



**KIT** Royal  
Tropical  
Institute

# Annual Report 2020



**Knowledge and Hospitality for a Sustainable World**



**KIT** Royal  
Tropical  
Institute

## About KIT

Based on a national heritage site in Amsterdam, KIT Royal Tropical Institute is an independent centre of expertise and hospitality dedicated to sustainable development.

Guided by the Sustainable Development Goals (SDGs) of the United Nations, we assist governments, NGOs, and private corporations around the world to build inclusive and sustainable societies. Our experts provide research, advisory and training services focussing on global health, economic development, gender and intercultural communication.

Our campus in Amsterdam is one of the city's leading sustainability hotspots. It houses an education centre for students and professionals, including a graduate school in global health. Our hospitality offering comprises De Tropen Café & Restaurant, an eco-friendly hotel, and complementary conference and events facilities. We are also home to SDG House: a thriving community of sustainability experts, social entrepreneurs, and NGOs, with a membership of more than 70 organisations.



Our patron:  
**H.M. Queen Máxima**

# A Letter from Mark Schneiders

## Chief Executive Officer, KIT Royal Tropical Institute

**KIT Royal Tropical Institute responded to an unprecedented year with resilience and innovation, channelling our entrepreneurial spirit to find new ways to impact the Sustainable Development Goals in the Netherlands and abroad.**



The COVID-19 pandemic left an indelible mark on 2020, affecting almost every aspect of our lives. It highlighted just how fragile many of our most important systems are, from health systems and economies to education and food chains.

Leaving no one behind is at the core of our mission, and many of the impacts of this pandemic lie at the intersection of our work to

build strong health systems, push towards gender equality, and to make societies more inclusive and sustainable. The SDGs are the driving force behind what we do, and all of the goals are affected, in some way, by this epidemic.

### Responding to the pandemic

The pandemic diversely impacted our organization's operations. Travel and lockdown restrictions necessitated new ways of working, both with each other and amongst our Dutch partners, SDG House members, students in our educational programmes, and our stakeholders overseas. Despite these challenges and with help from the Dutch Government, KIT managed to take the right measures and our staff were resilient and creative in their adaptation.

At the same time, COVID-19 presented new opportunities for us to share our knowledge with those seeking to fight the pandemic and adapt to a changing world. We developed webinars for our network

of partners in health systems strengthening, while at home in the Netherlands we strengthened people's skills in virtual work and learning environments. Our staff showed new enthusiasm to engage in public discourse through media and thought leadership. And as a founding member of the Dutch Global Health Alliance, we took a more active role in Dutch policy debates, collaborating with our partners to advocate for further investment in global health.

Our knowledge work in global health, gender equality and economic development took on additional meaning with new mandates to better understand and assess the impact of the pandemic and efforts to stem its growth. In collaboration with our partners and clients, we retooled many of our current projects to look more closely at the epidemic's impact.

New projects also emerged. For example, together with AATIF, we sought to better understand how the pandemic was affecting the livelihoods of smallholders farmers in Côte d'Ivoire, Zambia and Kenya. This research produced important findings that will help us to design interventions that help vulnerable groups to rebuild stronger and become more resilient in the future. Meanwhile, building on our strong relationship with the Afghanistan Ministry of Public Health, we are also assessing and monitoring the performance and progress of COVID-19-related health services across the country.

### Innovation & co-creation in global health

Throughout 2020, public health and health systems took centre stage in global dialogue, perhaps more so than any time in recent memory. Here our work made notable progress. Led by our epidemiology team, we continue to deliver innovations in digital health, research and monitoring and evaluation. With funding from

the KIT Knowledge Investment Fund, our epidemiologists developed an approach to analyse in real-time tuberculosis (TB) screening data – as well as other epidemiological and geographic data – to make predictions about which Pakistan communities have a high likelihood of having people with undiagnosed TB. In turn, this provides local partners with valuable intelligence to help steer their TB screening efforts around the country.

We advanced long-term assignments to change norms and values around sexual and reproductive health and rights (SRHR), with partners such as the Yes I Do alliance, the Get Up, Speak Out for Youth Rights partnership and the International Federation of Gynaecology and Obstetrics. This is an achievement, particularly given the declining space for SRHR work and challenging funding environment. We also reinforced our convening power through our role as host of Share-net International, co-creating new SRHR knowledge with our growing network of partners and communities of practice around the world.

