Units that will allow for higher project margins, fees and increased efficiency. This model will be rolled out further in 2019.

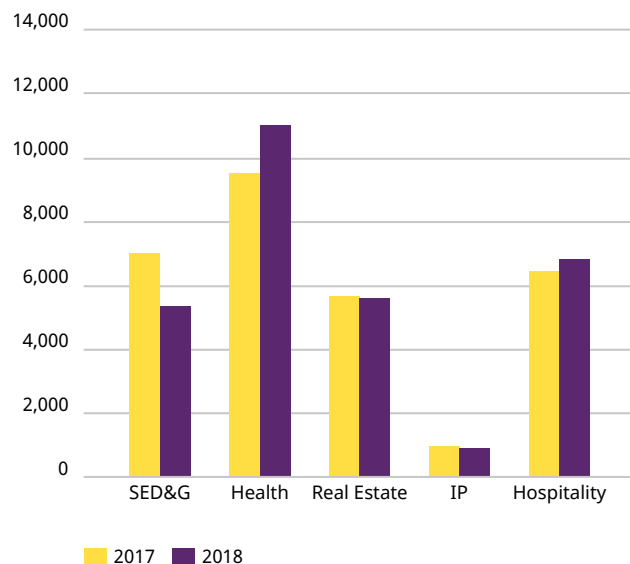
Goals for 2019

- In 2019, we will continue positioning our Knowledge Units on sustainable and inclusive development, mainly in low- and medium income countries. Priority clients and segments have been identified and value propositions developed to respond to new and growing market opportunities, increase revenue and profile KIT as thought leader in the identified priority sectors.
- We will develop a financially self-sustaining model for SDG House which provides an enabling environment for organisations from all sectors to flourish in their areas of expertise and contribute to the realisation of the SDGs in the Netherlands. This will lead to more visibility, increased demand for our knowledge services, and more SDG-related events — and revenue for KIT Hospitality.
- We will continue with our premises development trajectory towards a more sustainable and attractive KIT campus. We will strategically link the development of our building to KIT's positioning as both an applied knowledge institute for sustainable and inclusive development and as the home of SDG House, while taking into account increased revenue and improved use and value of our buildings. We will invest in the sustainability of KIT's premises and operations, focusing on energy, water, and waste.

Financial annual report

Turnover of the units in KIT Royal Tropical Institute

x € 1,000



Consolidated Balance Sheet as of December 31, 2018

(Before Appropriation of Results)

x € 1,000	2018	2017
Assets		
Tangible fixed assets	22,129	21,587
Intangible fixed assets	194	198
Financial fixed assets	2,684	2,951
Stocks	38	29
Work in progress	3,751	1,932
Receivables	3,724	3,165
Cash	10,427	13,296
Total Assets	42,947	43,158
Equity and Liabilities		
Equity	28,823	28,606
Provisions	3,428	3,320
Current liabilities	10,697	11,232
Total Equity and Liabilities	42,947	43,158

Main sources of Revenue

2018

Ministry of Public Health, Afghanistan	3,004,470
Nationaal Museum voor Wereldculturen	2,631,251
Nuffic	2,466,940
KIT Hotel B.V.	1,993,242
Ministerie van Buitenlandse Zaken	1,406,899
Plan International Nederland	726,293
The World Bank	588,651
UNICEF Afghanistan Country Office Nutricion Sectio	514,776
Stop TB Partnership	384,030
Linneausstraat C.V.	378,469

Income and Expenditure Account 2018

x € 1,000	2018	2017
Health	(57)	117
Sustainable Economic Development & Gender	(821)	(228)
Real Estate	538	914
Results for line departments	(340)	803
Results for staff departments	(107)	(288)
Total results for all departments of KIT Royal Tropical Institute	451	515
Release (addition) provision and reorganisation costs	825	(19)
Results KIT Royal Tropical Institute	378	496
KIT Hotel BV	146	83
Intercultural Professionals BV	(142)	(260)
KIT Publishers BV	-	27
Holding KIT BV	(156)	(131)
Results, Holding KIT BV Consolidated	(152)	(281)
Result Foundation	-	(8)
Consolidated results	225	207

From the revenues of KIT Hospitality and Real Estate, € 400k has been made available for the Knowledge Innovation Fund (KIF). Of this amount € 322k has been awarded to 27 research, publication and knowledge development projects in 2018.

