



**KIT** Royal  
Tropical  
Institute

# Annual Report 2019



**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 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**

# A Letter from Mark Schneiders

## Chief Executive Officer, KIT Royal Tropical Institute

**The Sustainable Development Goals challenge humanity to unite to shift the world on to a sustainable and resilient path. Backed by our 110 years of experience, KIT Royal Tropical Institute is heeding the call, generating new knowledge for development and promoting collaboration. We focus on low- and middle-income countries, helping governments, businesses and organisations to learn from their experiences and maximise their impact.**



We made a difference in 2019, contributing to equality and sustainability, while generating a stable financial return. Across all of our business units, we developed new partnerships dedicated to making a positive impact on the world. We expanded our knowledge base, exploring the nexus between our core expertise and rising global issues such as climate change, migration, and mental health and sexual

violence in fragile settings. And, at home in the Netherlands, we solidified our reputation as a rallying point for the SDGs, both through our sustainability-focused hospitality services and our role as founder, facilitator and host of SDG House.

The depth of our local, real-world knowledge remains the cornerstone of our approach to sustainable development. Our ability to execute, complex multi-disciplinary assignments continues to be our unique contribution to partnerships for change. We continued to do what we do best: improving the performance of our partners with applied knowledge.

For example, one of 2019's most significant projects was our support to monitoring results realised by the Alliance for a Green Revolution in Africa (AGRA), a partnership to catalyse inclusive agricultural

growth by increasing incomes and improving food security for 30 million households.

We scaled-up our work in financial inclusion, assisting clients like Access Bank and the Austrian Development Bank to extend their services to new and underserved markets. Our work in the seed sector and cocoa value chains also grew, buoyed by our ability to think and work across complex systems and geographic contexts. Finally, we further developed our ability for rapid food system analysis, to support targeting of investments aimed at food and nutrition security.

At the same time, we advanced women and girls' empowerment through stand-alone initiatives and as part of broader efforts related to food security, natural resource management, energy, finance, agribusiness value chains, and health.

In global health, we developed new and innovative ways to generate and share our knowledge. Through a 'Tuberculosis Hackathon', our epidemiology team demonstrated, that by harnessing the power of data, we can empower health policymakers to make better decisions for disease control. We leveraged our convening power as host of Share-Net Netherlands to bring together actors in the field of sexual and reproductive health and rights to strengthen the linkages between research, policy and practice. We also expanded our collaboration with governments and humanitarian organisations — like Save the Children and the International Committee of the Red Cross — to strengthen health systems in fragile settings and support victims of sexual violence and psychological trauma.





Queen Maxima, Princess Mabel and Sigrid Kaag, Minister for Foreign Trade and Development Cooperation, attend the International Conference on Mental Health and Psychosocial Support in Crisis Settings, hosted at KIT Royal Tropical Institute.

Throughout 2019, we made our master's and short course programmes more accessible by expanding our curriculum to French-speaking health professionals, including those from the Sahel, a strategic focus of Dutch government policy and our partners at NUFFIC. We also raised nearly €150,000 for the KIT Scholarship Fund.

Through KIT Intercultural Professionals, we improved the intercultural effectiveness of a variety of sectors and organisations, from global corporations, small businesses and health care providers to law enforcement agencies, schools and governments. We took aim at new markets and services with an emphasis on addressing diversity issues in Dutch society. For example, to respond to the growing number of international hires in the Netherlands, we developed a blended learning programme to help internationals smoothly transition into Dutch life and work culture. We also partnered with Randstad and TopTaal to offer cultural and professional training for newcomers and potential employers in the Utrecht region.

Meanwhile, KIT Hospitality delivered another strong performance. Occupancy rates remained high at the Amsterdam Tropen Hotel, and we further realised our ambition to become an international hotspot for conferences and events, including those dedicated to sustainability.

We were particularly proud to see leaders from around the world gather at our historic venue for the Dutch Ministry of Foreign Affairs' international conference on mental health support in crisis settings. This issue is close to our heart at KIT, and we relished the opportunity to bring together our hospitality offering with our development expertise and commitment to the SDGs.

