



**100**

Royal Tropical Institute

**Annual Report**

**2010**



Royal Tropical Institute

# Annual Report

## 2010

● **1910**  
Foundation of the Colonial Institute

● **1945**  
A new name: Royal Indies Institute

● **1950**  
The Institute acquires its current name: Royal Tropical Institute, or Koninklijk Instituut voor de Tropen in Dutch, abbreviates to KIT

● **1938**  
HRH Prince Bernhard is made honorary chairman of the Colonial Institute Society

● **1975**  
Opening of Tropentheater and Tropenmuseum Junior

● **1923**  
The Society is given the title 'Royal'  
Foundation of the Eijkman Medal Fund

● **1926**  
HM Queen Wilhelmina opens the new Colonial Institute building

● **1960**  
Royal Tropical Institute celebrates half a century

● **1979**  
HM Queen Juliana opens the refurbished Tropenmuseum

● 1984

Tropical Hygiene Laboratory moves to the Academic Medical Center (AMC) of the University of Amsterdam

● 1985

KIT celebrates 75 years

● 2006

Foundation of Holding KIT BV

● 2010

Celebration KIT's centennial

● 2008

Annona, an investment fund for sustainable business, is set up

● 2004

HRM Princess Máxima is appointed patroness of KIT



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Royal Tropical Institute

# Annual Report 2010

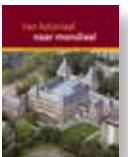
● 1988

HRH Prins Claus is made honorary chairman of KIT



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Dr Jan Donner handing over the first issue of the KIT centennial stamps to HM Queen Beatrix on 11 March 2010.

Photo: KIT.

# Preface

To a large extent this annual report of the Royal Tropical Institute (KIT) is a memento of the many events held to celebrate our first centennial. Every KIT department took the opportunity to organize something special such as a spectacular concert, a well attended conference, an innovative round table, a memorable workshop, an exquisite dinner attended by prestigious speakers and a select audience, or the publication of must-have books. Visitors from all over the world joined us on many of these occasions and expressed their pride to be associated with KIT.

These activities generated a lot of favourable publicity and increased KIT's worldwide visibility as a versatile institute working to serve countries across climates and cultures. We continue to surprise many of our closest friends and partners by our diversity and our potential for providing knowledge, experience and solutions on a wide range of topics. I have over 400 colleagues and we all take pride in the vast networks we serve. We are dependent on those networks for their feedback and the goodwill we hope to enjoy among the worldwide community of individuals tirelessly working towards sustainable development in developing and developed countries. As this report shows the focus of our knowledge and efforts is on culture, health, sustainable development, and knowledge transfer.

During its first century KIT witnessed rapid global change. Now, we can be anywhere in the world within 24 hours, rich and poor both have access to communication channels that allow them to talk to each other, and see each other, live, at any moment of the day. Such global shifts mean that economic development in far-away places now impacts the way KIT operates. KIT is an active participant and

shareholder, or stakeholder, in the production of biofuel, 'elephant pepper', organic cotton, peanuts, sesame, soya, coffee, cocoa and spices in many countries in Africa, Asia and Latin America. Our products and expertise are used in diagnostic kits all over the world to trace 'neglected' diseases.

The aim of this report is to show you how we can help you in your developmental endeavours, in the preservation of your cultural heritage and in accessing information that is relevant to you.

KIT is a private, multinational, not-for-profit organization operating in both the public and private sectors. We work with the business community, non-governmental organizations, national governments, public authorities and multilateral organizations in at least 60 different countries on any given day. Less than 50 per cent of KIT's annual turnover is generated through procurement by the Dutch government. We work with many stakeholders and are very much aware of their vested interest in our knowledge, capacity building, research, expertise and information being up to date. We are confident that we can be of service and sincerely hope that we will be given this opportunity. Our confidence has been reinforced by all the positive and constructive feedback we received from our many friends, partners and other stakeholders in 2010. In the second century of our existence, we remain as dedicated as ever to sustainable development, poverty alleviation and cultural preservation and exchange.

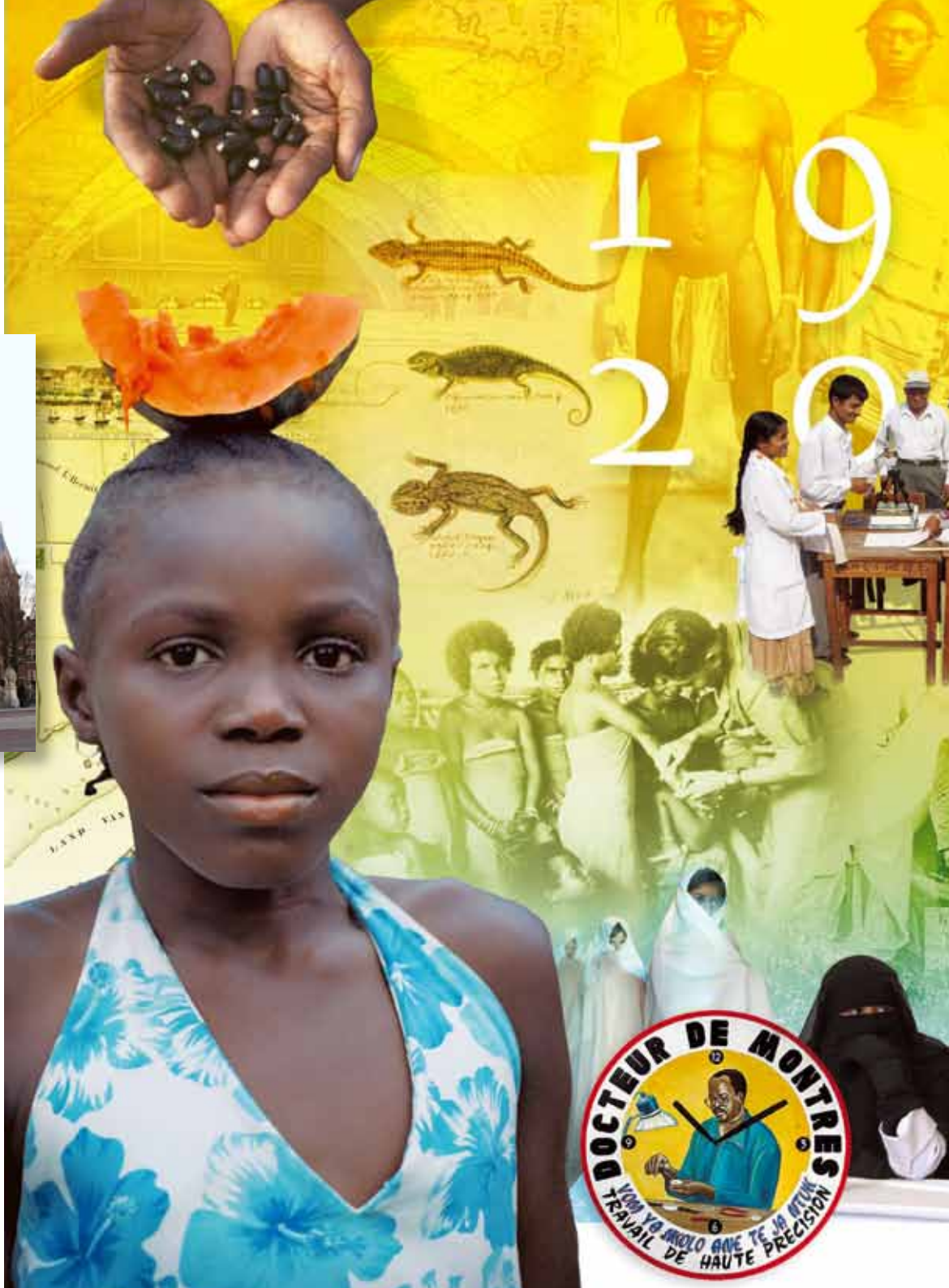
Dr Jan Donner  
*President*  
May 2011

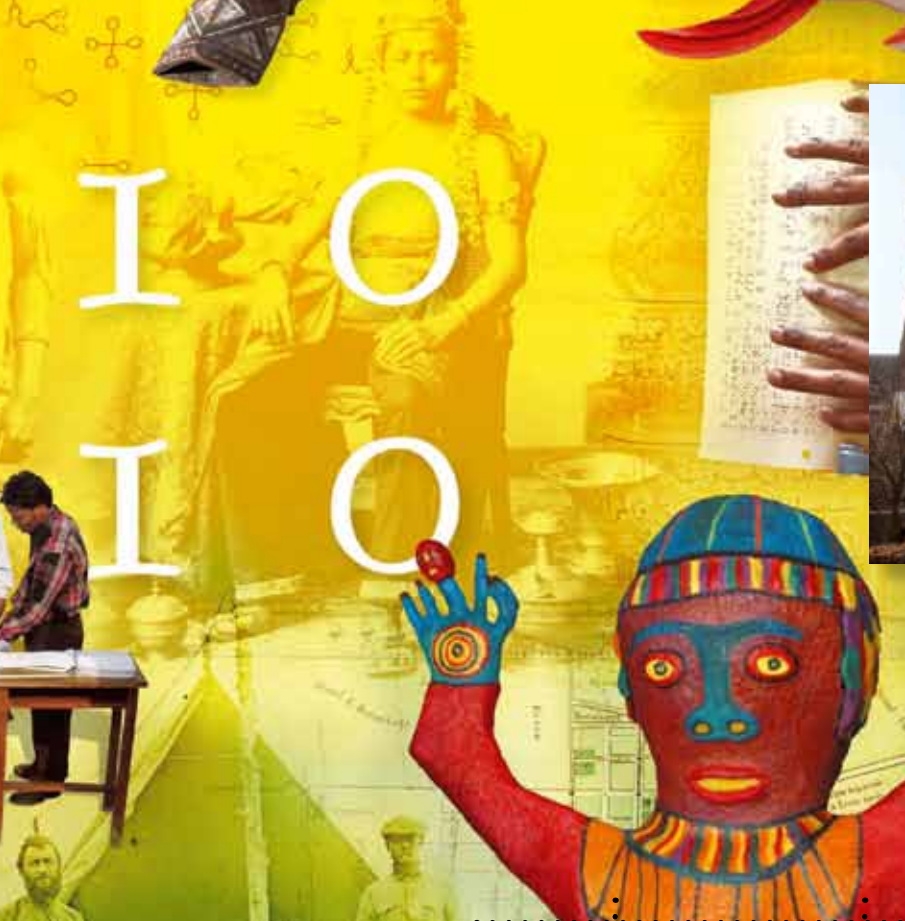




Main entrance of the KIT building.