Social annual report

KIT Royal Tropical Institute & Intercultural Professionals

Human Resources 2018 Annual Report

To support the KIT Royal tropical Institute 2020 Strategy, Human Resources (HR) implemented new tools and policies in 2018 to raise employee performance, promote organisational accountability and transparency, and ensure a healthy and resilient workforce.

We took steps to develop future talent and create an environment where employees reach their full potential. Beginning in April, HR launched the junior development programme to assist junior employee's personal/professional development and integration at KIT. The programme leverages training, coaching and knowledge sharing knowledge with senior staff, and focuses on competencies such as acquisition and networking, writing and time management. We also introduced a new performance management tool — iTalent — to help employees learn from and with each other, while providing a framework for productive dialogue on individuals' professional development.

We also carried out work to further our ambition to create a transparent and safe environment in which sustainable workloads, exemplary behavior, and 360 degree feedback are paramount. As part of the Your KIT project, MBTI cultural training courses were carried out to strengthen personal leadership, self-insight, stress management, and cooperation. And we implemented a new Code of Conduct to minimise unwanted workplace behaviour.

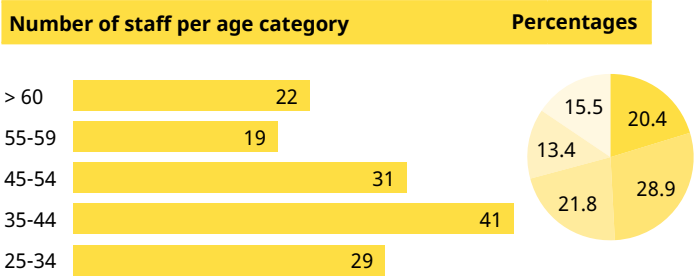
Total workforce: 135 KIT & 7 IP	142
Employment status	
Permanent	116
Temporary	26

Inflow – Outflow	
Number of new employees	32
Of which	
Contract	19
Internship	13

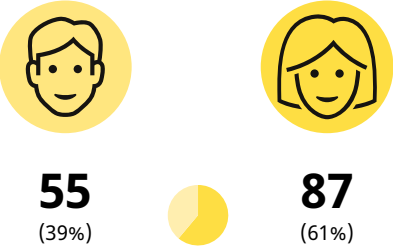
Number of employees who left	38
Of which	
Contract	21
Internship	17

Outflow was a result of	
Expiry of contract (incl. interns)	24
At own request	9
Restructuring	1
Retirement	4

Staff details



Number of men and women in the organization



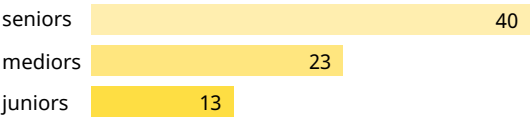
Averages

Average age	46.5
Absenteeism (incl. long-term illness, excl. maternity leave)	4.07

Staff details KIT&IP

Number of staff per age category
Knowledge Units

Number of seniors in the Knowledge Units: 40 = 53%
Number of mediors in the Knowledge Units: 23 = 30%
Number of juniors in the Knowledge Units: 13 = 17%



Number of nationalities: 18



Tasneem: “The junior programme was aimed at the development of our professional and personal competences. It succeeded in bringing together the young professionals at KIT to create a community that can learn and support each other.”

Social annual report KIT Hospitality

Hospitality's Human Resources supports the Amsterdam Tropen Hotel, KIT Conferences & Events and De Tropen café-restaurant to attract and develop talented hospitality professionals. Throughout 2018, our efforts focused on further developing our talent-base and creating a diverse work environment that leverages the skills of experienced professionals, students, trainees and those with distance from the Dutch labor market, such as refugees and individuals with disabilities.

