



KIT Royal
Tropical
Institute

Annual Report 2022



Knowledge and Hospitality for a Sustainable World



KIT Royal
Tropical
Institute

About KIT

KIT Royal Tropical Institute is an independent centre of expertise, entrepreneurship, and hospitality dedicated to sustainable development.

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

Our campus in Amsterdam is one of the city's leading sustainability hotspots. Our monumental building houses a training centre for students and professionals, including a graduate school in global health, an eco-friendly hotel, and matching conference and events facilities. We are also the home of SDG House: a resident community of sustainability experts, social entrepreneurs, and NGOs with a membership of more than 70 organisations.



Our patron:
H.M. Queen Máxima

Introducing Henri van Eeghen

Chief Executive Officer, KIT Royal Tropical Institute

I am very excited to be a part of KIT. We are an institution of historical significance and I have been following the remarkable transformation KIT has been undergoing over the last few years. More recently, it has been making meaningful strides towards becoming an intrinsic part of the neighbourhood and the city of Amsterdam, which is an exciting development.



The vision and creativity at the heart of KIT are evident in the many facets of our work, locally as well as globally. From how the historical building has been turned into a hotspot for local, sustainable entrepreneurship and a leading conference location where people convene to discuss the pressing issues of our time, to the knowledge being developed and shared globally in myriad ways.

It is this combination of a global perspective and having a local impact that drew me to KIT from New York. There is also the added benefit of being closer to my family.

The transformation that KIT began years ago is still underway, and there is much more to come. For instance, the renovation of the hotel and the theatre that started last year is bound to raise KIT's profile in the neighbourhood and the city at large. It will also augment the financial means to advance our knowledge agenda worldwide. And we have invited many of you to contribute to and further KIT's mission, whether through reconnecting with our founders or developing new programmes around our campus.

In addition to these visible changes, KIT has also been in the process of transforming how the organisation works both within, and with our partners. We cherish equitable partnerships in our

projects. However, our projects frequently reflect structural societal inequalities, like those built into funding mechanisms that perpetuate colonial legacies. Achieving structural change in this regard is not an easy endeavour, but KIT has gained some valuable ground. We have embarked on this process along with our partners around the world and are also taking a deep dive into our colonial past.

The successful Power of Knowledge event we co-hosted with our partners in Amsterdam, Lebanon, and South Africa last year is a prime example of an outcome of this process. Through this annual event, we have created a platform where we can have open and honest conversations about the way forward. Your input has been incredibly valuable and encouraged us to make this event a recurring part of our agenda – an opportunity to learn and share.

Clearly, KIT has the potential, drive, and self-reflection needed to lead the way towards a sustainable and inclusive world. I cannot wait to play my part to expand the scope of our work and shine a spotlight on the path ahead.

Sincerely,

A handwritten signature in blue ink, appearing to be 'H. van Eeghen', written over a horizontal line.

Henri van Eeghen, CEO KIT Royal Tropical Institute

KIT: A Year in Review

As the impact of the pandemic on daily life slowly waned in 2022, KIT Royal Tropical Institute took the time to celebrate its ties with partners that held firm over the pandemic, and also develop new ones. We emerged stronger and made noteworthy strides in our knowledge and hospitality work for a more inclusive and sustainable world, both in the Netherlands and abroad.

Establishing equitable collaborations for knowledge exchange

We have always worked closely with our partners. During the pandemic, these relationships became all the more collaborative for our Knowledge Unit, because we could not travel to our project countries. Emerging from the pandemic, we have embedded the successful practices we established with our partners during this time and broadened our existing network. At the same time, we are committed to working towards developing equitable global partnerships and contributing to the conversations around dismantling colonial structures that still influence them.

The Power of Knowledge event was a platform where we could host these conversations and contribute our experience. The event was co-hosted by Asfari Institute in Beirut, and by EthiXpert in Cape Town.

Based on our Applied Knowledge Agenda, we have been working hard to highlight several topics that do not receive the attention they deserve. Having strategic knowledge partnerships – long-term partnerships founded on equality – with organisations in low- and-middle-income-countries is vital for the equitable knowledge exchange required to reverse this trend.