KIT's health education programmes graduated 62 master students from 29 countries in 2020. We celebrated this accomplishment with additional pride under the difficult circumstances of COVID-19, which demanded tremendous effort from KIT staff, external lecturers and students to adapt to online and blended learning. We also raised €215,000 for the KIT Scholarship Fund, an increase of nearly €80,000 from the previous year. This enabled us to support eight students in our Master of International Health and Public Health programmes with full or partial scholarships.

### **Promising knowledge partnerships**

We forged new long-term knowledge partnerships to promote food and nutrition security, gender equality and economic development around the world. With funding from the Dutch Ministry of Foreign Affairs, KIT is working together with SNV, Care and Wageningen

University and Research to improve livelihoods, food security and community resilience in the Sahel. In parallel, projects with the International Fertilizer Development Center will see our advisors work to increase rural incomes, improve rural employment and ensure food security of households in Mali, Niger and South Sudan.

Advancing gender equality and women's empowerment is central to much of our work at KIT, and we were pleased to be selected as a knowledge partner for the upcoming Young Women for Awareness, Advocacy and Accountability programme, which is funded by the Dutch government under the Power of Women Fund. As part of this consortium, we see a unique opportunity to strengthen the leadership and advocacy capacities of young women and women's rights organisations in Egypt, Palestine, South Sudan and Kenya. We believe such efforts are critical to hold governments to account on young women's human rights, with a focus on young women's leadership, participation and sexual and gender-based violence.

Our ability to execute complex multi-disciplinary assignments continues to be our unique contribution to partnerships for change. For example, in July, Dutch Minister Sigrid Kaag presented a KIT-produced evaluation of the Dutch Responsible Business Conduct (RBC) Agreements to Parliament. The study offers unique insight into the extent to which RBC agreements lead to the implementation of due diligence in conformity with relevant international guidelines, particularly in Dutch sectors with high RBC risks, such as labour, environmental, corruption or human rights issues.

### **Inclusive societies**

Our Intercultural Professionals (IP) unit evolved this year and helped others to adapt in the early days of the pandemic by offering a series of free webinars to help people communicate, work and cooperate in an intercultural environment. At the same time, within



the context of growing movements like Black Lives Matter (BLM), our dedication to building inclusive societies through intercultural training feels more relevant than ever. IP is continuing to diversify its service offerings to make them more accessible. We are offering more open enrolment programmes, online resources and self-based modules, which are finding traction with our network of partners and clients across health care, education, local government, law enforcement and international business.

### Driving the SDGs in the Netherlands

The impact of COVID-19 restrictions was most keenly felt in our hospitality offering, where the sharp decline in tourism and restrictions on public life forced us to undertake an unfortunate re-organization of this unit. But despite this setback, we see cause for optimism, and we remain committed to transforming our premises into the place to be, work, stay and eat in support of the SDGs. We continue to evaluate options for renovating the Tropen Hotel and our campus to provide a more holistic offering, one which brings together our hospitality services with the ongoing efforts of SDG House and our knowledge work.

SDG House generated momentum in 2020. We formally launched the SDG House Network, which now consists of more than eight affiliated members throughout the Netherlands, in cities such as The Hague, Utrecht, Maastricht and Leeuwarden. We see this as an important step to extending the reach of the SDG mission by nurturing locally-minded initiatives that complement the national agenda. We also set in motion the SDG Traineeship, which formally kicked off in early 2021. In a collaboration with TheRockGroup, the traineeship will introduce 500 young people to opportunities in sustainable and social entrepreneurship with more than 100 companies, start-ups and municipalities around the country.

At home in Amsterdam, our SDG House community is strong, with 70

members, and new members joining our ranks in 2020. KIT's building remains fully occupied and in demand, and we continue to take steps to make our offering more attractive and sustainable – from an environmental standpoint, but also in terms of the programming, events and facilities that we offer to the public, our tenants and SDG House members.