The SDGs run deep in our landmark building, where we established SDG House in late 2017. Since then, interest in SDG House has steadily grown beyond our 50 resident members. To respond, we developed new membership and partnership opportunities, and we were delighted to welcome nine new members to our community in 2019.

SDG House is designed to connect organisations that are united in their common desire to advance the SDGs and generate new partnerships for collaboration and innovation. Here, we saw our reputation grow, with organisations from around the country visiting our campus to meet and exchange ideas with our members or to attend one of our regular SDG Meet-ups. Our future ambition is an international network of SDG Houses that connects people, companies and NGOs that want to 'Walk the Talk' and cooperate for the benefit of the SDGs.

With the flurry of activity in SDG House, it was not surprising to see our landmark building remain at 100% occupancy in 2019. For KIT, this meant further reducing our physical footprint to create space for new and growing tenants.

It also reinforced our need to reduce our carbon footprint. As part of our long-term strategy, we are continuously looking at new ways to push our facilities and operations towards climate neutrality. Throughout 2019, we made incremental progress to lower our energy use, reduce waste and be more selective about the products and suppliers that we use.

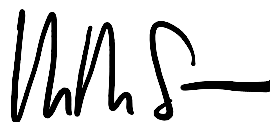
We welcomed new employees this year, and we are grateful for the influx of new energy and ideas that they brought to the Institute. We also made real progress to ensure a healthy and vibrant workplace. This would not have been possible without the dedication of our professional staff in Finance, Human Resources, ITC, Marketing & Communications, Operations and Project Administration. They were instrumental to investments in our internal processes and culture, helping to tighten the bonds between our units and better position us to support our clients and partners. We are particularly encouraged by the growing collaboration between our units, which will serve us well as we look for new avenues to support the world's most vulnerable people.

As always, the guidance of our Supervisory Board and Council of Members was critical to our annual growth. We look forward to continuing our fruitful partnership.

As we embark on 2020, the world is battling a global pandemic. More than ever, we are reminded of the critical need to share knowledge and collaborate for innovation. We are reminded of the need for decision-making based on evidence and what works in practice. And above all, we are reminded of just how connected we all are. The need for development based on principles of sustainability and inclusiveness has never been more urgent.

We are grateful to our many clients, partners and donors in the Netherlands and globally for their steadfast commitment to this vision, and we look forward to our work together in the years to come.

Sincerely,

A handwritten signature in black ink, appearing to read 'M. Schneiders', followed by a horizontal line.

*Mark Schneiders*, CEO  
KIT Royal Tropical Institute

# Financial Annual Report

**In 2019, KIT maintained its financial independence, free of government funding for the fourth consecutive year. Our results increased substantially compared to 2018, led by positive financial performances from the majority of our business units.**

The Global Health unit surpassed its budgetary targets, while Sustainable Economic Development & Gender performed in line with expectations following a difficult 2018. By the end of 2019, we implemented a new organisational model for these units that centres around eight teams, each with greater autonomy. By emphasising self-steering teams, we expect to more consistently achieve our financial targets, while alleviating work pressure for our advisors.

Our mission to build more inclusive societies was reinforced by our Real Estate and Hospitality units, supporting research through the Knowledge Innovation Fund and strengthening our profile as a sustainability hot-spot. Hospitality performed below budget in 2019, but over performed compared to recent years. This was driven by Conferences and Events' growing revenue stream and the Amsterdam Tropen Hotel's strong occupancy rates.