We were pleased to have cemented three such strategic global partnerships last year, one of which is with the Kigali-based Akademiya2063, and another is with the Asfari Institute. And, to strengthen KIT's strategic partnerships and presence in South America, we began with the conceptualisation and planning to develop a hub for gender expertise in Colombia.

In addition to forging equitable partnerships, one of KIT's strategic goals is equal access to knowledge. The seven international knowledge hubs that are a part of Share-Net International, a project hosted by KIT, are a big step in our efforts towards equal access to knowledge for all. The successful Share-Net Co-Creation Conference we held in Colombia last year was a crystallisation of these efforts. At the conference, organisations that are part of this network for knowledge sharing on sexual reproductive health and rights globally came together to exchange information and create products to support policies and practices that promote sexual reproductive health and rights.

We also collaborated with the UN Women Training Centre on the Professional Development Programme for 20 international gender trainers. The six-month course re-imagined gender training and established a new approach to training for gender equality.

Ensuring good health and well-being for all

In 2022, we worked intensively with our partners and clients to broaden the reach of our work and strengthen health systems worldwide, so no one is left behind. We were especially pleased to have won a tender for a three-year project funded by the European Commission on pandemic preparedness in Europe. The pandemic revealed cracks in the European Health Systems, and we are keen to offer our specialised knowledge to develop systems that can absorb shocks within the European context too.

Last year, we started working on a World Bank funded project in Chad, Niger, Pakistan, DRC, and Cote D'Ivoire. We are working with Butterfly Works in The Netherlands and local partners in each

country. Using human-centred design, we will advise the respective governments and co-develop models for improving referral, maternal, and neonatal health systems for the users.

This approach puts people living in geographically hard-to-reach areas at the core of our advice to local decision makers, to ensure that everyone has equal access to these health services. Both these projects use innovative approaches to put the people who are frequently left behind, or whose needs are often not considered, at the heart of their advice.

Shaping future leaders of global healthcare

We were pleased to welcome back our students to the campus after several semesters of online classes. And, thanks to the support of our generous donors, we raised over €230,000 for the KIT Scholarship Fund to support seven students in our Master of International Health and Public Health programmes with full or partial scholarships.

In 2022, our masters' programmes were accredited by the Dutch and Flemish Accreditation Organisation (NVAO), from whom we received very positive feedback on the quality of our programme. The assessments by the external accreditation committee provided valuable input on how we can innovate and further deepen our focus on health equity in our educational offer. Going forward, we have decided to merge the two master's courses we currently offer into one comprehensive course. This course will be aimed at both medical professionals and policymakers, and it will allow them to draw from each other's experiences. We look forward to rolling out the new programme next year and beyond.

Researching pathways out of persistent poverty

Until the pandemic hit in 2020, the number of people living in extreme poverty was falling. But the pandemic has reversed this trend and now the number of people unable to access sufficient and nutritious food, shelter, healthcare, education, information, or

gainful occupation has grown. So, the knowledge, tools, and policy advice we offer are much needed. In 2022, we concluded some long-term projects that were focused on addressing issues related to systemic change for poverty alleviation and were pleased to report measurable and comprehensive change.

The Private Seed Sector Development project in Burundi, in partnership with IFDC, that ended last year, is an excellent example of systemic change for economic development. Now, because of this project, the country's seed sector is thriving and responding to the diverse needs of the farmers, through local private enterprises. The government is playing the role of enabler and arbitrator in the sector. The Women in Business project, funded by Nuffic, also ended last year. Along with ILRI, we worked on strengthening the capacities of project partners in Ethiopia and Tanzania, so they could better understand and promote the role of women in business from a Gender Transformative Approach.

With the aim of improving food security and incomes, we continued to work on multi-year projects, such as HortiNigeria with IFDC, East-West Seed Foundation, and Wageningen CDI. To reduce child labour and assure cocoa farmers a living income, we embarked on the Enroute project with Beyond Beans and other partners last year. And, to further these efforts, we developed a tool at KIT to estimate the net annual income of cocoa and coffee farming households.