The professional and personal development of our employees remained a top priority. Through our study programme, several young employees are pursuing an education in hospitality, while offering them hands-on and practical experience in areas such as the café restaurant, conferences and events, hotel and other hospitality management skills and services. At the same time, eight staff members pursued traineeships with us in 2018 in areas ranging from the front office to the kitchen. In addition, we look forward to implementing iTalent in 2019 to ensure all staff can pursue their ambitions and further develop their talent through goal-setting and 360 degree feedback.

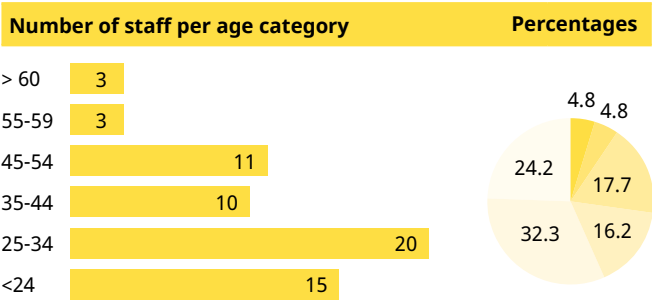
Total workforce	
Employment status	
Permanent	30
Temporary	11

Inflow - Outflow	
Number of new employees	
Of which	
Contract	17
Internships	6
Other	
Apprentice	1
Hourly workers	13

Number of employees who left	
Of which	
Contract	10
Internship	8
Other	
Apprentice	2
Hourly workers	11

Outflow was a result of	
Expiry of contract (incl. interns)	15
At own request	16
Restructuring	0
Other	0

Staff details



Averages	
Average age	36.09
Absenteeism (incl. long-term illness, excl. maternity leave)	4.15

Number of people	
Number of people with a distance to the labor market	5
Number of people we are currently educating	3
Number of people with a refugee status that are currently working at KIT	2

Number of men and women in the organization



30
(48%)



32
(52%)



Anas: “KIT’s hospitality study programme enables me to blend a formal education in hospitality management with hands-on experience in the industry on a day-to-day basis. This real world experience is an invaluable part of my education.”

Corporate Governance

Supervisory Board

Management of KIT Royal Tropical Institute

2018 was a year of progress and promise for KIT Royal Tropical Institute. Its deep knowledge and landmark premises served as catalysts for growth, and the Supervisory Board is pleased that KIT achieved a stable financial result for a third consecutive year. Through its partnerships, KIT is helping customers from across the development arena to improve the performance of their interventions and maximise their impact. And it is strengthening its position itself as a hub for innovation and collaboration on the Sustainable Development Goals (SDGs).

The Board is strongly supportive of KIT's efforts to accentuate its knowledge base and diversify its network of customers and partners. In particular, we are encouraged by the organisation's growing engagement with the private sector. Supported by KIT's role as an applied knowledge institute, these relationships hold great promise and present fresh opportunities for KIT to affect positive and equitable change throughout world. KIT's efforts to improve its visibility and strengthen its profile as a centre of expertise, education and entrepreneurship for sustainable development are key to this trajectory. Investments in talent and knowledge, supported by Human Resources and the Knowledge Investment Fund, are also critical to ensuring that the organisation can serve new markets and prepare for the future.

SDG House

The Board is also pleased with the growth of the SDG House. The SDG House holds an important place in our future, and we are supportive of the efforts to create a community of like-minded organisations and shared purpose. Our historic building is at full capacity, and we support KIT's ongoing efforts to drive cohesion

and collaboration amongst community members. The efforts to improve its profile as *the* centre for SDG cooperation and expertise are also welcomed with open arms. The Board was delighted with the strong turnout for SDG Action Day on 25 September, and we are confident that the SDG House vision will continue to gain momentum in the years to come.

Governance

The Supervisory Board held four formal sessions in 2018 to discuss strategic, financial and human resources issues with the Management Board. Discussions focused in particular on KIT's efforts to secure opportunities for growth and strengthen its financial position. The Board also dedicated significant time to the future of KIT's premises, including developments related to Hospitality, the future of the Amsterdam Tropen Hotel, and the strategy of the SDG House moving forward.

Next to the formal sessions, the Board held three sessions in partnership with the Council of Members. These meetings focused on honing KIT's business strategy and examining new ways to improve its visibility and ties to the wider community. We appreciate the ongoing support and guidance of the Council and look forward to a constructive relationship in 2019.