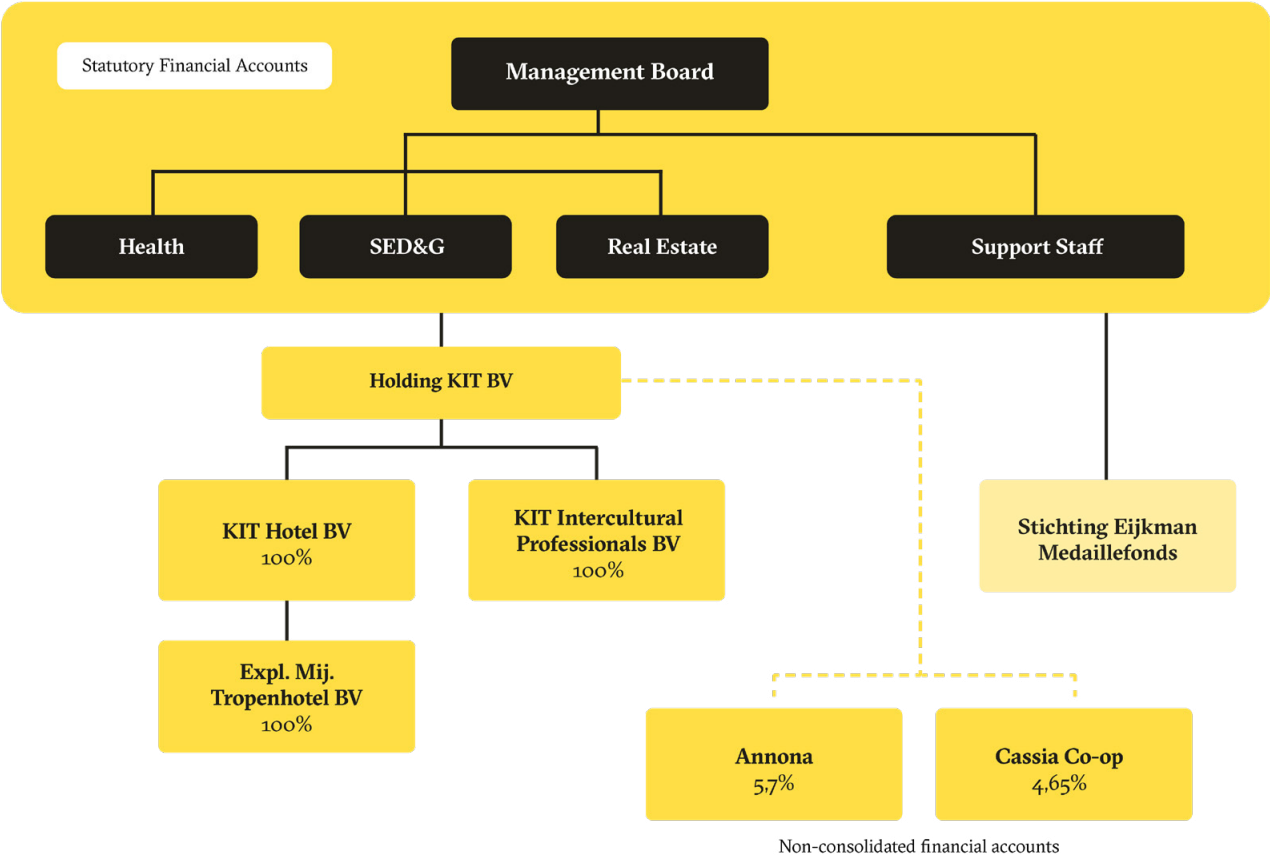
The Real Estate unit delivered a stable financial performance, while improving our reputation as a hub for sustainable development. The SDG House contributed to this profile by bringing together a community of sustainability experts, entrepreneurs, policymakers and NGOs housed on KIT's premises.

Intercultural Professionals financial results were below expectations this year.

## Goals for 2020

- In 2020, we will reinforce KIT's reputation as an applied knowledge institute and leader in sustainable and inclusive development. We have identified priority clients and segments and developed value propositions to respond to new and growing market opportunities, increase revenue and profile KIT as a thought leader. Our advisors from Sustainable Economic Development, Gender and Health are better positioned to achieve another year of positive results through a well-balanced division of work, fees and efficient project management.
- We will continue developing 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 increased demand for our knowledge services, and more visibility, SDG-related events, and revenue for KIT Hospitality.
- We will continue with our trajectory to make KIT's campus more sustainable and attractive, strategically linking the development of our building to our positioning as a knowledge institute and home of SDG House.
- We are developing a new long-term organisational strategy in 2020 that builds on the accomplishments and lessons of recent years.