Photo: Irene de Groot.





Entrance of the Tropenmuseum.  
Photo: Irene de Groot.



The KIT centennial stamps.





# 2010: the Institute at a glance

The Royal Tropical Institute (KIT) is an independent centre of knowledge and expertise in the areas of international and intercultural cooperation; KIT operates at the interface between theory, policy and practice. Our mission is to contribute to sustainable development, poverty alleviation, the preservation of cultural heritage and cultural exchange. In the Netherlands, KIT aims to generate interest and support for these themes. On an international level, KIT initiates development projects, scientific research and training and provides consultancy and information services. The institute offers a range of products and

services to assist civil society, public authorities, non-governmental organizations, multinationals and the business community.

## **KIT's 100th anniversary – a milestone**

KIT celebrated its 100<sup>th</sup> anniversary in 2010. It was established in 1910 as the 'Colonial Institute', obtained the designation 'Royal' in 1923 and has been called the Royal Tropical Institute since 1949. KIT's royal patronage began with HRH Prince Bernhard in 1937. He was succeeded by HRH Prince Claus and then by HRH Princess Máxima, the current patron. In 2010 KIT took stock of its rich 100-year history, recording it in words and images. Various events commemorated the first century of KIT.

## **11 March – festive opening of centennial year**

KIT's centennial year was officially opened on 11 March. The festive programme was attended by HM Queen Beatrix, HRH Princess Máxima and many other prominent guests. The programme reflected KIT's cultural diversity and the event was widely featured in the Dutch media, such as *Het Financieele Dagblad*, *Het Parool* and *De Telegraaf*, as well as radio and TV programmes, and broadcasts via the internet. The institute was featured in the popular TV shows *Shownieuws* and *RTL Boulevard*, as well as in *Blauw Bloed*.

From left to right: Prof. Dr Rudy Rabbinge, Chair Board of Directors, HRH Princess Máxima, HM Queen Beatrix and Dr Jan Donner, President.

Photo: Irene de Groot.



## 28 August – Members' Day and Grand Spectacle

KIT celebrated its anniversary at a Members' Day on 28 August 2010. The plenary session was attended by some 400 guests. Dr Jan Donner, KIT's President, and Lejo Schenk, Director of the Tropenmuseum, both received the Knight in the Order of Orange-Nassau for their efforts and proven services in civil society in recent years. Dr Jan Donner presented the first copy of KIT's centennial book *Colonial Past, Global Future – 100 years of the Royal Tropical Institute* to the mayor of Amsterdam, Eberhard van der Laan. An elaborate party was held for (former) staff members; some 1100 people attended the Members' Day and the Grand Spectacle.



Dancing in the Light Hall.

Photo: Gerrit Serne.

Surinamese music band Yakki Famiry gave a fantastic performance during the Grand Spectacle in the Light Hall.

Photo: Gerrit Serne.



## Other key developments in 2010

### Knowledge transfer

Knowledge transfer is an important theme. KIT works with organizations in 40 developing countries to strengthen their information services. KIT Library is the largest European library on

development and development aid. KIT provides a broad range of courses and training sessions covering health, sustainable development and intercultural management and communication.

- 53 international students, most of them were from Africa and Asia, enrolled in KIT's International Course in Health Development – Master of Public Health (ICHD/MPH); 16 of them graduated with the specialization HIV/AIDS. A further 17 completed the ICHD/MPH master's in September. In 2010, 48 students attended short health courses; a further

39 followed the Netherlands Course in Tropical Medicine and Hygiene (NTC). KIT also provided refresher courses on health in Rwanda and Uganda.

- KIT Intercultural Management & Communication (KIT IMC) successfully embarked on intercultural interim management. In previous years, KIT IMC held cultural diversity workshops for 95 per cent of the managers at the Dutch Ministry of Education to raise awareness on this subject. In 2010 KIT IMC helped managers make the transition from theory to practice.
- KIT Information & Library Services launched its new Colonial Heritage website to preserve original source materials and make them accessible to everyone interested in colonial history. By the end of 2012 the site will contain more than one million pages, representing around 40 per cent of the entire colonial heritage collection.

### Sustainable development

KIT works hard to improve the livelihoods of people in low and middle income countries through social and gender equality and sustainable economic development. KIT Development Policy & Practice is particularly involved in these areas, collaborating with national and international non-governmental organizations, the business community, government and other parties.

- In September KIT organized an expert meeting on investing in small and medium enterprises in Africa as a way of supporting sustainable development. To share the success and optimism of this meeting with a wider public it arranged a public conference in November, 'Stop donating,



The Reading room of the KIT Library.



start investing', which drew almost 180 participants as well as attention from the Dutch media.

- The Netherlands is the world's largest spice exporter and hosted its first international spice conference in October at KIT in Amsterdam. The conference brought together over 140 people from around the world, including Dutch importers, retailers and processors as well as farmers' organizations and exporters. The event was organized by KIT, the Dutch Spice Trade Association (NVS) and the Dutch Sustainable Trade Initiative (IDH), as well as Both Ends, Cordaid and CREM. The aim was to give momentum to an NVS initiative to make the Dutch spice sector sustainable.

## Culture

KIT manages cultural heritage, organizes exhibitions and other cultural events and functions as a forum and meeting place. An important starting point for this function is its goal to increase and exchange knowledge and to promote the understanding of different cultures.

- In 2010 the number of visitors to the Tropenmuseum rose by 12 per cent to almost 200,000; it also attracted more visitors online. There were followers on Twitter, Facebook fans, and millions of Wikipedia visitors looked at photographs from its collection. Temporary exhibitions included *Culture Couture*, organized with the Fashion Department of the Antwerp Royal Academy of Fine Arts. Other highlights were



Photo: John Belt.

the opening of Amsterdam's Museum Night, 'Tattoo Car' by Mexican artist Betsabeé Romero and the opening of the renovated Frederik Hendrik Museum on Mauritius.

- The Tropentheater distinguishes itself from other theatres and concert halls by presenting performing arts and films of non-Western origin. It drew almost 40,600 people (more than one-third of non-Western origin) to 277 performances in 2010 – 40 per cent more than the previous year.
- The Tropentheater cooperated with the Tropenmuseum to put on the exhibition *Africa Scores!* It also staged the musical theatre production *Opera Java*, the International Gamelan Festival Amsterdam 2010, the concert *Journey Around the World* with the Johan Willem Friso Royal Military Band and the premiere of the film documentary *Doce Brasil Holandês*.



Photo: Rob Pastoor.

- In 2010 KIT Publishers published 70 books, including two special centennial publications: *J.C. Lamster, een vroege filmer in Nederlands-Indië* (J.C. Lamster, an early film-maker in the Netherlands East Indies), and KIT's jubilee book *Colonial Past, Global Future – 100 years of the Royal Tropical Institute*.

### Health

KIT is committed to improving the health of people in low and middle income countries through research, consultancy and education. It prioritizes effective and sustainable health systems in the areas of maternal health, diagnostic services, neglected diseases and HIV/AIDS.

- In March the institute organized an international conference together with the World Health Organization, Cordaid and the International Council of Nurses, on the crucial role played by responsible governance in policy formulation and implementation. The conference underlined how important it is to train, retrain and motivate health workers to provide efficient and effective services for everyone, including those living in areas of deprivation.
- KIT Biomedical Research held a mini-symposium in October entitled 'Vitamins in Development'. The symposium was followed by a ceremony awarding Eijkman medals to two eminent scientists. There was also a debate organized by the Netherlands Society for Tropical Medicine and International Health (NVTG) on globalization in development. The Eijkman Medal Foundation was established in 1923 to honour the work of Nobel prize-winner Prof. Dr Christiaan Eijkman.



Photo: Gerard Schoone.



# KIT Corporate Governance: Board of Directors



Prof. Dr. Rudy Rabbinge, Chair of the Board of Directors.

Photo: Irene de Groot.

The Royal Tropical Institute (KIT) is a private organization incorporated as an association with individual and corporate members; bylaws govern its structure. KIT has adopted the Code Cultural Governance as the corporate governance directive applicable to it. The mission and underlying values of the institute are the essential guidelines for its Council of Members (Council) and Board of Directors (Board). In order to fulfill that mission, the Council and the Board stimulate KIT and its employees to be innovative and to build on a century's worth of knowledge and experience.