Changes to the Supervisory Board

The Supervisory Board moved from a nine member board to six in 2018. The Board bid farewell to Kees Blokland, Pauline Kruseman, Peter van Leeuwen, and Jürgen Rigterink, and we are tremendously grateful for the passion, expertise and dedication that they brought to the table over their long tenure. They will be missed.

We were pleased to welcome Linda Broekhuizen to the Board. Linda currently serves as the Chief Investment Officer at the Dutch Development Bank, FMO, and we look forward to her ideas and enthusiasm in 2019 and beyond.

Looking Ahead

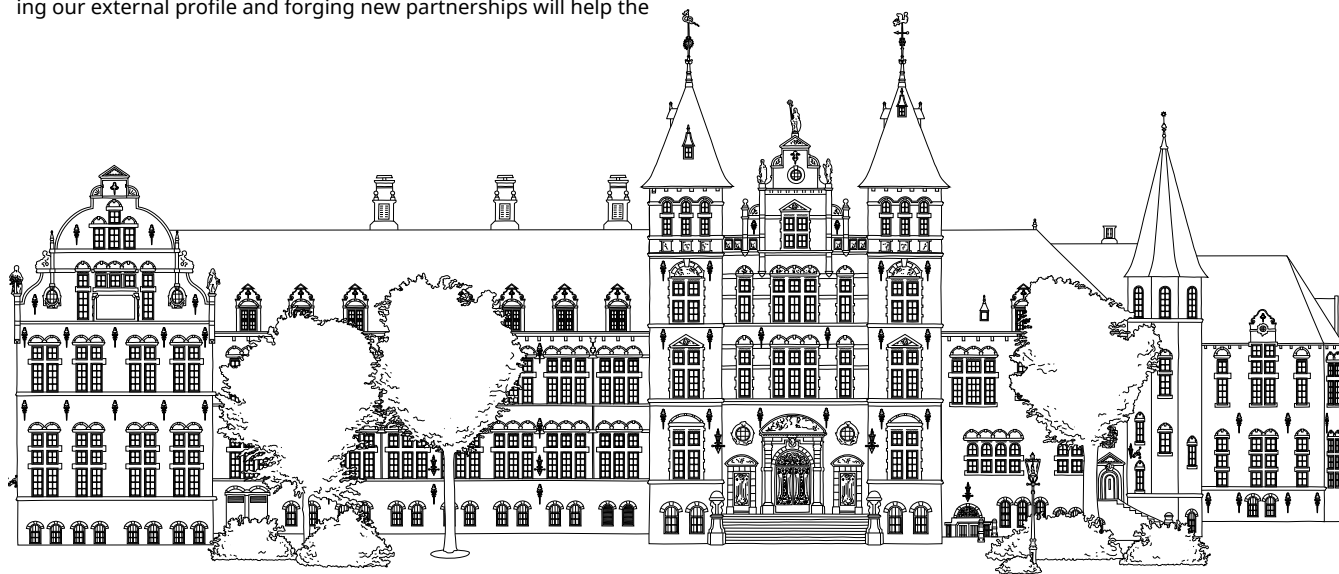
KIT's future shines bright. Its many talented and inspiring employees provide a strong foundation on which we can build, and we are pleased with the performance of the knowledge and business units. But work remains to strengthen our position as an independent, applied knowledge institute and centre for SDG expertise. Investments in knowledge, talent and operations will be critical to ensuring a financially sound and sustainable KIT. And strengthening our external profile and forging new partnerships will help the

organisation to proactively respond to the needs of an evolving development landscape. As we kick off 2019, the Board looks forward to working together with KIT to create a sustainable future — at home and around the world.



On behalf of the Supervisory Board,

Paul Strengers
Chairperson



Council of Members

KIT Royal Tropical Institute continues to make progress since its transition to organisation free of government funding. KIT is financially stable for the third consecutive year, and the Council is pleased with the organisation's ongoing growth and transformation. Throughout 2018, KIT's knowledge units conducted groundbreaking work in a diversity of fields, ranging from financial inclusion and epidemiology to mental health and human rights in value chains.