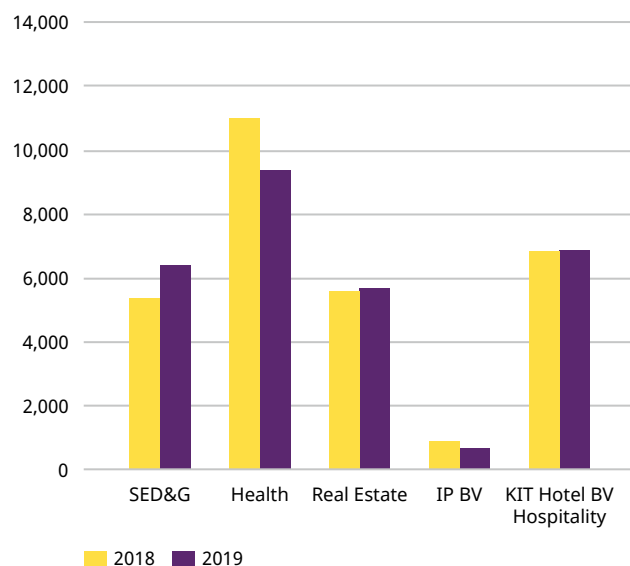
Council of Members — Supervisory Board



# Financial Annual Report

## Turnover of the units in KIT Royal Tropical Institute

x € 1,000



## Consolidated Balance Sheet as of December 31, 2019

(Before Appropriation of Results)

x € 1,000	2019	2018
<b>Assets</b>		
Tangible fixed assets	21,246	22,129
Intangible fixed assets	213	194
Financial fixed assets	2,717	2,684
Stocks	44	38
Work in progress	2,964	3,751
Receivables	3,319	3,724
Cash	14,721	10,427
<b>Total Assets</b>	<b>45,224</b>	<b>42,947</b>
<b>Equity and Liabilities</b>		
Equity	30,954	28,823
Provisions	1,896	3,428
Current liabilities	12,374	10,697
<b>Total Equity and Liabilities</b>	<b>45,224</b>	<b>42,947</b>

Main sources of Revenue x € 1,000	2019
Nuffic	3,315
Nationaal Museum voor Wereldculturen	2,671
KIT Hotel BV	2,137
Plan International Nederland	907
AGRA-alliance for a Green Revolution in Africa	734
Ministerie van Buitenlandse Zaken	635
Ministry of Health and Social Welfare Liberia	579
Stop TB Partnership	417
Nederlandse Org voor Wetenschappelijk Onderzoek (NWO)	402
Linneausstraat CV	392

Main sources of Revenue x € 1,000	2018
Ministry of Public Health, Afghanistan	3,004
Nationaal Museum voor Wereldculturen	2,631
Nuffic	2,467
KIT Hotel BV	1,993
Ministerie van Buitenlandse Zaken	1,407
Plan International Nederland	726
The World Bank	589
UNICEF Afghanistan Country Office Nutrition Section	515
Stop TB Partnership	384
Linneausstraat CV	378



## Results of the individual departments of both KIT and KIT Holding BV

x € 1,000	2019	2018
Health	302	(57)
Sustainable Economic Development & Gender	10	(821)
Real Estate	952	538
Results for line departments	1,264	(340)
Results for staff departments	80	(107)
Total results for all departments of KIT Royal Tropical Institute	1,344	(451)
Release (addition) provision and reorganisation costs	836	825
Results KIT Royal Tropical Institute	2,180	378
KIT Hotel BV	3	146
Intercultural Professionals BV	(298)	(142)
Holding KIT BV	246	(156)
Results, Holding KIT BV Consolidated	(49)	(152)
Result Foundation	-	-
<b>Consolidated results</b>	<b>2,131</b>	<b>225</b>

KIT's businesses generated €400k for the Knowledge Investment Fund (KIF). Of this amount € 222k has been awarded to 27 research, publication and knowledge development projects in 2019.

# Social Annual Report

## KIT Royal Tropical Institute & Intercultural Professionals

Led by our Human Resources department, KIT continues to implement new tools, policies and trainings to improve performance, accountability and transparency in the workplace. Reducing work pressure and maintaining a positive work environment for all employees remains an important point of focus.