KIT is a diversified and dynamic institute. Through our accumulated networks we, the members of the Board, aim to contribute to KIT's activities. As peers and colleagues, we are sparring partners for many people within the organization; as ambassadors, we are its emissaries. The institute consistently demonstrates its usefulness, generates new knowledge, explores new prospects and embarks on new endeavours. In 2010, foreseen cuts in government financing and the need for more private sector contracts made the role of the Board and the Council members as ambassadors increasingly important.

## Appointments

The Board of Directors is accountable to the Council and the Executive Board is accountable to the Board of Directors. Operational activities are carried out directly by directors and heads of the departments.

The terms of appointment of two members of the Board of Directors ended in 2010. Bram Anbeek van der Meijden was reappointed; Prof. Dr Carla Risseeuw was not available for reappointment. In early 2011, the Council confirmed the appointment of Laetitia Griffith LL.M as a new Board member for a term of five years. The Board met in five formal sessions in 2010 and attended the Council of Members meetings; it held several committee meetings to evaluate its work and discuss strategic, financial and human resources issues with the Executive Board. Moreover, individual members of the Board were in attendance at KIT on many occasions, especially at the events during the centennial year.

## Institutional management

In KIT's annual management cycle, the Board of Directors reviews the financial report and the auditor's management letter in early spring. The 2010 financial report was somewhat disappointing, nevertheless the Board of Directors discharged the Executive Board and was in turn discharged by the Council of Members. The Executive Board successfully addressed issues raised in previous management letters and a programme to address newly raised issues was adopted. New issues arose and are being addressed.

The Executive Board supplies the Board of Directors with quarterly financial reports. These provide an increasingly adept and comprehensive overview of the state of affairs at institutional and

at departmental level. The Board of Directors perceives a more managerial and entrepreneurial attitude throughout the organization; it actively encourages the Executive Board and management to incorporate these relevant attitudes into KIT's traditional values and approaches.

### **Activities**

The activities of the Board of Directors were focused on monitoring the Executive Board. Much time was devoted to the recruitment of a new vice president of KIT. Finally, and in view of imminent budget cuts, the Board decided not appoint a new vice president. The preparation of a major investment in new facilities for the Tropentheater and the Tropenmuseum required considerable attention from the Board; by the end of the year no final proposals had been put forward.

The Board also took part in debates on Dutch Government policy studies regarding development cooperation and their implications for the strategies

of KIT. With the announcement by the new Dutch cabinet of budget cuts for 2011, KIT's budget for 2011 became less predictable than had previously been expected. The Executive Board was urged to prepare KIT for turbulent financial weather in the years to come.

### **KIT's centennial**

The celebration of KIT's first centennial was a great success, with many different events. The Board of Directors wishes to express its satisfaction that in 2010 the institute once again consistently acted and operated in accordance with the framework of its values and mission. The celebration in 2010 was a good demonstration of that performance.

The Board of Directors,  
Prof. Dr Rudy Rabbinge,  
*Chair*

# KIT Corporate Governance: Council of Members



Mr J.Th. Hoekema, MSc, Council of Members

Photo: Irene de Groot.

‘The Vereeniging Koloniaal Instituut voor de Tropen’ or ‘Association Colonial Tropical Institute’ was established in 1910. The Royal Tropical Institute (KIT), as the institute is called today, is an association under Dutch law with individual and corporate members. The Council of Members is KIT’s premier governing body.

## Founders

The founders determined that founding organizations – from the academic, public or private sector – would always be entitled to a seat on the Council. Thus many prestigious Dutch organizations are actively involved in KIT governance to this day. Moreover individual members of the association and from a broad range of backgrounds have continuously engaged themselves in KIT’s activities and they are eligible for membership of the Council. Through their membership, the involvement of the academic,

cultural, public and private sectors in the governance of KIT is strongly embedded. They are a valuable group of experienced and committed people and thus highly beneficial to KIT. That tradition is to this day reflected in the governance structures of KIT. Though the roles, responsibilities and tasks of the Council of Members and the Board of Directors differ.

In 2009, the Secretary General of the Ministry of Foreign Affairs informed KIT that he will not exercise his ministry’s right to appoint a representative to the Council. The Dutch Railways (*Nederlandse Spoorwegen*) did decide to appoint a member to the Council; Imtech and Deli Maatschappij rejoined in 2010. The Council held plenary meetings in April and November 2010. Two members of the Council were reconfirmed by the KIT membership and two members were appointed for the first time.

## Governance

The Council monitors the overall management of KIT and functions as the shareholder assembly of Holding KIT BV. The Council consists of representatives of founding organizations and members elected by the KIT membership. The Board of Directors is accountable to the Council, and consists of seven members appointed by the Council; the Board of Directors is also the board of Holding KIT BV. The Executive Board is accountable to the Board of Directors.

The Council meets to discuss and approve the accounts and plans of KIT. The Council views,

advises and monitors on important initiatives for the future of KIT, such as the (re)building of parts of the main building, annexes and other premises. An extension of KIT into adjacent buildings might offer an opportunity for expansion, but may carry risks as well. The Council feels it might give crucial advice on these and other issues of importance for KIT.

The Council of Members stimulates KIT management to increase its income from the private sector and non-governmental organizations.

### **Centennial**

KIT's 2010 centennial resulted in a substantial surge of public awareness for KIT and its departments. KIT welcomed many visitors to a number of public events. The Council looks back on the centennial year with great satisfaction and will continue to advise and monitor KIT and its projects in 2011 and beyond.

Mr J.Th. Hoekema, MSc,  
on behalf of the Council of Members



Photo: Irene de Groot.



Photo: Annelies van Brink.



# Knowledge transfer



Knowledge transfer is one of the most important themes of the institute



Photo: Rianne van den Heuvel, Fotostudio 7.

**Knowledge transfer is one of the most important themes of the institute. KIT works with local organizations in 40 developing countries to strengthen their information services. KIT Library owns the largest collection in Europe of books, magazines, articles and maps – printed and digitized – on the subject of development and development aid.**

**KIT also provides a broad range of courses and training sessions covering health, sustainable development and intercultural communication. In the field of knowledge transfer KIT works with the Association of African Universities, the VU University Amsterdam, the Elsevier Foundation, Nuffic and Swets Benelux.**

## KIT collaborates with University of Ghana to put shared cultural heritage online

KIT Information and Library Services has been collaborating with the University of Ghana since 2009. In June 2010 the partnership received funding to conserve and digitize the texts of books and manuscripts from the Dutch colonial period in Ghana (1612 – 1872). The funding came from the Dutch Embassy in Accra under the Shared Cultural Heritage programme. Local technologies were used to fumigate the documents, and an acclimatized room meeting international standards was constructed to store the fragile manuscripts; KIT experts trained university staff on preservation methods. The collection is expected to go online in 2011.

## Cross-Cultural Learning Conference stresses need for dialogue

In April 2010, KIT Information and Library Services joined up with the Southern Africa HIV and AIDS Information Dissemination Service (SAfAIDS), Oxfam Novib and Hivos to organize the Cross-Cultural Learning Conference.

The conference aimed to share experiences

on the implementation of interventions to address HIV and AIDS, sexuality, gender and education. Culture was an issue that cut across all topics.

The event took place in Johannesburg, South Africa, and brought together regional, national and community groups from Africa, Asia, Europe, the Middle East and Latin America. One major lesson to emerge from the conference was that if we want to change harmful cultural practices, we should not do it by a top-down approach. There must be a dialogue within communities as well as a recognition and identification of cultural practices that violate human rights and/or result in the spread of HIV. It is through individual and community dialogue that change can be realized.

Several publications came out of the conference that should ensure that its outcomes reach a broad public. KIT devoted both its June 2010 edition of *Exchange on HIV/AIDS, Sexuality and Gender*, as well as the Portuguese version *Intercambio*, to the conference outcomes. Also, a conference report compiled by SAfAIDS was shared among partners, participants and stakeholders, and a documentary about the conference was produced. KIT Publishers produced the book *HIV and culture confluence: Cross-cultural Experiences on HIV, gender and education from Johannesburg conference* in English and French; efforts are underway to publish it in Portuguese.





Information is a powerful, useful, cost-saving tool, but how do you ensure you have it at the right time, in the right place? Prof. Joris Voorhoeve (member of the Dutch Council of State) addressed this problem in his speech at the libraries conference, 'Information to fight violence and poverty'. He emphasized the importance of reliable information in crisis situations and in sustainable development.

Photo: Irene de Groot.

## KIT helps transparency into African research output

The Association of African Universities (AAU) and KIT Information & Library Services are working together to transform the existing Database of African Theses and Dissertations (DATAD) into a network of interlinked storage facilities at universities across Africa. As a result, the full text of theses and dissertations will be available online and free of charge. The new platform will be based on current interoperability standards and best practices that are used in other parts of the world.

The importance of making research output from Africa available online can hardly be over-emphasized. While the level of research in the continent is improving and collaboration in international research projects gaining momentum, the publication of African research output lags behind. The new DATAD platform is one of the mechanisms through which African universities plan to address this issue.

In November AAU commissioned KIT to set up the technical infrastructure at its main office in Accra, Ghana. KIT will also be involved in organizing training workshops and compiling a toolkit to support universities in setting up their own institutional storage facilities.