We were happy that the multi-year ACMA (Communal Approach for the Agricultural Market in Benin) project, funded by the Dutch Embassy, was renewed for the third phase last year. This project, in collaboration with IFDC and CARE International, has been operational since 2013 and has been extended for another five years because of its success.



Share-Net's 2022 Co-Creation Conference

Making up for lost time

The year progressed quite differently for our Conference and Events department than it did for the Knowledge Unit. The year got off to a slow start as most of our facilities were closed in the first quarter because of the lockdowns. However, as the effects of the pandemic policies eased in the Netherlands, our agenda started to fill up. We were happy to host many of our regular events and medical congresses once again, like the four-day EORTC Congress on Cancer Therapy and Afrika Dag. KIT has hosted Afrika Dag for over six years, and we were glad to welcome them back to our halls after the pandemic. Our Conference and Events team concluded the year with a full agenda.

That said, the transition from the pandemic rules to a full schedule was quite tumultuous. Many of our guests were uncertain about organising and attending in-person events after the pandemic, so we did need to be flexible and take their concerns into account – giving them enough time to confirm an event in case the situation changed suddenly. We had to be prepared for last-minute changes, which was quite a challenge. As with the whole hospitality industry in the country, we experienced significant upheaval in our staff too. Nevertheless, the staff that we did have were committed to our goal of providing ‘events for good’ and adapted to the demands of

the time with agility. They also created a personeelsvertegenwoordiging (workers council), which had not been in place until last year. This council allowed them to participate in and share their thoughts on critical decision-making, like recruiting the new CEO.

A building buzzing with sustainable and inclusive opportunities

Our Real Estate Unit experienced the year easing out of the pandemic very differently from the Knowledge Unit and our Conference and Events team. The role of the building changed over the pandemic and we needed to adapt our premises to the demands of the post-covid work environment.

This was true not just for our staff at KIT, but also for our 65 tenants. With a distinct rise in hybrid working, the building has become more of a meeting space alongside a space to work, and over the year we were busy renovating our offices to accommodate the staff’s changing needs. Since the number of people working in our building grew by 50 percent compared to pre-pandemic levels, we also renovated our communal areas to address the increasing number of people working from the office sporadically.

Last year, in addition to the renovations within the historical building, we took the first steps in renovating the Tropen Hotel by demolishing the façade of the building. We are happy that this five-year project is now finally underway.

One of our strategic priorities from 2021 to 2024 is to strengthen our impact on the Sustainable Development Goals (SDGs) and initiate and curate SDG activities. This includes the operations of our building as well. In 2022, to improve the sustainability of our operations, we prepared the groundwork for installing the aquifer thermal energy storage that will be operational in 2023. With this system, KIT will be the largest monument in Amsterdam to go off the gas grid. It will significantly reduce our dependency on fossil fuels, cut our carbon footprint, and make the building more sustainable.

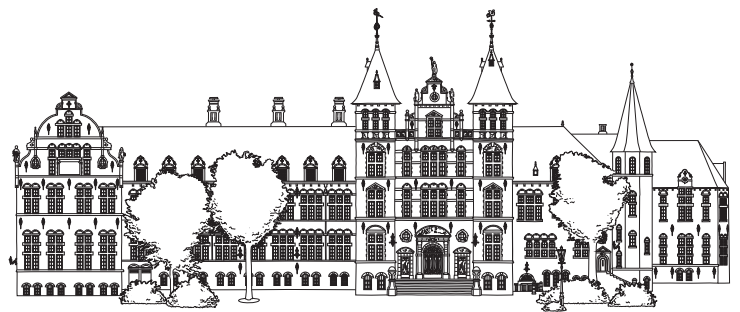
We also strive to host inclusive activities that support the SDGs on our premises, and are redeveloping our in-house theatre to offer an affordable location for organisations in the neighbourhood and the building. Kids from Amsterdam, a prospective tenant in our building that fosters talents like dance and music among children, is already eager to use the new dance studios and the stage of the theatre once it opens its doors in 2023.