This year marked the roll out of our new Code of Conduct, giving us new tools and guidelines to tackle unwanted behavior, both inside the workplace and out in the field.

An important development of this year was that we undertook an extensive process to examine the way our Knowledge Units operate. The process led to several changes including the creation of one Knowledge Unit with two co-heads. We also developed teams and team leads, which will take over several human resources (HR) responsibilities from the heads of units. The new system will also emphasise team goals instead of individual goals. We hope that these changes will reduce work stress and pressure

within the units, which unfortunately remains high as shown by the results of our Employee Satisfaction Survey. Although stress and work pressure remained high, we were happy to see in this survey that our employees feel connected and are proud to work for KIT.

Following the success of the junior training programme last year, several of our medior advisors banded together to create a medior programme to assist them with their personal and professional development. This programme will begin in early 2020.

Finally HR has started to digitalize all of its HR documents and policies in order to improve our adherence to the new GDPR rules and at the same time support KIT's sustainability mission by reducing our use of paper.

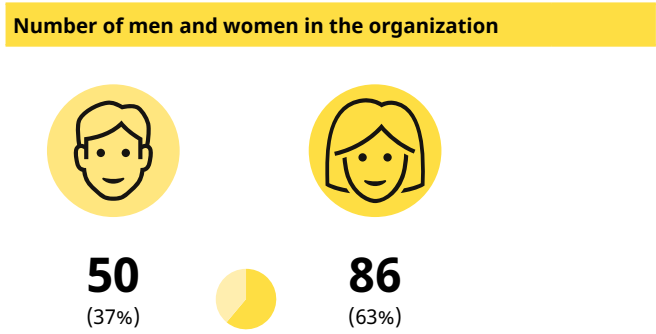
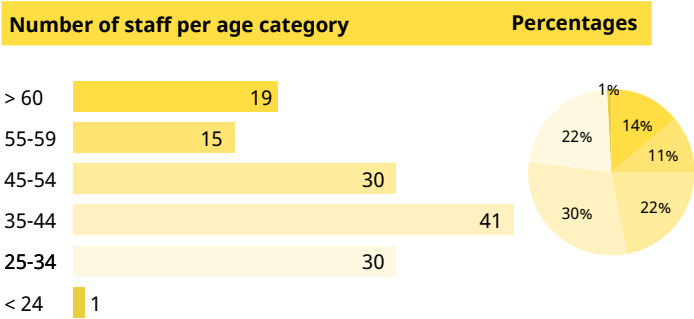
<b>Total workforce (excluding internships)</b>	<b>136</b>
Employment status	
Permanent	112
Temporary	24
Internship	8

<b>Inflow - Outflow</b>	
<b>Number of new employees</b>	<b>35</b>
Of which	
Contract	15
Internship	20

<b>Number of employees who left</b>	<b>41</b>
Of which	
Contract	21
Internship	20

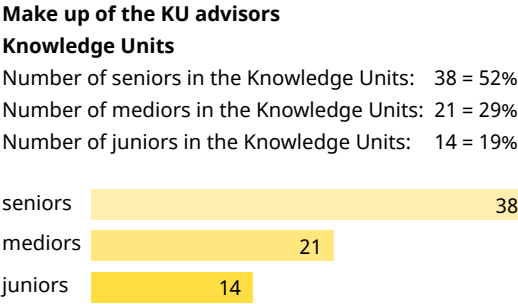
<b>Outflow was a result of</b>	
Expiry of contract (incl. interns)	27
At own request	11
Restructuring	0
Retirement	3

Staff details



Averages	
Average age	45.3
Absenteeism (%) (incl. long-term illness, excl. maternity leave)	6
Number of nationalities	20
Retention 21/136 (%)	15

Staff details KIT & Intercultural Professionals



# Social Annual Report

## KIT Hospitality

**KIT's Hospitality department consists of three parts: Conferences and Events, the Amsterdam Tropen Hotel and De Tropen Café. Hospitality employs a diverse group of 38 employees, and they are supported by their own Human Resources department.**

Attracting and developing new talent is a priority of the Hospitality HR department and we work with the municipality of Amsterdam to offer employment to people with a distance to the Dutch labour market, such as refugees and individuals with disabilities. We also encourage our staff to work on their personal development. Several of our employees are either enrolled in a learning programme with us — as interns or trainees — or are studying to improve their skills in the hospitality branch.