## Survival (KIT) for Libraries conference

In October 2010, KIT Information & Library Services and the Dutch Association of Libraries (NVB) organized the conference 'Survival (KIT) for Libraries' as part of the centennial celebration. The theme of the conference was the impact of budget cuts on Dutch libraries. After inspiring speeches by keynote speakers Prof. Joris Voorhoeve, member of the Dutch Council of State, and Ismail Serageldin, Director of the Library of Alexandria, Egypt, and Chairman of the KIT Advisory Board, four speakers from different library sectors presented plans on how to cope with future cuts.

The first speaker was Hans van Hartevelt, Director KIT Information & Library Services. In his speech 'Library with a business plan' he described the process of redefining subsidized activities as products and the steps necessary to develop services and products that would generate the income needed to compensate for greatly reduced subsidies.

'The library is dead, long live the library', delivered by Ger Spikman, Librarian Wageningen

University & Research Centre, stressed the importance of thinking from the point of view of the user. His conclusion was not to nurture old concepts, to serve primary processes, have the courage to make choices and to be aware of our responsibility for our cultural heritage. ‘Less is more’ from Hans van Velzen, Director, Amsterdam Public Libraries (OBA), emphasized that budget cuts can force managers to look more closely at ways of increasing efficiency, finding new partners for cooperative ventures and new ways of providing service. The last speaker was Marjet Douze, Assistant Director, Aletta, Institute for Women’s History. In ‘Daring to choose’ she described the difficult decisions that had to be made in reaction to a series of budget cuts, such as making significant reductions in the general part of the collection, increasing PR and marketing and making more use of Web 2.0. The highly successful day ended with a panel discussion.

The general consensus, shared by librarians working in diverse settings, was that the only way to survive is to make sharp and clear choices. These include generating income, increasing cooperation and efficiency, making changes in collection development policy and focusing more on PR, marketing and visibility.



## Colonial Heritage website goes live

In order to preserve original source materials and make them accessible online to scholars, students and others interested in colonial history, KIT Information & Library Services launched its new Colonial Heritage website at the end of the institute’s centennial year, 2010.

KIT’s collection of maps, books, brochures and magazines on the former Dutch colonies makes the Royal Tropical Institute one of the leading research establishments on the shared histories of Indonesia and the Netherlands, and the Netherlands and Suriname and the Netherlands Antilles. After digitizing 12,000 of its historical maps, KIT started digitizing a selection of books and journals belonging to the colonial heritage collection. Digital images of KIT’s



Prof. Ismail Serageldin, Director of the Library of Alexandria, Egypt, sent a video message from the conference in which he discussed the future of libraries. His statement: ‘Interaction with the public will become libraries’ primary activity’, sums up the main theme of his presentation.

Photo: Irene de Groot.

historical archive and manuscripts will be added to the website in the near future. By the end of 2012 the site will contain more than one million pages, representing around 40 per cent of the entire colonial heritage collection.

The project was made possible by a funding from the Dutch Ministry of Foreign Affairs. To continue digitizing these unique documents additional funding will be needed.

## **Intercultural interim management: a new challenge for KIT IMC**

KIT Intercultural Management & Communication (KIT IMC) is the training and consultancy branch of KIT. With over a century of accumulated international knowledge and experience, KIT IMC is the gateway to other regions and cultures. It prepares managers and staff for a new living and working environment abroad and trains them to cope with personal and international business challenges.

In 2010 KIT IMC was asked by one of its clients to appoint an intercultural interim manager. KIT IMC had worked with the client before, giving advice on the intercultural business aspects of its activities abroad, but this request was new for KIT IMC. The client, an insurance company, wanted to strengthen the link between a subsidiary office in a Maghreb country and their head office in

the Netherlands. Building this bridge, and clarifying the misunderstanding and mutual irritation that had arisen between the two, were core elements of the assignment; not training or advice, but practical support, leading to direct results and a concrete role model for the future.

Knowledge of local business culture and intercultural competency were prerequisites. Fortunately the interim manager was not out there on his own; there were regular sparring sessions with KIT IMC and one of IMC's core staff members was his 'co-manager'. The tasks demanded a clear diagnosis of the situation and the resolution of issues that had been slumbering below the surface. In the diagnosis, intercultural sensitivity was crucial. While several aspects of the situation appeared awkward to Western European managers they were deeply rooted in local culture. The ability to distinguish facts from interpretations and valuations, and to corroborate these with the local culture led to a different assessment of the situation, and a new course of action.

In many other facets of the interim management assignment, from relationship building to positioning, intercultural aspects proved to be crucial for the success of the project. The client was satisfied with the results and KIT IMC is currently processing two similar requests for hands-on intercultural support.

## Dutch Ministry of Education and intercultural competence

Over the past years KIT IMC has held cultural diversity workshops for 95 per cent of the managers at the Dutch Ministry of Education, to raise awareness on this subject; now IMC has been asked to help them make the transition from theory to practice.

To give more support in dealing with diversity on a daily basis, a competence-based approach has been developed in which participants are supported through peer group sessions. The competence-based approach covers:

- Intercultural sensitivity – raising cultural awareness and paying attention to (non)-verbal signals;
- Intercultural communication – listening actively and adjusting the communicative style;
- Commitment building – developing relationships and reconciling different needs, and;
- Managing uncertainty – being open to cultural complexity and exploring new approaches.

At the start of the programme, participants were asked to fill in a questionnaire measuring their command of the competences and providing feedback for further development. The managers

then met every six to eight weeks, in groups of four, under the supervision of a KIT IMC trainer. They discussed cases of diversity management and reflected on the development of their intercultural competences over a period of almost a year. Between sessions, participants carried out small assignments to develop their personal learning goals and recorded their experiences in a personal log.

Cases that were discussed revolved around situations such as the role and importance of cultural background when performing certain tasks, managing distrust between colleagues of different ethnic backgrounds and cultural 'bias' in the selection procedure. Experiences from the sessions are used to build best practices, provide the organization with valuable insights into the impact of diversity on management and cooperation, and identify a group of 'diversity role models'. The programme, started in 2010, will continue into 2011.





Photo: Pauline Scheelbeek.

Photo: John Belt.



Photo: Peter Hessels.

# Sustainable development





KIT works  
hard to  
improve the  
livelihoods  
of people



Photo: Maurice van der Hoff.

**KIT works hard to improve the livelihoods of people in low and middle income countries through social and gender equality and sustainable economic development. KIT Development Policy & Practice is particularly involved in these areas, collaborating with organizations such as AgriProFocus (APF), Cordaid, UNICEF, the Dutch Ministry of Foreign Affairs, the corporate sector and other parties.**

# Investing in Africa: the time has come

The recent financial crisis brought to light the need for a new approach to investment. 'Wall Street' investment opportunities normally considered safe appeared not to have been so safe after all. The time was right for new ideas and the financial sector came to consider Africa as not such a bad investment after all. In 2010 KIT Development Policy & Practice responded to this turnaround by organizing two events: an expert meeting in September on investing in small and medium enterprises (SMEs) in Africa as a way of supporting sustainable development, and a public conference 'Stop donating, start investing', on 10 November, which drew almost 180 participants and a lot of attention from the Dutch media. The September meeting brought together over 30 CEOs and board members from Dutch banks, multinationals and social investment funds, as well as development experts and governmental staff. The idea for the event came in part from KIT's experiences with investing in SMEs in Africa and Latin America through the Annona Sustainable Investment Fund. Bart de Steenhuijsen Piters, head of area Sustainable and Economic Development at KIT: 'As pioneers in the field, we reached the stage where we had drawn lessons from our successes and mistakes and were ready to share our experiences with other potential investors.'

While the meeting's participants showed interest in investing in Africa, they also shared concerns. The big banks and multinationals worried about macro issues like laws, regulations



The audience was invited to respond to the speakers.

Photo: Irene de Groot.

and political stability, while pioneer investors like Annona were more concerned with how to identify talented entrepreneurs in African countries. But all participants agreed that development support is inadequate, or at least not targeted towards overcoming constraints and supporting investment. There was a striking, collective sense of optimism regarding the future of investing in Africa. 'There is excitement about the evolution taking place', remarked Bart de Steenhuijsen Piters. 'It will happen, it is just a question of when. We just don't know yet how to align direct foreign investment and development aid.'

Over the next few years, KIT will continue to research investment in SMEs through the Annona fund. This will allow it to discover how investments impact livelihoods, and how to invest in ways that are sustainable and support poorer societies.



**An active attendee during  
the public conference in  
November 2010.**

Photo: Irene de Groot.



## Making spice sustainable

On 12 October 2010 the Netherlands, the world's largest spice exporter, hosted an international conference looking at ways to make the Dutch spice sector sustainable. The event was organized by KIT Development Policy & Practice, the Dutch Spice Trade Association (NVS) and the Dutch Sustainable Trade Initiative (IDH), along with Both Ends, Cordaid and CREM. Over 140 people from around the world attended, including Dutch importers, retailers and processors as well as farmers' organizations and exporters from India, Indonesia, Mozambique, Uganda and Vietnam.

The aim of the conference was to give momentum to an NVS initiative to make the spice sector in the Netherlands sustainable. NVS members include all the major players in the Dutch spice sector. Companies such as Euroma, Intertaste, Unispices and Verstegen had all taken a lead in finding ways to increase sustainability in their products and operations. The goal now was to spread sustainability across the entire sector.