### A new strategy for the changing world

KIT's current strategy concluded in 2020, so this year we brought together our employees, Supervisory Board, Council of Members as well as external partners to update our strategy to ensure we continue to deliver impact amidst a rapidly changing world. The COVID-19 pandemic, as well as pivotal movements like BLM, encouraged us to reimagine the way we do our business. The outcome will see us doubling down on our mission as a social enterprise: we channel 100 per cent of surplus into projects and partnerships that contribute to a world where no one is left behind.

Within this context, we appreciate the guidance of the Board and Council, and we look forward to working together to pursue our new strategic objectives. You can learn more about our new strategy in the following chapter. In the meantime, we wish all of our clients, partners, guests and students a healthy 2021. We look forward to working with you in the years to come to build a sustainable and inclusive world.

Sincerely,



*Mark Schneiders*, CEO  
KIT Royal Tropical Institute

# Our Strategy

**Our multi-annual strategy 2021-24 strives to enhance the impact and profile of our knowledge work, while transforming our campus in Amsterdam into a leading centre of expertise, education, hospitality, and entrepreneurship dedicated to the Sustainable Development Goals (SDGs).**

Our strategy comprises a set of strategic priorities and projected impact outcomes on the SDGs that we address in our work and a Theory of Change that guides implementation.

One of the priorities in our knowledge work is to build a global partnership organisation: an association comprised of independent but like-minded and strongly connected organisations on all continents. We believe this can replace the North-South model of sub-contracting local consultants and partners, which is becoming obsolete.

Another priority is to develop an agenda-setting knowledge agenda and raise our capacity to assert thought leadership on key areas of our expertise. By amplifying our voice and insights, we hope to increase the impact of our knowledge on policy and practice while gaining influence on national and international policy agendas.

We also strive to achieve more impact by broadening and strengthening our education offer. We aim to empower individuals and educational institutions to act as agents of change around the world.

In Amsterdam, we will further develop our campus into a sustainability hotspot: an inspiring place to stay, work, learn and meet for all who share our mission to build an inclusive and sustainable world. We will invest in sustainable hospitality and other on-site facilities and activities to stimulate collaboration, learning and action on the SDGs in the Netherlands.

## Our Vision

We believe in an inclusive and sustainable world in which no one is left behind.

## Our Strategy

We support our clients and partners through global knowledge work, agenda setting, education & training and convening people for a sustainable and inclusive world bridging local issues within the global context.

## Inputs

- Highly-qualified and committed employees
- Grounded sustainable development knowledge
- Local and global network of clients, partners and alumni
- Campus with monumental building, conference facilities, restaurant, hotel and garden

## Outcomes

**Local actors:** relevant knowledge and skills on Health, Gender, Diversity and Sustainable Economic Development

**Clients:** applied knowledge to improve action for sustainable development

**Partners:** a global diverse knowledge platform and campus to strengthen visibility and impact on sustainable development

**Campus occupants and visitors:** quality facilities, products and services to contribute to a more sustainable and inclusive world

**Employees and members:** the opportunity to contribute to sustainable development, develop professionally, and work in a healthy and inclusive environment world

## WHY

## HOW

## WHERE

Our activities are implemented globally with our network of partners and locally on our campus in Amsterdam.

## WHAT

## RESULTS

## Our Mission

We engage the power of knowledge and hospitality to foster partnerships for an inclusive and sustainable world.

## Our Values

**Inclusive**      **Independent**  
**Transparent**      **Sustainable**

## Our Business Activities

**Applied knowledge work:** advisory services, education, training, and thought leadership on Health, Gender, Diversity and Sustainable Economic Development.

**Campus:** the place in Amsterdam that serves as an initiator, curator and host of SDG activities and offers quality facilities, products and services that contribute to an inclusive and sustainable world.

## Impact



# Financial Annual Report

**2020 was the fifth consecutive year that KIT maintained its financial independence, free from structural government funding. However, our normalized results cannot be compared to those from 2019 due to the COVID-19 crisis.**

In the Knowledge Unit, the subunit Health performed above target and showed a positive result. Subunit Sustainable Economic Development/Gender (SEDG) performed a little below target, but as a whole, the Knowledge Unit showed a positive result even without Government Emergency Wage Compensation (NOW) subsidies.

KIT's mission to build more equitable and sustainable societies was further supported by our Real Estate and Hospitality units. The impact of the pandemic caused Hospitality to perform below budget in 2020 and made it necessary to reorganise the unit. Contracts with suppliers were terminated, staff were made redundant and brought back to a 'skeleton staff'. This team is now preparing to begin activities again when the situation allows.