We are particularly pleased with the organisation's efforts to strengthen its knowledge base, enhance its external profile, and seek new and diverse partnerships. The knowledge units faced challenging market conditions in 2018, and it is essential that KIT continues to proactively respond to the needs of its customers and partners. Investment in research that generates new knowledge is critical. And we are delighted with the innovative and impactful work being forged with support from KIT's Knowledge Investment Fund.

At the same time, the Hospitality and Real Estate units delivered strong financial performances and strengthened KIT's position as a standard-bearer in sustainable hospitality and events. Their activities are crucial to KIT's mission and long-term stability, and the Council remains confident in their trajectory.

Council Business

The Council of Members met in three formal sessions in 2018. At its first session, conducted in February, the Council approved KIT's annual budget, while also discussing market strategies for the organisation's knowledge units.

In mid-June, we convened to review KIT's annual accounts, including financial and organisational results. We also welcomed presentations on the SDG House, whose ongoing growth is a welcome development. The Council is pleased with the organisation's effort to reinforce its profile as a place for collaboration and innovation in support of the global sustainable development agenda. As a knowledge institute, KIT has much to offer this talented community, but also much it can learn. The Council is hopeful that the SDG House community will continue to coalesce in the coming year to build new partnerships for collective action on the SDGs.

The final meeting of 2018 took place in November, with all Members attending. The Council reviewed KIT's budget for the coming year, and also listened to presentations on progress towards key cultural and organisational goals. We were also delighted to welcome Ingrid de Vries as the new General Manager of KIT Hospitality.

Changes to the Council of Members

We were pleased to welcome Rob de Vos to the Council of Members in 2018. His deep experience with the Ministry of Foreign Affairs, NUFFIC and AKVO are a great asset to the Council, and we look forward to his enthusiasm and contributions in the coming year. Jochum Jarigsmas departed the Council this year after eight years of service with us. We are thankful for his energy and ideas over the years, and we wish him the best in his future endeavors. We also want to thank the departing members of the Supervisory Board: Kees Blokland, Pauline Kruseman, Peter van Leeuwen, and Jürgen Rigterink. We are tremendously grateful for the passion, expertise and dedication that they brought to the table over their long tenure.



KIT employees during the annual summer BBQ

Looking ahead — a bright future

As we embark upon 2019, the Council remains confident in KIT's strategic direction, and we look forward to continuing our partnership with the Supervisory Board to support KIT's long-term growth and stability. KIT is endowed with a wealth of knowledge — knowledge that is essential in addressing new challenges in global health, economic development, gender equality and intercultural communication. It is crucial that we continue to share this knowledge, not only with our partners and clients, but also with each other. Internal knowledge exchange will promote innovation and help to secure a healthy knowledge base for KIT's future.

On behalf of the Council of Members,

Floris Recourt, CoM



Boards and Council

As of December 2018

Supervisory Board

Chairperson

Mr C. (Kees) Blokland

(until 28 June)

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

Mr P.F.W. (Paul) Strengers

(since 28 June)

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

Vice-chairperson

Ms P.W. (Pauline) Kruseman

(until 28 June)

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

Mr H.M. (Maarten) le Clercq

(since 28 June)

Chairman Audit Committee

Mr H.M. (Maarten) le Clercq

Chairman Supervisory Board Spaarne Gasthuis

Former Former CEO Sanquin Bloedvoorziening

Former CEO Ipse/de Bruggen

Former member Executive Board Leiden

University Medical Center

Formerly with Royal Dutch Shell

Member Audit Committee

Mr P.J. (Philipp Jan) Flach

(since 8 March)

CEO Logex

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

Ms L. (Linda) Broekhuizen

(since 22 November)

Chief Investment Officer, Management Board

Member FMO – Dutch Development Bank

Member Supervisory Board – Arise

Member Appeals Commission – Banking Ethics Enforcement Foundation

Member Board of Directors – Netherlands

Council for Trade Promotion

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

(until 28 June)

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

Mr J. (Jürgen) Rigterink

(until 8 March)