Providing training and education for a more inclusive society is a key aspect of our work. And, although we provide a host of training internationally through the Knowledge Unit, we also aim to do the same locally. We offer two traineeships for young people in the Netherlands: The 'SDG Traineeship Programme' and 'Issue Killers'. In 2022, we successfully concluded the second edition of Issue Killers and the fourth edition of the SDG Traineeship. Issue Killers raises awareness on topical issues. One of the campaigns they initiated was 'Weg met de Pink Tax' or 'Abolish the Pink Tax' – when products like razors and deodorants are more expensive for women than men. Meanwhile, the SDG Traineeship encourages youth to work on accelerating the achievement of the SDGs by contributing to sustainable initiatives at one of the organisations at the SDG House.

Engaging audiences at home and abroad

A key aspect of our Applied Knowledge Agenda is to improve the visibility of KIT's impact, amplify our successes, and engage people in everything we do. Last year, we raised the visibility of KIT's work on all fronts. Our media coverage rose to 149 media mentions from 142 in 2021. We experienced a marked increase in online media mentions of both our knowledge work (from 16 in 2021 to 31 in 2022) and campus and corporate developments (from 25 to 37). The print media coverage in the Netherlands of KIT's brands, including hospitality, resulted in an advertising value equivalent of € 410K; we reached an estimated audience of 9 million people worldwide through our media outreach efforts alone.

The interest in our work with audiences at home, in the Netherlands, and abroad is resounding. We embrace the power of our social media channels and website to share the latest news in our knowledge and hospitality work with our audience. In 2022 alone, the number of publications covering KIT's impact areas on our website grew from 49 to 74. Moreover, we experienced significant interest and growth in our outreach. For instance, the publications on our website were downloaded over 7,500 times, and our LinkedIn account experienced a 25 percent organic increase in followers last year.



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 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

KIT was no exception to the economic uncertainty that ensued because of the pandemic. To mitigate the impact of this uncertainty, we took an active and constructive approach right from the start of 2022. We now look forward to the new year and a fresh start with optimism.

The Real Estate Unit delivered a stable financial performance in 2022. Our building's occupancy is at 97 percent, and the vacant spaces will be rented out as soon as they are renovated. Despite the pandemic and employers' flexible approach to working from home, we still have a waiting list for new tenants. It can be attributed to our reputation as a hub for sustainable development, enhanced by the SDG House's profile of bringing together a community of sustainability experts, entrepreneurs, policymakers, and NGOs.

The Global Health, Sustainable Economic Development, and Gender subunits in the Knowledge Unit delivered a substantial negative financial result. The upward trend in their financial performance that began in 2019, and continued into 2021, ended in 2022. We are now re-evaluating the business model for the Unit.

Hospitality performed below budget in 2022. This is due to the lockdowns in the first quarter, and despite the support provided by the Dutch government in the form of COVID-19 subsidies. For most of 2022, Hospitality continued to work with a 'skeleton team'. And, because the circumstances were so unpredictable with various lockdowns, we chose to be as flexible as possible. It did have financial ramifications.

Last year, after a period of winding down activities, we discontinued the operations of the Intercultural Professionals.