In previous years, part of the surplus flowed directly into the KIT Knowledge Investment Fund (KIF) – aimed at contributing to knowledge generation and the profiling of our knowledge which in turn supported our gender, health and sustainable economic development knowledge work. In 2020, this was reduced because of the economic circumstances.

The Real Estate Unit delivered a stable financial performance in 2020. With our reputation as a hub for sustainable development, our building continued 97% occupancy with only a few spaces left to rent out after they have been renovated. Despite the COVID crisis, new tenants took up residence in our building, and we have continuing interest from prospective tenants. SDG House contributed to our profile by bringing together a community of sustainability experts, entrepreneurs, policymakers, and NGOs housed on KIT's premises.

As in previous years, Intercultural Professionals (IP) performed below expectations in 2020. This was partly due to the ongoing pandemic which prevented courses from taking place.

## Priorities in 2021

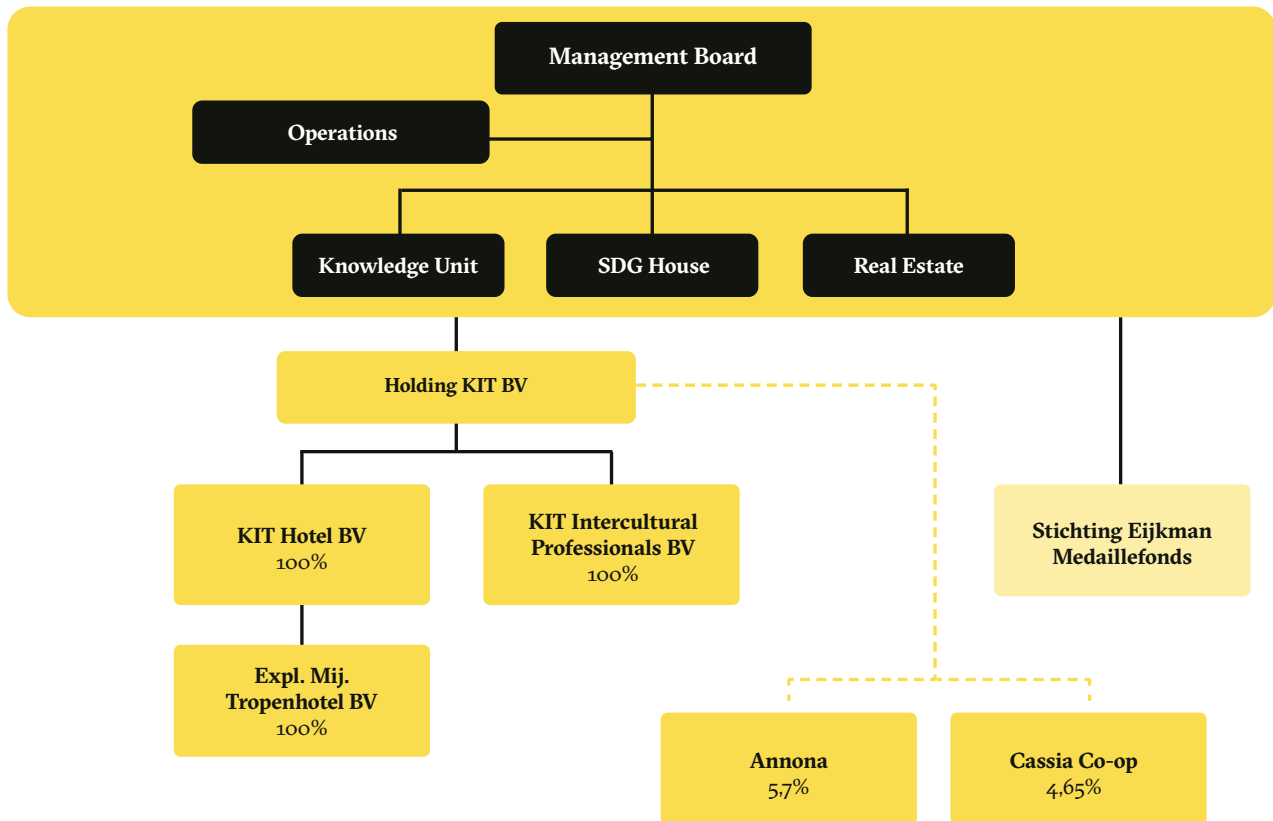
For 2021-2024, we have established a new multi-annual strategy. Leading KIT's overall strategy is the 'one KIT concept'. This strategy aligns the objectives of all KIT (sub)units, Health, SEDG, Real Estate, IP, SDG House and Hospitality, to achieve KIT's mission.