CEO FMO

Supervisory Board Arise

Management Board

CEO

Mr M.M. (Mark) Schneiders

Council of Members

Mr P.L. (Pierre) van Hedel

Former CEO Rabobank Foundation

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

Former Head Philips Africa Innovation Hub

Mr J.A.S. (Jochum) Jarigsmā

(until 31 December)

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

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 Benelux

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 Quist

Executive Coaches

Partner Commissarissearch Business

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

Ms Sj.A. (Sjoukje) Rullmann

Member Research Council on Government

Integrity

Member Supervisory Board Nationaal

Museum van Wereldculturen

Member Supervisory board Wereldmuseum

Rotterdam

Chair Complaints Committee NICAM

(Netherlands Institute for the Classification

of Audio-visual media/Kijkwijzer)

Chair Advertising Code Committee

Member Board Amsterdams Juridisch

Genootschap

Boards and council

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
on behalf of ARTIS Amsterdam Royal Zoo
Director

Ms Y.E.M. (Yolanda) Verdonk-van Lokven
on behalf of NS
NS Director HR & Organization
Member Supervisory Board NVP
Chair Stichting Jan van Stappenspoorprijs

Ms. I. (Irene) Visser
Impact Professional, Proof of Impact
Advisor Netherlands-African Business
Council

Mr R.G. (Rob) de Vos
(since 22 November)
Board member of AKVO
Board member of Foundation Max van der
Stoel

Advisory Board member of the Orange
Knowledge Programme of the NUFFIC
Scholarships
Former Diplomat Ministry of Foreign Affairs

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
Manager Marketing & Communications

Mr L. (Louis) van den Berghe
Manager Finance & Operations

Ms C. (Claire) van Campen
(until 1 September)
Director KIT Hotel B.V.

Mr J. (Jader) Franklim Pinto
Director KIT Intercultural Professionals

Ms. A. (Annerink) Post
Manager Human Resources

Mr B. (Bart) de Steenhuijsen Piter
(until 31 December)
KIT Sustainable Economic Development
& Gender, BU manager

Ms L. (Lindy) van Vliet
KIT Health, BU manager

KIT Works Council

Mr H. (Hermen) Ormel
KIT Health Advisor
Chairperson

Ms E. (Eline) Minneboo
(till August)
KIT Sustainable Economic Development
and Gender Advisor
Vice Chairperson

Mr A. (Anton) Sneepe
Finance & Control Project Administrator
Member *(till August)*
Vice Chairperson
(since September)

Ms L. (Lucie) Blok
KIT Health Advisor

Mr J. (Jesse) d'Anjou
(from September)
KIT Sustainable Economic Development
and Gender Advisor

Ms C. (Coosje) Hoogendoorn
KIT Sustainable Economic Development
and Gender Advisor

Ms A. (Alexandra) van Lokhorst
(till Februari)
Finance & Control Project Administrator
(during Works Council Membership)

Ms L. (Lonneke) van der Waa
(from march)
Project Office – Project officer
– Director

Ms I. (Irina) Wagner
KIT Health Advisor
– Director

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

Director of KIT Hotel BV
Ms C. (Claire) van Campen
(until 1 September)

Ms I. (Ingrid) de Vries
(since 1 September)

Colophon

July 2019, Amsterdam, The Netherlands

This Annual Report is a publication of KIT Royal Tropical Institute

ISBN: 978-90-8287-8950

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(b-corp), The International Federation of Gynecology and Obstetrics
(FIGO), Serena Collina, Roland Kielman, Brian Otieno in conjunction
with DSW, Michael Duff (GIZ), Pierre Pratley, Abu Zafar Ulla,
@Cloudmine, John Akerman Özgüç, Lieuwkje Doornenbal

A photograph of Queen Máxima of the Netherlands speaking at a podium. She is wearing a light-colored, long-sleeved dress with a ruffled front. Her hands are clasped in front of her. To her left is a floral arrangement with orange and white flowers. Behind her is a large screen displaying a presentation slide. The slide features the text 'MO' in large blue letters, 'FEMALE ENTREPRENEURS' in smaller blue letters, and 'better @ future' in red and blue. There is also a small blue logo. The bottom right of the screen shows a landscape with a waterfall. The podium has a microphone and a small sign with the KIT logo and the letters 'KIT'.

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.'

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