The conference showed that sustainability clearly means different things at different points along the supply chain. For farmers, most of them smallholders with few resources, sustainable production often means a fair income and a stronger position in the face of volatile prices. For international spice companies, sustainability



needs to reflect the demands of Western consumers who want top quality as well as traceable and environmentally friendly ingredients. It became clear that creating business opportunities for poor farmers is not enough to reduce poverty. Governments and NGOs continue to play an important role. Farmers for example need financial support from such bodies so they can be trained in sustainable production methods, and communities hit by HIV/AIDS also need their support. The private sector will rarely shoulder these expenses itself.

KIT will continue to draw on its expertise to build and share knowledge on sustainable value chains. Together with NVS and IDH, KIT will organize pilot spice programmes in Vietnam and Indonesia and will publish a book of case studies in 2011 documenting sustainability initiatives in spice value chains around the world.

Selecting red peppers  
in Mozambique.



#### **KIT's historical links with the spice trade**

KIT has been involved with the spice trade since the start of its 100-year history. From 1910 right up to the 1970s, KIT was *the* institute in the Netherlands for information on spices. It was where the Dutch business community came to find out about plant health measures relating to spices, technical knowledge or advice on how to manage a spice plantation. For a brief period, that history was forgotten. Then in the 21<sup>st</sup> century KIT became involved in a project to improve dried ginger production in Sierra Leone. By then, the focus of KIT's work had shifted from trade to sustainable development and poverty alleviation. In 2009, the Dutch Spice Trade Association (NVS) approached KIT with a request for support in making the spice trade sustainable. In KIT's view, supporting the development of a sustainable spice chain has great potential for alleviating poverty, since the majority of producers are mainly poor, small-scale farmers.





Photo: Bart de Steenhuijsen Pipers.

The Netherlands' largest supermarket chain, Albert Heijn, has a new product on its shelves: the Oerpinda or 'Original Peanut'. Distributed by Intersnack under its Jack Klijn label, the peanut is being marketed on the basis of two unique features: quality and 'fair trade'. The product is the result of a unique partnership between the Dutch company Intersnack, the Bolivian peanut production company AgriNuts, the Annona Sustainable Investment Fund and KIT.



## KIT addresses the specific needs of women

KIT is one of the leading institutes on gender and development in Europe. Its gender team was established in 1989 as a response to growing global awareness that the development sector was ignoring the specific needs of women.

After the Fourth World Conference on Women in Beijing in 1995, KIT became well-known for

its capacity development work and helped governmental and non-governmental organizations integrate gender concerns both in their own organizations, as policies and practices, and in their development programmes. The institute now provides tailor-made courses and regional trainings on demand. After the conference, KIT was involved in some of the reviews that were carried out to measure the impact the conference had on women's lives. The reviews documented widespread disappointment that the lives of poor women had not necessarily improved. KIT will continue to give the issue the attention it needs. KIT has built up a reputation for 'action research' in this field, publishing widely on different aspects of the issue. Maitrayee Mukhopadhyay, who heads the institute's gender team, says: 'You can't do work on gender equity without looking at society, social relations and social change. Gender is not just about women, it is about the relations between men and between women and men and the expectations and opportunities they create.'

KIT has initiated a research programme in South Asia to document the huge changes and innovations that organizations have brought to their programming in recent years. In March 2011, KIT will co-organize another international conference, with the research consortium Pathways of Women's Empowerment, looking at the effects of external financing on women's rights.



Training session in Bangladesh.

Photo: KIT.



Photo: Michiel Arnoldus.

‘You can’t do work on gender equity without looking at society, social relations and social change. Gender is not just about women, it is about the relations between men and between women and men and the expectations and opportunities they create.’ Maitrayee Mukhopadhyay





Photo: Paul Romijn.

Photo: Sonja Wijs.



# Culture



KIT aims to  
improve knowledge  
and understanding of  
different cultures  
through the exchange  
and preservation  
of cultural heritage



Photo: Rob Pastoor.

**KIT aims to improve knowledge and understanding of different cultures through the exchange and preservation of cultural heritage, exhibitions, stage performances and publications. Partner organizations in the cultural sector include the Mondriaan Foundation, the City of Amsterdam, the Dutch Ministry of Foreign Affairs and International Cooperation, the Dutch Ministry of Education, Culture and Science, Prince Bernard Funds for Culture, Performing Arts Fund, Amsterdam Fund for the Arts, Hivos, NCDO Culture Funds, BankGiro Lottery and SNS Reaal Funds.**

# Culture and couture: hand in hand at the Tropenmuseum

The exhibition *Culture Couture*, a collaboration between the Tropenmuseum and the Fashion Department of the Antwerp Royal Academy of Fine Arts, touched on some of the Tropenmuseum's essential themes: Culture, Interculturality and Identity, Modern Art and Contemporary Visual Culture. Showcasing designs that had been inspired by non-Western clothing; it included two impressive catwalk performances; one of them shown to the guests at KIT's official centennial opening on 11 March 2010. The curator was Jedithe de Groot and the stylist Djinn Kwekkeboom.

People all over the world are increasingly occupied with their identity and express this particularly in the way they dress, which also says a lot about the society they live in – its history, technological developments, political conditions, trade and religious convictions. Clothing can also relate to the need to communicate with fellow humans, the supernatural world, and gods. Third-year students from the Antwerp academy were asked to choose a single outfit from a culture that particularly inspired them and make a replica, accurate to the smallest detail; these were used as inspiration for a contemporary collection. A selection of the best designs was exhibited in the Museum Gallery along with the replica of the original garment, sketchbooks, video portraits of the designers and films of the students presenting their work. These all offered a revealing behind-the-scenes view of the students' research and design process.

The first catwalk performance took



Photo: Irene de Groot.

the museum's monumental main staircase as a backdrop, and showed the complete *Culture Couture* collections of six of the participating students: Nathalie Fordeyn, Izumi Hongo, Mariel Manuel, Setareh Mohtarez, Matthieu Thouvenot and Pierre-Antoine Vettorello. The first fashion show took place during the Amsterdam International Fashion Week, drawing no fewer than 1805 visitors to the museum. The second was held during the opening of KIT's official centennial opening, on 11 March, and was attended by HM Queen Beatrix and HRH Princess Maxima.

The Tropenmuseum looks back with satisfaction on this collaboration with the Antwerp Royal Academy of Fine Arts. *Culture Couture* successfully attracted a new and young audience to the museum by presenting high-quality products in a light-hearted but meaningful manner.

the summer we were able to welcome visitors to the museum presenting the cards.

The cards were handed out at a Sunday market in June by a group of volunteers marching along with a drum band parade. In July and August a further 500 cards were distributed by the Tropenmuseum staff members among the market stallholders to hand out to their regular customers. Walking around the market, the staff members got to know the stallholders a little better, while they in turn found out more about KIT. It turned out that there is quite some 'missionary work' to be done among our immediate neighbours! Many of the stallholders had little idea what went on inside our building. We drew responses like: 'Oh, is that where the Royal Tropical Institute is?' and 'Is that a museum? Are you in that big building on the corner of the park?' Who knows, maybe we will be able to help each other more often in future.

## Dappermarkt street market and KIT share birthday celebrations

The Dappermarkt street market in the East of Amsterdam is literally a stone's throw from the main building of KIT, and it too celebrated its 100<sup>th</sup> anniversary in 2010. To mark this double anniversary, the Tropenmuseum issued 'family cards', each worth € 25, to stallholders and market visitors, giving them free access to the museum. The campaign was a success: throughout







**'Tattoo Car' at the main entrance of the KIT building.**

Photo: the Tropenmuseum.

## Tattoo Car a great success

'Tattoo Car', an artwork by Mexican artist Betsabeé Romero and commissioned by the Tropenmuseum, caused many heads to turn when it was stationed outside the main building of KIT in September 2010. People stopped to take photographs and ask about its origins; via Facebook we learned that one passer-by even crashed into a lamppost straining to get a good look at it.

The car, a Volkswagen Beetle, was covered in an imitation leather skin that served as a canvas for tattoo-like illustrations. Indeed, tattoo artist Henk Schiffmacher worked with Romero and nine art students in the garden of the Tropenmuseum to produce the artwork. Romero's 'Tattoo Car' became a familiar sight not only to Amsterdam residents but to inhabitants of Leiden too. What started out as a fringe event at Romero's solo exhibition *Cars & Traces* (held at the Tropenmuseum from 23 September 2010 to 27 February 2011) turned out to be a very successful project. After its creation, 'Tattoo Car' – like so many other of Romero's works – went walkabout. During the course of the project the Beetle was displayed at different locations throughout Amsterdam and took

**'The project in the Tropenmuseum was the most important project for me in 2010 and inspired many new ideas and plans.'** Betsabeé Romero

a trip to the Museum voor Volkenkunde in Leiden where it was parked in front of a tattooed Maori head.

So as far as public outreach is concerned, 'Tattoo Car' was a success. But it was an interesting project for the artist too: 'Tattoo Car' enabled me to realize a project that had long been a dream of mine.'

By making this project possible for the artist, the Tropenmuseum was able to contribute to her further development. In many aspects 'Tattoo Car' is a successful and exciting work in her oeuvre. It was also a very instructive experience for those who assisted the artist during the workshop. They had the opportunity to work together with a professional artist with a great deal of experience in creating large sculptures for the public space. The helping hand given by Henk Schiffmacher also added value, both to Romero and to the students.

**Betsabeé Romero painting the 'Tattoo Car'.**

Photo: the Tropenmuseum.