Priorities for the coming year:

- We will continue our aim to diversify the customer base of the Knowledge Unit to manage the impact of changing government policies
- We are bringing focus on a number of development knowledge themes and co-investments in knowledge work funded by KIT's own Knowledge Investment Fund, which in turn is funded by our positive results and fundraising
- We will further invest in KIT's premises to make the building more attractive and strengthen the reputation that KIT is gaining with SDG House as a hotspot for sustainable businesses
- At the end of 2020, we further developed the plan to modernize the hotel, make it energy efficient, and better link it to the wider campus. We hope to commence the renovations in 2021.

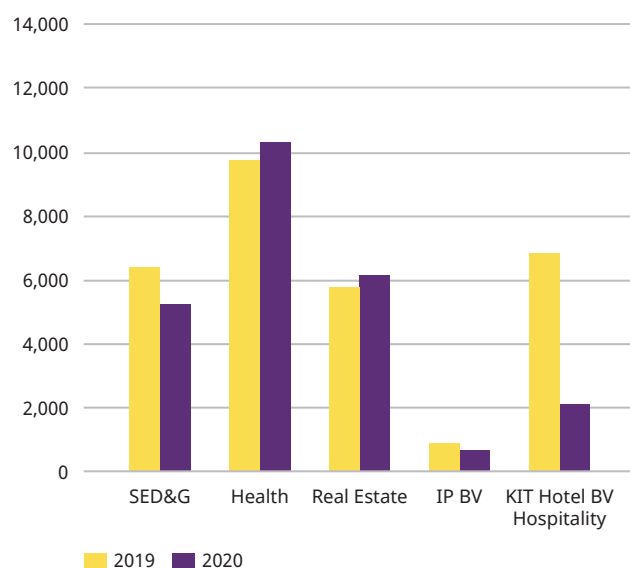


**Council of Members  
Supervisory Board**



# Financial Annual Report

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



## Consolidated Balance Sheet as of December 31, 2020

(Before Appropriation of Results)

x € 1,000	2020	2019
<b>Assets</b>		
Tangible fixed assets	19,874	21,246
Intangible fixed assets	108	213
Financial fixed assets	2,306	2,717
Stocks	28	44
Project amounts to be received	1,543	2,964
Receivables	2,939	3,319
Cash	19,249	14,721
<b>Total Assets</b>	<b>46,047</b>	<b>45,224</b>
<b>Equity and Liabilities</b>		
Equity	30,633	30,954
Provisions	1,546	1,896
Current liabilities	13,868	12,374
<b>Total Equity and Liabilities</b>	<b>46,047</b>	<b>45,224</b>

Main sources of Revenue x € 1,000	2020
Nuffic	2,792
Nationaal Museum voor Wereldculturen	2,778
KIT Hotel BV	2,186
Plan International Nederland	1,731
AGRA-alliance for a Green Revolution in Africa	1,515
Ministerie van Buitenlandse Zaken	997
Ministry of Health and Social Welfare Liberia	748
Stop TB Partnership	460
Nederlandse Org voor Wetenschappelijk Onderzoek (NWO)	410
Linneausstraat CV	382

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

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

x € 1,000	2020	2019
Health	350	302
Sustainable Economic Development & Gender	(304)	10
Results for Knowledge Unit	46	312
SDG House	(137)	-
Real Estate	1,832	952
NOW Subsidies	1,282	-
Results for line departments	3,023	1,264
Results for staff departments	(39)	80
Total results for all departments of KIT Royal Tropical Institute	2,984	1,344
Release/Dotation Provisions	158	836
Results KIT Royal Tropical Institute	3,142	2,180
KIT Hotel BV	(3,441)	3
NOW Subsidies	366	
TVL/TOG Subsidies	134	
Result KIT Hotel BV	(2,941)	3
KIT IP BV	(516)	(298)
NOW Subsidies	75	
TVL/TOG Subsidies	16	
Result KIT IP BV	(425)	(298)
Holding KIT BV	(96)	246
Results, Holding KIT BV Consolidated	(3,463)	(49)
Result Foundation	-	-
<b>Consolidated results</b>	<b>(321)</b>	<b>2,131</b>