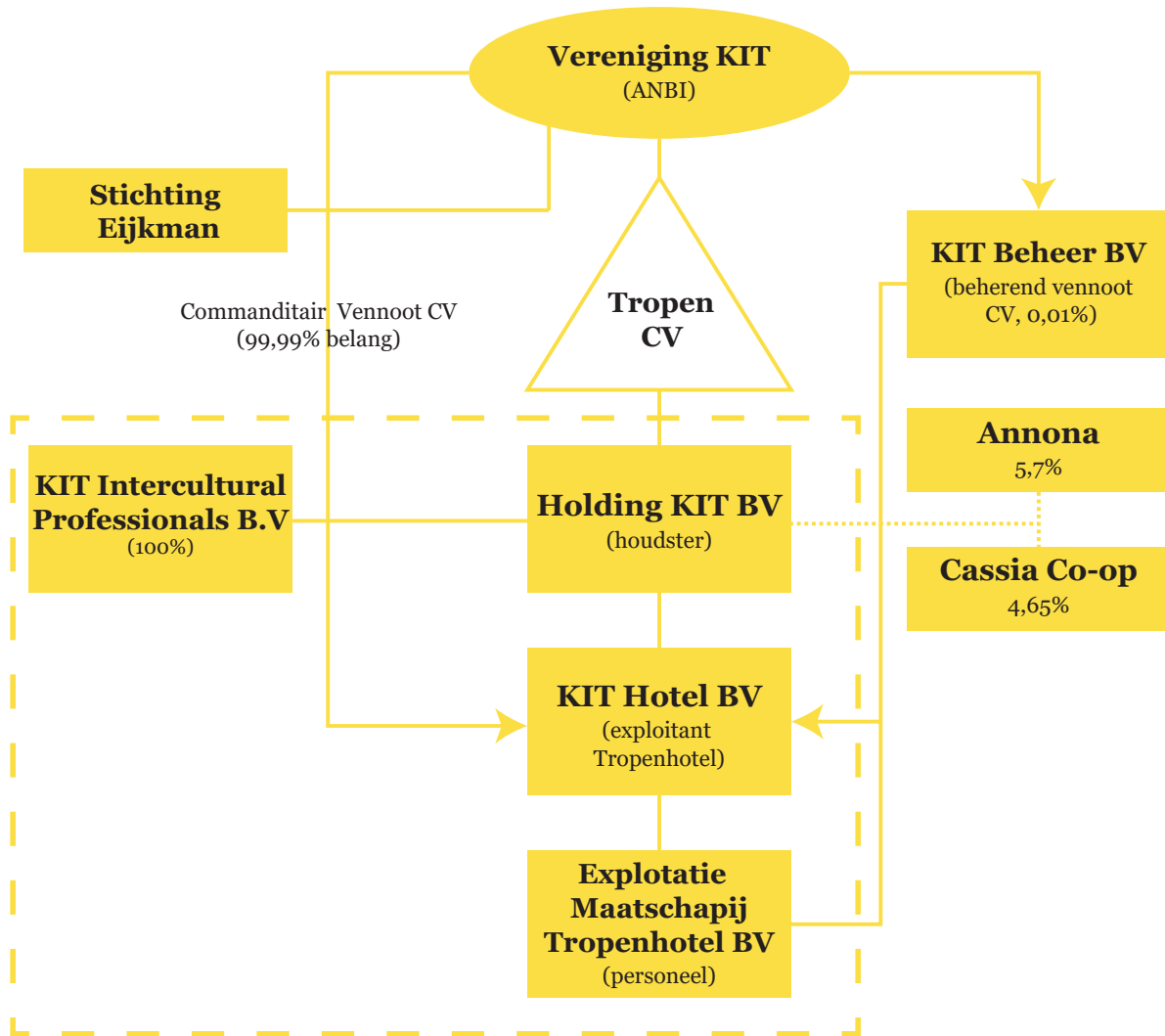
The pandemic and the preventative measures that ensued caused economic uncertainty the world over. For us at KIT Royal Tropical Institute, the consequences were a prolonged closure of our hospitality activities and a drawn-out ban on international travel for

our advisors in the Knowledge Unit. We now have a positive outlook and expect to act without restrictions in 2023.

Renovation of the hotel

The hotel has been closed since 1 October 2021. Since then, we made substantial developments in the plans to renovate the building. We acquired the necessary approvals from authorities for the hotel renovation and to install an aquifer thermal energy storage unit. We began renovations last year by stripping its façade. The expected investments in hotel, land, and the aquifer thermal energy storage add up to approximately €37 million. It does include a provision for a rise in prices and unexpected situations. So far, we have acquired a mortgage of €20 million from our bank.