## Tropenmuseum chosen as opening location for Amsterdam Museum Night

Last year, the Tropenmuseum was selected to host the grand opening of Amsterdam's Museum Night. On 6 November, just two days after the opening of the Tropenmuseum's exhibition *ROOD* (Red), the event attracted no less than 5600 visitors to the museum. It kicked off at 5pm and went on until 2am. As one visitor, a student from Weesp, put it: 'I came here to party, but I ended up staying for three hours, seeing things I had never seen before. I discovered a whole new world!'

Many visitors had chosen to wear clothing with red accents and the gigantic, buzzing crowd of mainly young people proved a logistical tour de force for the museum. After speeches by, among others, Carolien Gehrels, Amsterdam alderman of Art and Culture, and Lejo Schenk, Director of the Tropenmuseum, the party got underway. The opening act was an artistic light show, 'Analog Beamer', held in the hall of the museum high above the exhibition; financed by 'crowd funding' it was conceived by Meeus van Dis, with music by Aardvarck.

The exhibition *ROOD* showcases some 300 objects, including ethnographic artifacts and modern art, all guaranteed to stimulate the senses. At the Museum Night opening, visitors

could check out the one-off, 128-page, glossy magazine *ROOD*, produced specially by KIT Publishers and the Tropenmuseum for the exhibition. Lejo Schenk, Director of the Tropenmuseum: 'For months we were seeing red, writing countless articles (Is it red enough, or maybe too red?), searching for interesting external writers, adding beautiful images and engaging in heated discussions during editorial meetings. There was sweat and a few tears, but fortunately no red blood was shed.'

Other highlights of the evening were the self-inflating, 3.5-metre-high 'Scarlet Woman', a burlesque workshop by Beedy Rose, and the tireless string of DJs and performers in the museum's Ekeko restaurant. It was a night to remember.





The glossy magazine *Rood*.



Exhibition *Rood* in the Tropenmuseum.  
Photo: the Tropenmuseum.



Photo: the Tropenmuseum.

The Tropenmuseum by  
night during the Amsterdam  
Museum Night.  
Photo: the Tropenmuseum.

## Tropenmuseum helps with renovation of the Frederik Hendrik Museum on Mauritius

Besides being active in the Netherlands, the Tropenmuseum also takes part in a large number of international projects. In 2010 these included contributing to the development of two Maroon cultural centres in Suriname, providing lectures and training on museology in Indonesia, and continuing our collaboration with the Kapuas Raya Community Museum in Kalimantan (Indonesia). The renovation of the Frederik Hendrik Museum at Vieux Grand Port on Mauritius was another such project.

The museum focuses on the Dutch occupation of Mauritius between 1598 and 1710. Over the course of 2010 the Tropenmuseum staff worked closely with the Mauritius Museums Council on renovating

the building and updating the permanent exhibition; the fully renovated museum re-opened its doors on 18 November 2010.

A visitors' centre exhibiting archaeological finds from excavations, as well as the remains of the adjacent 17<sup>th</sup> century Fort Frederik Hendrik have been incorporated into the museum. The outdoor section, with the excavations of the old fort, and the indoor museum are now better linked, both logically and physically. Throughout the site extensive information is given to visitors, and this new exhibition gives them the opportunity to find out more about the Dutch presence on Mauritius. The museum anticipates an increase in the number of visitors as a result of the renovation, particularly among tourists, students and local residents.

The renovation was made possible with support from the Tropenmuseum in Amsterdam and the Mauritius Museums Council.



The Fort Frederik Hendrik on Mauritius in the 17<sup>th</sup> century.



## Zilveren Griffel award for *De Parel en de Draak*

In October 2010, the book *De Parel en de Draak* (The Pearl and the Dragon), published by KIT Publishers to accompany its exhibition *The Qi of China* in Tropenmuseum Junior, the Children's Museum, received the prestigious Zilveren Griffel award. The Stichting Collectieve Propaganda voor het Nederlandse Boek gives the Zilveren Griffel to what it judges to be the best children's books of the year. The KIT publication won the award in the 'Information' category.

The jury wrote: 'The book combines Chinese traditions with aspects of contemporary Chinese

society in an excellent way. By focusing on personal stories, modern-day China is given a human face. The book immerses the reader in Chinese culture, and lets you experience it up close. An educational and fun book, it is filled with text and photographs and is beautifully designed.'



### Children and their families on a 'world tour'

As many as 214 families, who rarely or never visit a museum, went on a 'world tour' in May and June in the Tropenmuseum. The children went on a 'China tour' in Tropenmuseum Junior, the other family members were introduced to some of the highlights of the museum.

The family members met again in Tropenmuseum Junior, where the children took their families on a personal guided tour. The project resulted in a positive cultural experience for the participants. The Tropenmuseum cooperated with primary schools in Amsterdam, 'Koers Nieuw West' and received a contribution from the Amsterdam Fund for the Arts and ABN AMRO.



**Africa Scores!**

Photo: Simone Scholtz,  
Twenty Ten.

GOOO





Nugroho attracted several prominent artists to participate in his creation

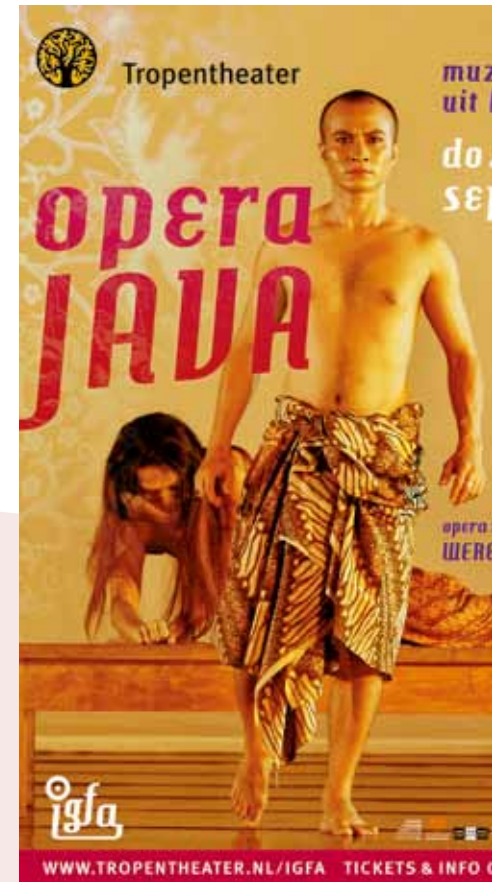
## Indonesia in the spotlight: *Opera Java* and the International Gamelan Festival Amsterdam 2010

In September 2010 the Tropentheater hosted two events in the Tropenmuseum's Light Hall that put Indonesia firmly in the spotlight; the musical theatre production *Opera Java* and the International Gamelan Festival Amsterdam 2010 (IGFA 2010).

*Opera Java* is based on the 2006 Indonesian film *Opera Java*, in which Garin Nugroho, who directed both film and theatre production, pays tribute to Java's slowly disappearing traditional culture. *Opera Java* combines elements of classical and modern dance, gamelan music, song, theatre, installations and storytelling. Nugroho attracted several prominent artists to participate in its creation: Rahayu Supanggah (composer), Heri Dono (puppeteer, visual artist and set designer) and Eko Supriyanto (choreographer and performer) who collaborated with the Netherlands-based choreographer Harijono Roebana. It drew some 2000 people to four sell-out performances.

The Light Hall was also the location for the International Gamelan Festival Amsterdam 2010. The second edition of this unique international gamelan festival organized by the Tropentheater reinforced the venue's position as a stage for

world music and made it one of the most important locations outside Indonesia for gamelan music. The festival included a world premiere of *Gamelan Now!*, a show that included the Kyai Fatahillah gamelan ensemble's interpretation of Steve Reich's *Six Marimbas*.







Tropentheater

# IGFA

International Gamelan Festival Amsterdam

**muziek & dans  
uit Indonesië**

**do 9 sept**

**Gamelan Now!**

**vrij 10 sept**

**Gamelan Bali**

**za 11 sept**

**Gamelan Java**



...ziek & dans  
Indonesië  
2<sup>m</sup> zo 5  
pt 2010

...voor de 21<sup>e</sup> eeuw  
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REIS OM DE WERELD IN ÉÉN CONCERT



## Journey around the world with the Johan Willem Friso Royal Military Band

On 12 September 2010 the Tropentheater closed its Summer Festival and season of special performances with a unique concert entitled *Reis om de Wereld* ('Journey around the World') by the Johan Willem Friso Royal Military Band, one of The Royal Netherlands Army's four large ensembles. KIT has had a close relationship with the Royal land forces for many years and the band offered to contribute to the institute's centennial celebration with a special performance.

In collaboration with the Tropentheater the band's artistic director and conductor Major Arnold Span put together a lively world music programme with invited guests from all over the world. There were contributions from the singers Lucretia van der Vloot, Julya Lo'ko and Lilian Vieira. The Western military ensemble, featuring percussion, brass and woodwind, backed the singers' songs, from Suriname, Indonesia and Brazil – the countries the three singers are connected to either by origin or birth. The programme also included concertante works by the Antillean composer J.G. Palm, as well as pieces by Maino Remmers, J.B. Change and Rafael Hernandez.