We are also dedicated to creating and maintaining a healthy, supportive and open work environment for our staff. With this in mind, we were delighted with the results of the 2019 Employee Satisfaction Survey, which showed that our employees feel connected to the organisation, feel the communication is open and fair and that they receive strong support and feedback from their manager.

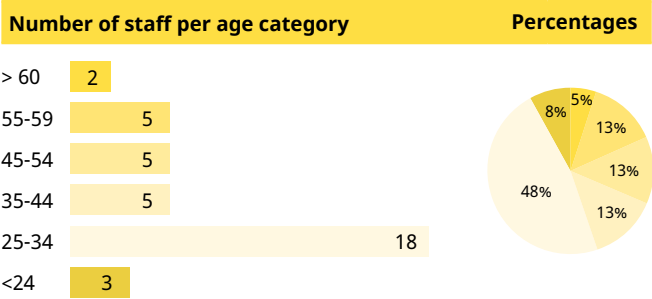
Total workforce		38
Employment status		
Permanent		31
Temporary		7

Inflow – Outflow	
Number of new employees	28
Of which	
Contract	18
Internships	4
Hourly workers	6

Number of employees who left		36
Of which		
Contract		30
Internship		2
Hourly workers		4

Outflow was a result of	
Expiry of contract (incl. interns)	26
At own request	4
Restructuring	3
Other	0

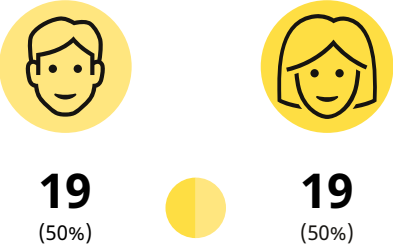
Staff details



Averages	
Average age	38.20
Absenteeism (%) (incl. long-term illness, excl. maternity leave)	7

Number of people	
Number of people with a distance to the labour market	6
Number of people we are currently educating	5
Number of people with a refugee status that are currently working at KIT	2

Number of men and women in the organization





# Corporate Governance



## A Letter from Paul Strengers, Chairman of the Supervisory Board

2019 was a positive year for KIT Royal Tropical Institute. It reinforced its reputation as an independent centre of expertise for sustainable development, both in the global south and from its base in the Netherlands. And once again, it achieved a positive financial result. We were pleased with its progress and the steadfast commitment of KIT's employees to improve the wellbeing and livelihoods of people around the world.

The Supervisory Board works closely with KIT's Management Team, offering guidance and advice on matters related to the organisation's activities and strategic priorities, while providing financial oversight. We come from diverse professional backgrounds, ranging from development finance and medical technology to academia and property management. All of us are deeply committed to KIT's cause. And all of us are grateful to be a part of the KIT family and for the support we receive from the Council of Members.

The Supervisory Board held four formal sessions in 2019, during which we focused on KIT's operations, both internally and in relation to the changing environment of demand and supply, the ongoing development of its historic premises, and SDG House.

We were encouraged by the evolution of KIT's internal structure and processes as a centre of knowledge and expertise, which we believe will better position the organisation to respond to the needs of its diverse clientele. For more than 50 years, knowledge for development has served as the bedrock of this Institute. But today, Hospitality and Real Estate are also core businesses. This presents a unique opportunity for KIT to advance its mission with a range of new stakeholders, and to do so, it is vital that it strengthens the links between its people and amongst its various service offerings. This is crucial if KIT is to make the most of synergies across its

knowledge work, SDG House and hospitality and adapt to meet the demands of an evolving marketplace.

KIT's landmark property is one of the organisation's greatest assets and an ongoing topic of interest for the Supervisory Board. Here we see great promise, particularly with regards to KIT's ongoing work to open up its campus and tighten its bonds with the local community. This rings true to the organisation's dedication to inclusiveness and should remain a priority as it seeks to develop new avenues to share its knowledge and values.