Legal structure of KIT as of 31 December 2022



Fiscale eenheid vennootschapsbelasting

Financial Annual Report

Main sources of revenue

x €1,000	2022
Nationaal Museum voor Wereldculturen	2,924
Nuffic	2,175
Ministerie van Buitenlandse Zaken (DGIS DSI/SB)	2,072
International Fertilizer Development Center (IFDC)	861
Unicef	517
Nestrade S.A.	489
United Nations Capital Development Fund (UNCDF)	445
Linneausstraat C.V.	428
The Global Fund to fight Aids, Tuberculosis, and Malaria	341

x €1,000	2021
Nuffic	4,147
Nationaal Museum voor Wereldculturen	2,721
Ministerie van Buitenlandse Zaken (DGIS DSI/SB)	2,044
Crown Agents HQ	1,483
Alliance for a Green Revolution in Africa (AGRA)	1,307
International Fertilizer Development Center (IFDC)	787
AMREF Nederland	762
Particip GmbH	578
YWCA	575

Consolidated balance sheet as of 31 December 2022

(Before Appropriation of Results)

x €1,000	2022	2021
Assets		
Tangible fixed assets	24,252	20,356
Intangible fixed assets	258	46
Financial fixed assets	521	587
Stocks	33	36
Project amounts to be received	1,883	823
Receivables	3,643	4,397
Cash	33,041	20,743
Total assets	63,631	46,988
Equity and liabilities		
Equity	30,304	31,360
Provisions	805	1,280
Mortgage	20,000	-
Current liabilities	12,522	14,349
Total equity and liabilities	63,631	46,988

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

x €1,000	2022	2021
Results for Knowledge Unit	(1,822)	1,200
SDG House	(78)	(136)
Real Estate	463	802
NOW 2 Subsidy	-	-
NOW 8 Subsidy	391	(24)
Results for line departments	(1,047)	1,824
Results for staff departments	310	(112)
Total results departments (before dotation)	(737)	1,730
Release/Dotation Provisions	236	81
Results KIT Royal Tropical Institute	(501)	1,811
KIT Hotel BV	(679)	(2,818)
NOW 3 up to 4 Subsidy		444
NOW 5 up to 8 Subsidy	54	
TVL/TOG Subsidy		1,363
Result KIT Hotel BV	(625)	(1,011)
KIT IP BV	132	(25)
Release/Dotation Provisions	33	
NOW 2 Subsidy	(34)	
TVL/TOG Subsidy		13
Result KIT IP BV	131	(12)
Holding KIT BV	(61)	(60)
Result, Holding KIT BV Consolidated	(555)	(1,083)
Consolidated result	(1,056)	727

Social Annual Report

Last year, several initiatives that the Human Resources Department worked on during the pandemic came to fruition. One of these was the KIT Leadership Programme (KLP), and another was the rollout of the recommendations from the Diversity, Inclusivity, Racism and Colonial Past (DIRC) report.

In our ambition to harness the power of knowledge and hospitality for an inclusive and sustainable world, we strongly depend on the leadership skills within our organisation. Hence, we ensure that we invest in a culture where our staff can develop their leadership skills and grow professionally.

The KLP is an example of this investment. In 2022, we completed the first step of the KLP – to train a group of facilitators at KIT. These facilitators will then go on to train their colleagues in 2023. The programme is based on the Franklin Covey programme, but it also embodies KIT’s values of inclusivity.

On the recommendation of the DIRC report that was released in 2022, we incorporated an unconscious bias element into the KLP. In addition, we recruited three confidential counsellors who received special training for the role. In response to the report, we also made a start with our Diversity and Inclusion statement which we will develop into policy, goals, and targets.

In 2022, we successfully implemented the work from home policy we had developed in 2021. Once the impact of the pandemic started to wane, coming back to the office was challenging for some colleagues, while for others it was a welcome change. As the year progressed, we made quite a few structural adjustments to our office spaces to adapt the workspace to the new role of the office, whereby it became more of a meeting space. This policy was instrumental in guiding these changes.

There was also an unusually high rate of sickness within certain

teams; higher than during the pandemic. This became a cause for concern, and we commissioned an external researcher to investigate the reasons for this and to provide recommendations.

Last year, we also began working on a policy that would allow us to employ nationals based in other countries, or allow KIT’s staff to work abroad, where our projects are implemented. This will improve KIT’s global presence and impact on global partnership organisations. However, many decisions – including this policy – were put on hold because of the change in leadership at KIT. In 2023, we are looking forward to making some key decisions and implementing these plans with our new CEO, Henri van Eeghen.