# Social Annual Report

**KIT Human Resources was at the forefront of the organisation's efforts to respond and adapt to the COVID-19 pandemic, comprising the bulk of the team's activities in 2020. Facilitating working from home, creating corona-safe workspaces in the office, dealing with new forms of work stress and illness, and difficult reorganizations of the Intercultural Professionals (IP) and hospitality units were some of the challenges faced during this unprecedented year.**

As with many organisations, the onset of pandemic restrictions meant changing the way we work and shifting most employees to home working. HR provided computer equipment and quality office chairs, while also offering digital coaching through the Inuka app to reduce work-stress and improve work-life balance, something which remains an important focus for the organisation. Later in 2020, KIT also offered compensation to all employees to offset the costs they incur through working from home.

Corona had a harsh impact on our restaurant, hotel and conferences facilities, which were required to close for much of the year. In light of this prolonged closure, we made the difficult decision to reorganize the hospitality unit during the summer. Pandemic measures also severely affected Intercultural

Professionals' ability to provide in-person trainings, which forced a similar reorganization.

Despite these painful setbacks, we look towards the future with hope. Hospitality is busy preparing to reopen and reimagine our venue and facilities, and the IP team is using this reorganization to refocus on its mission and position in the marketplace. Meanwhile, the Knowledge Unit increased their client base and took on new long-term assignments, which allowed us to hire several new employees, creating a younger and more international workforce.

Total workforce (excluding internships)		193
Employment status		
Permanent		140
Temporary		53
Internship		18

Inflow	
Number of new employees	55
Of which	
Contract	29
Internship	26

Outflow	
Number of employees who left	75
Of which	
Contract	48
Internship	27

Outflow was a result of	
Expiry of contract (incl. interns)	33
At own request	9
Restructuring	29
Retirement	4

## Number of men and women in the organization



**79**

(41%)



**114**

(59%)



## Staff details

Average age	38,5
Number of nationalities	27
Number of people with a distance to the labour market	5
Number of people being trained	2
Number of people with a refugee status	1



*"I started at KIT Hospitality five years ago as part of my reintegration into the labour market. Working on events is hard, but the real family feeling in the team makes it fun. The ever-changing menu and different sorts of events mean I'm constantly exposed to new recipes and styles of cooking, and make KIT a great place to learn. The international character of De Tropen Café means you cook food from all over the world, allowing you to grow as a chef." - Sergio*



# Corporate Governance



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

The Supervisory Board was proud to see KIT emerge from an extraordinary and challenging year on a strong footing.

The 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. This relationship took on new meaning this year. As the full weight of the pandemic took shape, the Board decided to work more closely with management, holding monthly meetings for the remainder of the year to assist in the organization's response to a rapidly changing reality.

As with many organizations, the pandemic constrained KIT's financial performance in 2020. But despite this setback, we were encouraged by the momentum that KIT generated on its strategic objectives. This was vital to safeguarding its future and ensuring that we will continue to deliver impact on the Sustainable Development Goals in the Netherlands and abroad.

The Board was actively involved in KIT's efforts to update its organizational strategy in 2020, participating in roundtable discussions and collaborating with management, staff and TheRockGroup to develop a bottom-up roadmap for the coming five years. The new strategy is a notable achievement given the challenging circumstances.

While prominent, the pandemic did not define 2020 for KIT. The Black Lives Matter movement was pivotal and offered a poignant opportunity for KIT to reflect on its ways of working and forge a more inclusive and diverse working environment. We were proud to see KIT establish a new committee on Diversity, Institutional Racism and Colonial History

Meanwhile, the tireless efforts of KIT staff ensured continuity, innovation and growth across its diverse activities. The Knowledge Unit remains financially and operationally sustainable, backed by a host of new long-term assignments and partnerships. SDG House gained ground, attracting new members and bringing like-minded communities together in the form of the SDG House Network. KIT's hotel, restaurant and conferencing and events businesses showed vision and creativity in the face of a near-total shutdown of the hospitality sector. The Board is confident that KIT Hospitality will recover in due course and play a crucial role in the organization's success in the years to come.