In the same vein, we are confident that SDG House will play a key role in KIT's future, and investing in its growth remains a top priority for the Supervisory Board. Organisations of all shapes and colours are keen to contribute to the Sustainable Development Goals, and by connecting like-minded organisations, SDG House provides firm ground on which collaboration and innovation can grow. We are pleased with KIT's efforts to expand membership and partnership opportunities this year — they were fruitful! Nine new members joined the SDG House community.

As we embark on a new decade, we face a threat to global health and prosperity not seen in generations. The Covid-19 pandemic is upending society around the world. And while much remains uncertain, it is clear that KIT has a tremendous amount to contribute, in both knowledge and the values that it covets. But to do so, KIT and its employees must continue to adapt to meet the demands of this rapidly changing world. The Supervisory Board has great faith in its ability to do so, and besides providing oversight, we look forward to working alongside KIT throughout 2020 and beyond.

Sincerely, *Paul Strengers*

## A Letter from Floris Recourt, Member of the Council of Members



KIT was established nearly 110 years ago, and it has evolved dramatically since its inception. Throughout that time, it has always enjoyed close links with Dutch business and civic society, and we are pleased that through the Council of Members, this tradition continues. The Council provides oversight of the Supervisory Board, electing its Directors and working with them to approve KIT's budgets and guide organisational strategy.

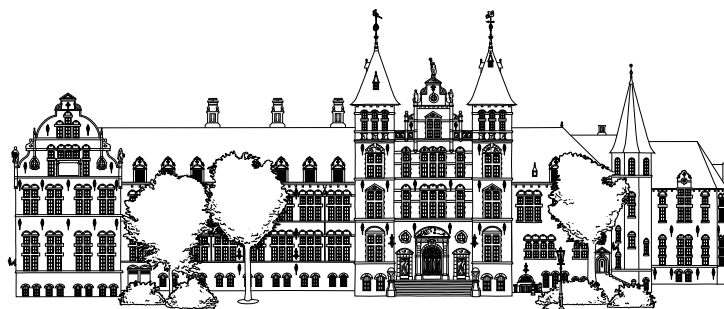
We were encouraged by KIT's performance this year. Its reputation remains strong, anchored by the high-quality work and depth of local and real-world knowledge that it brings to its diverse clients and partners. Without question, this knowledge is helping to improve development practice around the world and augmenting its impact on the ground. KIT has much to offer, and it must continue to find new and innovative ways to deliver its expertise to markets and sectors less familiar with it. Anticipating the needs of a changing development sector is vital to KIT's future, and we are pleased with the efforts KIT undertook this year to diversify its knowledge base and become more commercially oriented.

Real estate and hospitality have been an important part of this transformation, and will remain so. SDG House is introducing a new generation of entrepreneurs, NGOs and businesses to KIT's mission and vision, while opening new avenues for cooperation on behalf of the Sustainable Development Goals. We are pleased that KIT's historic building remains at full capacity and that the organisation continues to look at new ways to make its facilities more sustainable and accessible to the surrounding community. Here, it is evident that Hospitality is playing a crucial role, while generating new funds for KIT's knowledge work and reinforcing its brand as a leader in sustainability.

Alongside KIT's development, the Council underwent changes of its own in 2019. After many years of service, Toon Peek retired from the Council. He represented ABN AMRO, one of the founders of KIT. We are tremendously grateful for his service and dedication — he will be missed.

As we look to the future, it is clear that unprecedented challenges await as the world navigates the Covid-19 pandemic. The toll on public health is already enormous, and millions will backslide into poverty. KIT has the expertise to help, and its dedication to inclusive and sustainable development has never felt more relevant.