“Good health and well-being are the foundations of all our work at KIT. It is of utmost importance that our employees are healthy and happy. The exchange of knowledge is at the heart of our work, and we believe it is important to provide our employees with ample opportunities to learn and grow. If we want to make a change in other countries, we need to start at home.”

Annerink Post, Head of Human Resources

Staff details

Number of men and women in the organisation



70
(39%)



109
(61%)



Total workforce (excluding internships)	176
Employment status	
Permanent	132
Temporary	44
Internship	5

Inflow - Outflow

Number of new employees	52
Of which	
Contract	25
Internship	15

Staff details

Average age	43
Number of nationalities	29
Number of people with a distance to the labour market	2
Number of people being trained	1

Number of employees who left	55
Of which	
Contract	33
Internship	22

Outflow was a result of

Expiry of contract (incl. interns)	29
At own request	24
Restructuring	1
Retirement	1

Corporate Governance



A Letter from Paul Strengers, Chairman of the Supervisory Board

As the pandemic slowly receded and work at KIT started to take on a semblance of normalcy, KIT made some significant strides in implementing its Strategy 2021–2024. At the same time, several issues came to the fore that needed to be addressed.

Over the last few years, the Knowledge Unit has been spearheading the conversations around decolonising knowledge and making the flow of knowledge a more symbiotic process, rather than one dictated by the so-called global north. This is a key element of KIT's strategy. The successful first edition of the Power of Knowledge event in September 2022 was an excellent example of the implementation of this strategy. We were also pleased with the continued success of the SDG Traineeship Programme that trains young people to think in terms of fulfilling the SDGs

Last year, we continued to make structural changes to KIT's historic building and the surrounding area. We took the first steps in installing an underground thermal energy storage that will become operational in 2023; we began preparations for the renovation of the Tropen Theatre; and started renovating the Tropen Hotel. Closing the hotel for renovations has posed a financial challenge for KIT that must be addressed in the next two years. Although it might be uncomfortable in the short term, this investment will contribute to KIT's financial stability in the long term. So will the investment into becoming the largest monument in Amsterdam to stop using gas.

One of the issues we had to contend with last year was the retirement of Mark Schneiders, CEO at KIT for the last eight years, and securing his successor. We are very grateful to Mark for all his efforts at KIT. A change in leadership is a crucial decision for any organisation, and as with all significant decisions, KIT endeavoured

to be inclusive in this decision-making process as well. KIT ensured that every facet of the organisation was part of the decision-making process. This resulted in the creation of a *Personeelsvertegenwoordiging* (PVT) to represent the Hospitality Unit, which until last year did not have its own representation.

As the board was intensively involved in the activities around the renovation of the hotel, the performance of the Knowledge Unit, and the recruitment and decision-making process, we needed to commit to more meetings and time. We usually meet four times annually, but last year we held three extra meetings. We are happy with the outcome of everyone's efforts and the selection process, and we welcome Henri van Eeghen as the new CEO of KIT. We look forward to his contributions, especially towards developing the role and furthering the reach of the Knowledge Unit.

Through the activities of the Knowledge Unit, the Campus, SDG House, Hospitality, our education and traineeship programmes, our collaboration with tenants and partners, and our other work, the role KIT plays to connect the past to a vision for a more sustainable and inclusive future is indispensable. And, over the last few years, despite being buffeted by challenges, KIT has remained firm in its resolve to strive for sustainability and inclusivity within the organisation and across the world. This is thanks to the immense passion and commitment of everyone who works at KIT.

Although some years, like the last year, might be more challenging than others, we are committed to supporting KIT and its staff as they courageously respond to the needs of a rapidly changing world.

Sincerely, *Paul Strengers*

We planted this chestnut tree when we constructed the Tropen Hotel. Quite symbolically, the tree had to painstakingly be moved and rehoused to make way for the renovations that would ensue at the Tropen Hotel. The 60-year-old tree is now being taken care of and carefully monitored at its new home.