## Doce Brasil Holandês: the story of 'Brazilian' Maurice of Nassau

The audience in the Tropentheater's small hall on 17 September 2010 was witness to a piece of relatively unknown Dutch history. The Tropentheater premiered the documentary *Doce Brasil Holandês*, revealing insights into the life of Maurice of Nassau, Prince of Orange (Maurits van Nassau). Few people know about the important role the Dutch colonial governor and military commander played in the north Brazilian city of Recife (formerly known as Mauritsstadt).

Maurice of Nassau's liberal outlook led him to be viewed as a maverick. When he went out to Brazil he took the painters Frans Post and Albert

Eckhout with him, and it is these two artists who first recorded images of the inhabitants and nature of the 'New World'. He was also the first to construct bridges in Brazil, to establish a synagogue for the Jewish community, and to define the architectural cityscape of Recife. Remarkably, he only actually lived in Recife for 24 years.

*Doce Brasil Holandês* tells the story of 'the best mayor Recife ever had' through interviews and conversations with current inhabitants and historians. Two women in search of the origin of their name, involved with the documentary, the German/Dutch Sabrina van der Ley and her Brazilian namesake Kalina Vanderlei, told interesting stories. At the premiere, the 200-strong audience were joined by the film's director Monica Schmiedt and Sabrina van der Ley.

# Doce Brasil Holandês tells the story of 'the best mayor Recife ever had'



Photo: Felipe Perreira.  
Design: Tatiana Sperhake.



One of Lamster's photographs, taken from the book.

Photo: the Tropenmuseum.

## J.C. Lamster, an early film-maker in the Netherlands East Indies

In June 2010 KIT Publishers held an event together with the Tropentheater and EYE (the Dutch national film institute incorporating the Dutch Film Museum) to launch a new publication.

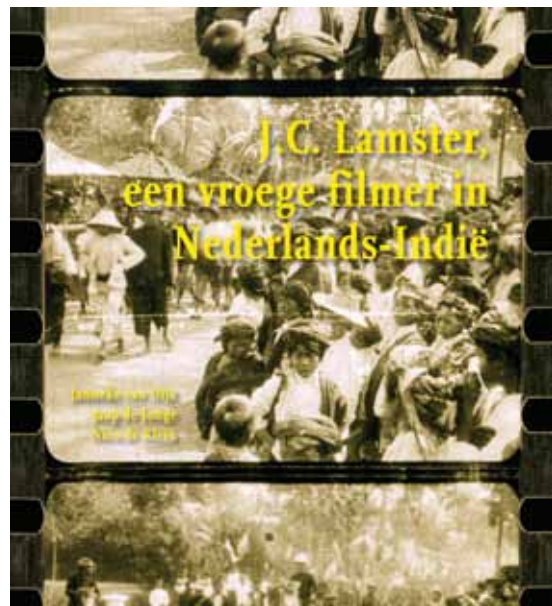
*J.C. Lamster, een vroege filmer in*

*Nederlands-Indië* (J.C. Lamster, an early film-maker in the Netherlands East Indies) was published to commemorate 100 years of KIT and includes a DVD of Lamster's films. Johann Christian Lamster (1872 – 1954) was influential in the early years of the Dutch Colonial Institute. The DVD was shown during the event in the Tropentheater.

When KIT was established in 1910 the Dutch population knew very little about its country's overseas territories in the Netherlands East Indies. The Dutch government also found it hard to find motivated, qualified staff for the colonial civil services. To address these two challenges, the institute set about providing information, on the Netherlands East Indies in particular, through lectures and courses. They also wanted to make use of the exciting new medium of film. The board came up with topics they wanted to be filmed, and looked for someone who was familiar

with the Dutch colony and its people to do the filming. The question was: who? The choice fell on Lamster, a film-maker and captain in the Ordnance Survey of the Royal Netherlands East Indies Army (KNIL). In 1912 Lamster went to Paris to follow a crash course in film-making at the Pathé Frères studios and shortly after travelled to Java, Bali and Madura, where he shot 56 films with his brand new 35mm camera.

The authors Janneke van Dijk and Jaap de Jonge tell Lamster's life story, while historian Nico de Klerk describes the shooting of the films and how the institute deployed them.





## Centennial book paints a picture of versatility

In the past KIT commemorated its anniversaries with books that traced the history and development of the Royal Tropical Institute.

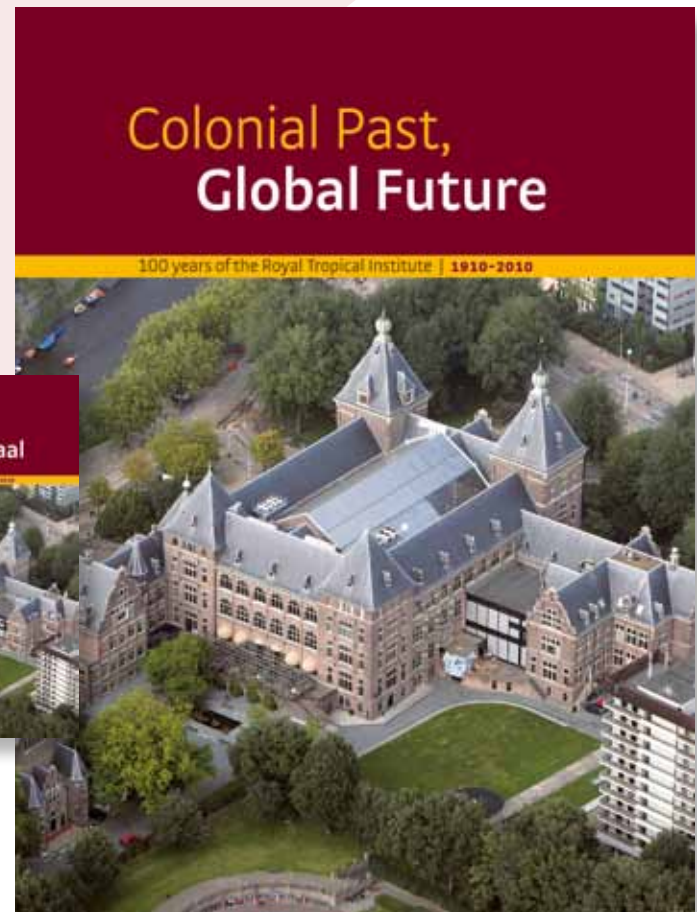
In 2010 it took a different approach, not opting for a comprehensive overview, but for an attractive and readable publication, richly illustrated, covering KIT's key activities over the years.

*Colonial Past, Global Future – 100 years of the Royal Tropical Institute* presents the institute as a modern (inter)national organization with a rich history and a clear vision of the future.

A special committee was set up to select stories from KIT's various departments and to help research its archives. The result is a beautifully designed book in which more than 15 stories and a wealth of illustrations create a picture of the versatility and wide scope of the institute. Published in both English and Dutch (*Van koloniaal naar mondiaal – 100 jaar Koninklijk Instituut voor de Tropen 1910 – 2010*) the book opens with an introduction by Princess Máxima of the Netherlands, the institute's patron. A clear timeline records the key moments in the history of the institute and in the final chapter, *Huge added value through collaboration between disciplines*, the president of the Executive Board, Dr Jan Donner, explains how KIT's different

activities fit together and contribute to the institute's general objectives.

While the book has been published with different audiences in mind, it especially focuses on those who are interested in or support international and intercultural cooperation, sustainable development, poverty alleviation, cultural preservation and intercultural exchange.







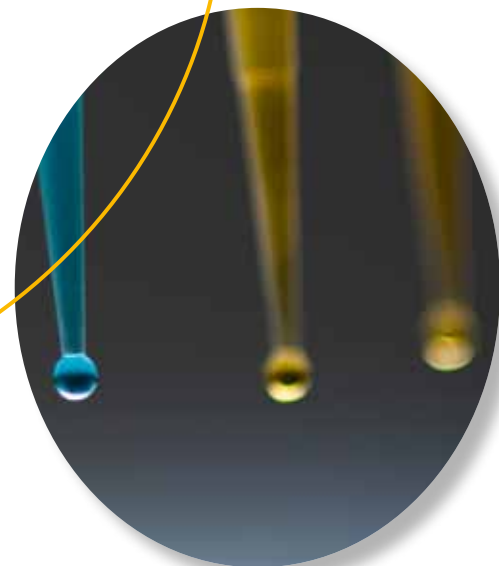
**Students of the International  
Course in Health Development/  
Master of Public Health in  
2009-2010.**

Photo: Prisca Zwanikken.



Photo: Gerard Schoone.

# Health



KIT is committed to improving the health of people in low and middle income countries through research, consultancy and education

Photo: Hans de Ronde.

**KIT is committed to improving the health of people in low and middle income countries through research, consultancy and education. It prioritizes effective and sustainable health systems in the areas of maternal health, diagnostic services, neglected diseases and HIV. To meet these aims it works closely with organizations like the Bill and Melinda Gates Foundation, Cordaid, HealthNet International, Nuffic, the World Health Organization and other organizations.**



## Responsible governance: the key to managing human resources for health

On 15 and 16 March 2010, KIT Development Policy & Practice organized an international conference with the World Health Organization, Cordaid and the International Council of Nurses, on the current crisis in the global health workforce. The conference focused on the crucial role played by responsible governance.

The crisis has been in the spotlight since the publication of the 2006 World Health Report, *Working together for health*, which estimated that almost 4.3 million more doctors, midwives, nurses and support workers were needed worldwide. Although the 'brain drain' is often blamed for the crisis, it is only one of the many factors affecting the availability, distribution and performance of health care staff.