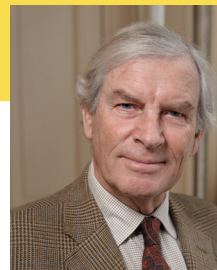
This year, we were sad to see long-time member Maarten le Clercq depart the Supervisory Board. Maarten served as the Board's vice-chairman and also as the Chairman of the Audit Committee. We will miss his expertise and his kind and constructive demeanour, and we wish him well in his future endeavours. He will be missed!

We were also grateful for the support and advice of the Council of Members. We were pleased with our collaboration this year, and we look forward to building on this relationship.

As we look to the future, we do so with hope and optimism. KIT's resilience and adaptation over the past year is a testament to the quality of its people, and with an updated strategy in hand, we are confident that the organization's future remains bright. Our planet faces a long road to recovery and sustainability; amidst this evolving world, KIT has much to offer, and we look forward to working with you in 2021 to build a world where no one is left behind.

Sincerely, *Paul Strengers*

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



Amidst the anguish and uncertainty of 2020, KIT delivered on its mission and made great strides in its journey to become a global leader in knowledge, hospitality and education dedicated to the Sustainable Development Goals.

KIT's Council of Members provides oversight of the Supervisory Board, electing its Directors and working with them to approve the organization's budgets and guide its strategy. The Council held two meetings in 2020, during which we reviewed KIT's performance and future strategy, discussed and approved budgets, and worked together with the Supervisory Board to strengthen organizational governance.

Like many organizations, KIT suffered at the hands of the pandemic, with cuts to hospitality and intercultural professionals resulting from a downturn in demand. But despite these challenges, KIT made admirable progress this year, strengthening its profile and portfolio of work both in the Netherlands and in low- and middle-income countries around the world.

We were grateful for the opportunity to participate in the bottom-up effort to revamp KIT's organizational strategy. We are pleased with the outcome of this process and the ambitious objectives that KIT has set for itself; we are confident that it will succeed. You can learn more about the new strategy on page 6 & 7 of this annual report.

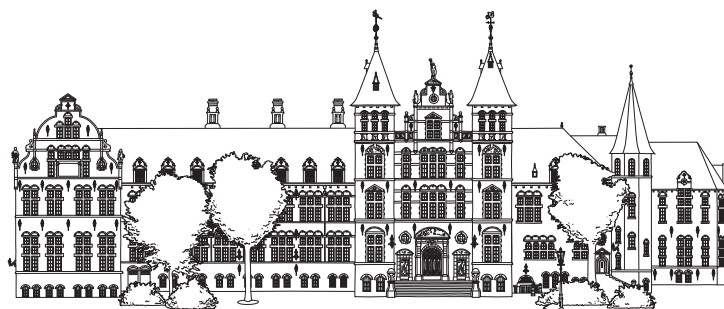
The Council and Supervisory Board also worked together to strengthen KIT's organizational governance. Members of the Council participated in an evaluation of the Board, a process which bore fruitful discussions and conclusions about ways to improve the

effectiveness, efficiency and organization of the Board as well as its interplay with the Council and KIT Management. One notable change was the addition of the Board's Chief Audit Officer to the Council's Reading Commission, a move that better aligns our respective statutory obligations and our duties in practice.

Meanwhile, we were pleased to welcome Rogier de Jong, Executive Director at ABN AMRO, to the Council. Rogier will take over for long-time member Toon Peek. We were sad to see Toon and Sjoukje Rullman depart the Council this year; they brought tremendous talent and dedication to their roles and we will miss their contributions and energetic presence.

While much has changed in the past year, the need for sustainable and inclusive societies remains urgent. This is central to KIT's mission, and we are confident that the groundwork laid this year equips the organization to make a real impact together with its partners, clients and students around the world.