Corporate Governance

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



Last year was challenging for KIT on many fronts. After delivering positive financial results for two consecutive years, despite the pandemic, in 2022, certain facets of KIT witnessed a downward financial trend. It was also the year Mark Schneiders, CEO of KIT for almost eight years, retired.

The Council of Members was closely involved in the discussions around these changes and the process of selecting the new CEO. Furthermore, two Council Members were also part of the selection committees that went on to recruit Henri van Eeghen as the new CEO of KIT.

As a result of these commitments, we decided to hold an extra meeting in November in addition to the two meetings held annually. During these meetings, we discussed the budget for 2023 and the recruitment process.

Over the last year, there were many positive developments that we are very pleased with as well. One of them was the start of the renovation of the Tropen Hotel. This renovation has been extensively discussed and we are happy to see that after much planning and deliberation, the renovation is finally underway. This new construction marks the start of a spate of new developments that KIT will undertake in and around its historical premises, including reimagining the role of the Tropen Café.

In 2022, KIT also decided to reopen the Tropen Theatre in 2023, which has been shut for almost 10 years. It will be an excellent avenue for KIT to collaborate with cultural institutions in the neighbourhood. This development is part of KIT's ongoing efforts to become an integral part of the neighbourhood in Amsterdam

East and is an important element of the organisation's strategy for 2021-2024.

You can find more information on KIT's strategy on page 8 of this report.

We were pleased to welcome two new members, Dieudonné Foko and Ivar Manuel, to the Council last year. We also appreciated the addition of a new representative on behalf of the City of Amsterdam, Sabine Gimbrère, to the Council of Members. Sabine will replace Karin van den Wansem.

In addition to Karin van den Wansem, the Council bid farewell to Rob de Vos and Jacob de Jonge. Jacob de Jonge was a member of the Reading Committee of the Council of Members, followed by Rogier de Jong. We are very grateful for their years of dedication to KIT.

Like the preceding years, our cooperation with the Supervisory Board continued to evolve over the last year. And our experience working closely with them on the crucial decisions that would shape the organisation for years to come, while intensive, was very positive.

Although KIT's upward trajectory may have somewhat slowed down last year, there are several plans in motion, like the hotel renovation, which will accelerate growth and set the stage for a new era once they come to fruition in 2023 and beyond. We look forward to this new era, led by the new CEO Henri van Eeghen, with nothing but optimism.

Sincerely, *Floris Recourt*



In September 2022, thanks to the generous contributions from our donors, seven students started a master's programme at KIT with a scholarship from KIT Scholarship Fund. They are (from top left) Yusuf Alia Rahman, Nelea Swai, Dayib Ahmed Mahamed, Salome Naa Amerley Amartey, Dorcas Amponsah, Anna Kathrina de Jesus, and Asma Al-Ali.

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As of December 2022

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Former President of NV Deli Maatschappij

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- Mr L. (Louis) van den Berghe
Manager Finance & Operations
- Mr P. (Peter) Gildemacher
Head of Knowledge Unit

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

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Director of the Executive Board KIT
Mr M.M. (Mark) Schneiders

Intercultural Professionals BV
Mr M.M. (Mark) Schneiders

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

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and Gender Advisor
Duo Council member with Dinu Abdella

Ms D. (Dinu) Abdella
KIT Global Health Advisor
Duo Council member with Julie Newton

Mr. M. (Mahdi) Abdelwahab
KIT Health Advisor

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Project Officer
Duo Council member with Mirjam de
Groot

Ms M.(Mirjam) de Groot
Project officer
Duo Council Member with Sacha van der
Brugge

Ms D. (Debby) de Vries
Marketing & Communication - Content
Manager

In Memoriam

We were deeply saddened by the loss of our beloved colleague Lucie Blok and the sudden passing of Felani Tembo, a student in our master's in public health programme last year.

May they rest in peace.

Cultural performances were integral to the Power of Knowledge event held in September 2022. We invited Lizette Ma Neza and The Poetry Band to play at the event in Amsterdam. Peter Somuah is a trumpeter with the band.



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Colophon

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