Sincerely, *Floris Recourt*



# Boards and Council

As of December 2019

## Supervisory Board

### Chairperson

Mr P.F.W. (Paul) Strengers

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

### Vice-chairperson/Chair Audit Committee

Mr H.M. (Maarten) le Clercq

Former Chair Supervisory Board Spaarne Gasthuis  
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

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

Ms L.G. (Linda) Broekhuizen

Chief Investment Officer, Management Board  
Member FMO, Dutch Development Bank  
Member of the Development Cooperation Committee (COS) Advisory Council on International Affairs

Member, Appeals Committee for Disciplinary Court, Banking and DSI  
Member of the Advisory Committee Guarantee SME (BMKB) Ministry of Economic Affairs  
Member of the Board of Directors  
NCH, Netherlands Center 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  
Board member St. Gastenverblijven VUmc

## Management Board

Mr M.M. (Mark) Schneiders

CEO

## Council of Members

Mr M. (Miltiadis) Gkouzouris

CEO HVA International

Mr P.L. (Pierre) van Hedel

Former CEO Rabobank Foundation

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

Founder & Managing Director Acacia Impact Innovation BV  
Former Head Philips Africa Innovation Hub

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

Former 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

*(until 22 November)*  
Dietician BovenIJ Ziekenhuis  
Member Multicultural Peace Building Women Association  
Board member Ethiopisch-Nederlandse Vriendschapsvereniging

Mr J. (Jeroen) Kohnstamm

Advisor to the Ministry of Commerce in China (MOFCOM)  
Chair Dr. Olfert Dapper and China Foundation  
Former Secretary General of Factors Chain International

Mr J.A. (Johan) de Koning

M.Phil on behalf of Unilever  
Economic advisor Unilever NV  
Head of External Affairs Unilever Nederland Holdings BV

Mr M. (Marinus) Pannevis

Former Lawyer/curator DLA Piper Nederland NV  
Chair Stichting Havenstraat  
Chair Stichting Syrische vrijwilligers Nederland  
Chair Stichting Insolventmediation

Chair Stichting Philomela  
Board member Volksuniversiteit  
Amsterdam

Mr A.J.B.M. (Toon) Peek  
on behalf of ABN AMRO Bank NV  
(until 22 November)  
Head Learning Risk Management

Mr F. (Floris) Recourt  
on behalf of De Maatschappij  
Former Partner of Egon Zehnder  
International  
Partner Commissarissearch  
Executive Coach, Board Evaluator, Trusted  
advisor

Ms R. (Rolien) van Rijckevorsel-van Dijk  
Moderator and facilitator of innovation  
Member of the board Cloverleaf Foundation  
Owner of Summerschool/Winterschool

Mr H. (Herbert) Schilthuis  
Global Director Health Heineken  
International BV

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  
Member Advisory Board Dutch Banking  
Association

Ms I. (Irene) Visser  
Advisor Netherlands — African Business  
Council

Mr R.G. (Rob) de Vos  
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

#### **Special advisor to the Council**

Ms Sj.A. (Sjoukje) Rullmann  
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  
Former Vice President Rechtbank  
Amsterdam

#### **KIT Management**

Mr M.M. (Mark) Schneiders  
KIT SED&G, intern BU manager  
(until november)

Mr M. (Maarten) van den Berg  
Manager Marketing & Communications

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

Ms I. (Ineke) Noordhoek  
Director KIT Hotel BV

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

Ms A. (Annerink) Post  
Manager Human Resources

Ms M. (Marielle) van Rump  
Director KIT Hotel BV

Mr P.R. (Peter) Gildemacher  
KIT SED&G, BU manager  
(from november)

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

### **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 I. (Ineke) Noordhoek

Ms M. (Marielle) van Rump

Ms J. (Julie) Newton

KIT Sustainable Economic Development

and Gender Advisor

*(since 1 May)*

Ms I. (Ingrid) Flink

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*(since 1 May, until 1 December)*

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Participants from the International Conference on Mental Health and Psychosocial Support in Crisis Situations gather in KIT's Marble Hall



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## Colophon

May 2020, Amsterdam, The Netherlands

This Annual Report is a publication of KIT Royal Tropical Institute  
ISBN: 978-90-8287-8950

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This publication would not have been possible with the support of Karin van Hek, Maarten van den Berg, Annerink Post, Lindy van Vliet, Peter Gildemacher, Jader Franklim Pinto, Louis van den Berghe, Ineke Noordhoek, Marielle van Rumpt, Soraya Felter, Nico van Bockel, and Kim Vandenberghe.

### **Photography**

Courtesy of Susan Huider and the Dutch Ministry of Foreign Affairs



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