Sincerely, *Floris Recourt*



# Boards and Council

As of December 2020

## 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  
Member Stichting Netherlands Advisory Board on Impact Investing (NAB)  
Member Board of Directors of EDFI (the association of bilateral European Development Financial Institutions)

Ms J. (Joyeeta) Gupta

Prof. on Environment and Development in the Global South, UvA  
Co-chair of Earth Commission  
Member of Board of SNV  
Formerly, Board of Oxfam Novib  
Formerly, co-chair of UNEP's Global Environmental Outlook  
Formerly, Vice President, Commissie Ontwikkelings-samenwerking (COS)  
Formerly, 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 KIT Royal Tropical Institute  
Director Corporation of European Pharmaceutical Distributors (CEPD), NV  
Voorzitter bestuur Sint Antonius Stichting  
Member Board of Directors International Fertilizer Development Center (IFDC)

## 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 R. (Rogier) de Jong

On behalf of ABN AMRO Bank (from September)  
Chief Risk Officer of International Card Services

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

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  
Head of External Affairs Unilever Nederland

Mr M. (Marinus) Pannevis  
Former Lawyer/curator DLA Piper  
Nederland NV  
Chair Stichting Havenstraat  
Chair Stichting Syrische Vrijwilligers  
Nederland  
Chair Stichting Philomela  
Board member Volksuniversiteit  
Amsterdam

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  
(until 25 August)  
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  
Head of strategy & International Relations  
at Atradius Dutch State Business  
Former Managing Director 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 S.J.A. (Sjoukje) Rullmann  
(until 19 November)  
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. (Maarten) van den Berg  
Manager Marketing & Communications

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

Mr P. (Peter) Gildemacher  
Head of Knowledge Unit

Ms I. (Ineke) Noordhoek  
Director KIT Hotel BV

Mr J. (Jader) Franklim Pinto  
(until 1 October)  
Director KIT Intercultural Professionals

Ms A. (Annerink) Post  
Manager Human Resources

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

Ms L. (Lindy) van Vliet  
Head of Knowledge Unit

## **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

(until 1 October)

Director of KIT Hotel BV:

Ms I. (Ineke) Noordhoek

Ms M. (Marielle) van Rumpt

Ms I. (Irina) Wagner

KIT Health Advisor

(until March)

Ms J. (Julie) Newton

KIT Sustainable Economic Development

and Gender Advisor

(until March)

Dual council member with Hermen Ormel

(from March)

## **KIT Works Council**

Mr H. (Hermen) Ormel

KIT Health Advisor

Chairperson

(until March)

Dual council member with Julie Newton

(from March)

Ms E. (Elisabeth) Kleipool

KIT Health Advisor

Co-chairperson

(from March)

Mr A. (Anton) Sneep

Finance & Control Project Administrator

Vice Chairperson

(until March)

Mr P. (Pierre) Pratley

KIT Health Advisor

Co-chairperson

(from March)

Ms L. (Lucie) Blok

KIT Health Advisor

(until March)

Ms A. (Amy) Spaan

Project Office Team Leader

Vice Chairperson

(from March)

Ms C. (Coosje) Hoogendoorn

KIT Sustainable Economic Development

and Gender Advisor

(until March)

Ms B. (Bianca) Tolboom

KIT Health Advisor

(from March)

Ms L. (Lonneke) van der Waa

Project Office Project Officer

(until March)


Ms D. (Debby) de Vries

Marketing & Communication - Content

Manager

(from March)



A large group of students and KIT staff are gathered in a grand, ornate hall with high ceilings and wooden beams. They are seated in rows of red chairs, many waving their hands. The hall features a balcony with red seating and large arched windows. The atmosphere is festive and celebratory.

Students and KIT staff celebrating during the opening ceremony of the 2020-2021 school year for the Master's programmes in International and Public Health.

## Contact

### **KIT Royal Tropical Institute**




P.O. Box 95001  
1090 HA Amsterdam  
The Netherlands

### **Visiting Address**

Mauritskade 64  
1092 AD Amsterdam  
The Netherlands

[www.kit.nl](http://www.kit.nl)  
[info@kit.nl](mailto:info@kit.nl)  
T: +31 (0)20 56 88 711

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## Colophon

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### **Coordination**

Alexander van der Mije

### **Texts and Editing**

Roland Kielman, Tristan Bayly

### **Layout**

Alexander van der Mije, Tristan Bayly

### **Contributors**

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### **Photography**

Roland Kielman, Tristan Bayly and Susan Huider



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