Since the report's publication almost five years ago, many affected countries have started creating national policies and plans to manage their human resources for health. However, a survey carried out by KIT for the World Health Organization in 2010 suggested that 45 of the 57 countries that took part had plans in place, but that many of them were poorly implemented. Clearly, responsible governance, ensuring that effective policies are created and implemented, is crucial.

The conference was attended by over 180 delegates from 31 countries, including experts from universities, development and professional organizations and ministries for health. It focused



Conference participants shared their experiences.

Photo: Irene de Groot.



on how responsible governance contributes to better policy formation and implementation; in other words, how it ensures that health workers are trained, retained and motivated to provide efficient and effective services for everyone, including the poor living in areas of deprivation.

Abdul Kareem Jalloh, director of the Medical Research Centre in Freetown, Sierra Leone, was pleased with the opportunity the conference provided to exchange experiences between countries. 'We have a free health care initiative in Sierra Leone but have great human resources constraints. Being at the conference will give us a chance to share experiences and get advice on how to go forward. It has been a wonderful occasion so far, especially with Liberia being represented. Liberia came from the same place as us so they can advise us. It will give us an informed position to go back home and engage the ministry.'



Photo: Rob Pastoor.

Following up on the conference, KIT has developed a one-week course, 'Looking at human resources for health through a governance lens', for senior policymakers, planners and staff. KIT is also contributing to a series of articles highlighting different aspects of governance and human resources for health, which will be published in the international journal *Human Resources for Health* in 2011.

## KIT works to secure funding for recognition of tropical medicine

For nearly half a century KIT has been helping Dutch physicians prepare for work in low and middle income countries. And one of its major tools has been the Netherlands Course in Tropical Medicine and Hygiene (NTC), a three-month course organized by KIT Development Policy & Practice to develop students' knowledge and skills that will be helpful and effective in the South.

The NTC, which has been part of KIT's educational offering for 46 years, is popular among medical students and in the centennial year was reaccredited as the core course in KIT's Master in International Health (MIH). The course has also evolved to keep in step with global developments. The NTC now includes components on public health and HIV/AIDS for example, and

much more attention is paid to cultural issues. The student body has changed as well, with more foreign students finding their way to KIT; this benefits the quality of the course since students from different countries can share their various perspectives on health care issues. And, where once students were passive listeners, classes are now interactive, involving students in class discussions, active problem-solving and case studies, as well as online interaction ('virtual action learning').

Unfortunately, 'tropical doctor' is not yet a recognized specialization or profile within the Dutch medical system, so many students have to fund the course themselves. Some find funding through organizations such as VSO or Doctors Without Borders (MSF), who send specialized medical personnel abroad. One of the challenges faced by KIT over the coming years is to convince the Dutch government and other potential funders of the benefits of training doctors for services abroad. After all, many 'tropical doctors' return to the Netherlands to work as doctors, educators or public health specialists. Others take up posts in immigrant communities that require the cultural skills they have developed abroad, while still others work for international organizations, such as the World Health Organization, giving the Netherlands a voice on the global stage. To this end, KIT has teamed up with the Netherlands Society for Tropical Medicine and International Health (NVTG) to work for official recognition of the profile of tropical medical doctor and to secure

funding for future NTC students. KIT will continue to ensure that important international health competencies such as responses to epidemics like HIV/AIDS and swine flu, which are relevant to Dutch public health as well as to the Netherlands' standing in the world of development cooperation, are enhanced.



Photo: Rob Pastoor.

## KIT courses reaccredited

The centennial year was an excellent year for two master's programmes organized by KIT and the VU University Amsterdam: the International Course in Health Development – Master of Public Health (IChD/MPH) and the Master of International Health (MIH). Not only did more participants enrol in both programmes than ever before, but the courses were also reaccredited in 2010 by the Accreditation Organisation of the Netherlands and Flanders (NVAO).

Accreditation is an arduous process. External experts review the programme's documents, examine student assessments and feedback, and carry out a site visit. Although this demands great effort on the part of the training institute, accreditation does give official recognition to master's programmes in the Netherlands, and, by extension, in many other countries as well. KIT regards accreditation, carried out every six years, as an opportunity; it provides an objective and thorough external review of KIT's work in post-graduate education. The accreditation report identifies areas for improvement that KIT must follow up on, but it also identifies strengths. In

Students of NTC course and students of International Course in Health Development 2010.



2010 the KIT/VU programmes were particularly praised for being highly relevant to the work that graduates ultimately carry out in their home countries. In other words, KIT and VU have stayed on top of issues in low and middle income countries, despite implementing these

programmes in the Netherlands.

The NVAO accreditation report 2010 stated: 'The Royal Tropical Institute and the VU University Amsterdam scrupulously monitor that the aims of the programme are up-to-date and fit the changing issues of public and international health.'



**NTC student in 2010.**

Photo: KIT.



Laboratory setting under review.

Photo: M.F.M. Engelberts.

## Center for Evidence-Based Medicine Eastern and Southern Africa

In 2010 KIT developed the Center for Evidence-Based Medicine Eastern and Southern Africa (CEBMESA). Although a lot of clinical research is conducted in Africa, the results are rarely implemented in policymaking and clinical practice. CEBMESA aims to improve this situation by increasing knowledge and expertise on evidence-based medicine (EBM) so that evidence-based health care (EBH) can become more widespread in Africa. CEBMESA is supported by KIT Biomedical Research, KIT Information and Library Services and KIT Development Policy & Practice. In May 2010 Prof. Harriet Mayanja-Kizza, Dean of the Faculty of Medicine at Makerere University, Kampala (Uganda) was appointed director.

CEBMESA strives to introduce and sustain those aspects of medical care that are, in principle, subject to scientific methods, and to apply these methods to ensure the best prediction of outcomes in medical treatment, even as the discussion about their desirability continues. Its network aims to do this through:

**a** providing courses on research methodology and evidence-based practice for both policymakers and clinicians, including the education of trainers;



- b** conducting research in the field of EBH and holding systematic reviews;
- c** disseminating 'up-to-date information' via the internet, email and other more traditional media;
- d** creating a mutually beneficial network of scientists, health care professionals, and policymakers from the region, as well as EBM and EBH experts from around the world, to share knowledge.

During 2010 KIT developed courses, initiated EBM research and discussed CEBMESA with stakeholders. In 2011 KIT will focus on fund-raising efforts to ensure the sustainability of CEBMESA.

Students in Uganda carrying out an internal audit.

Photo: M.F.M. Engelberts.



Eijkman Medal award-winner Prof. Dr Robert Sauerwein, asked whether malaria research is one big industry devoted to combating malaria with vaccines: **'If only that were true,'** he replied, implying that a more proactive approach is required from the various parties concerned.

## Symposium: Vitamins in Development

To mark KIT's centennial, KIT Biomedical Research held a mini-symposium on 28 October 2010 entitled 'Vitamins in Development'. The symposium was followed by a ceremony awarding Eijkman medals to two eminent scientists, Dr Koert Ritmeijer and Prof. Dr Robert Sauerwein for their services to tropical medicine. There was also a debate organized by The Netherlands Society for Tropical Medicine and International Health (NVTG) on globalization in development.

KIT is holder of the Eijkman Medal Fund Foundation. This Foundation was established in October 1923 to honour the work of the Nobel prize-winner Prof. Dr Christiaan Eijkman, who received the prize for work that led to the important role held by vitamins in health care today. It was Eijkman who detected the real cause of beriberi: deficiency of a vital substance, vitamin B, found in the 'silver skin' of rice, the staple food of Java's indigenous population. Later, the foundation's goal became to honour those scientists who excelled in the field of tropical medicine in the broadest sense of the word. Dr Koert Ritmeijer of Doctors Without Borders, Amsterdam, and Prof. Dr Robert Sauerwein, of Radboud University Nijmegen Medical Centre, both in the Netherlands, were awarded medals by the foundation's secretary and head of KIT Biomedical Research, Prof. Dr Paul R. Klatser, for their achievements in the fields of visceral leishmaniasis and malaria research, respectively.

The symposium itself touched on three different aspects of society as seen within the context of development. Prof. Dr A. de Swaan, sociologist, stated that today's global society is based on cooperation rather than maximizing profit. Richer countries he said, would do well to make sacrifices to sustain poorer countries who are trying to lift their population out of often undesirable situations. Psychologist Prof. Dr N. Frijda went on to show various pictures of human expressions, explaining that not all of our emotions are always expressed identically. A facial expression can mean one thing in one culture and have a totally different meaning in another.

Comparing cultures through use of non-verbal sensory signals can be useful in determining the effectiveness of interactions in development. Finally, biomedical researcher Prof. Dr J. Goudsmit discussed the subject of giving aid and support to less-developed civilizations from two different angles: the Western model adopted by some countries as the basis for giving aid, and that used by others such as the People's Republic of China who prefer to see less-developed countries as trade partners pure and simple, without exacting political change over.



**Dr Jan Donner, President of KIT.**  
Photo: Irene de Groot.



From left to right: **Dr Pim de Graaf, MSF Holland; Prof. Dr Paul R. Klatser, secretary of the Eijkman Medal Fund Foundation, Prof. Dr Robert Sauerwein and Dr Koert Ritmeijer, Eijkman Medal award-winners; Dr Martin Boeree, University Lung Centre Dekkerswald.**  
Photo: Irene de Groot.

Photo: Annona.





# 1



# Holding KIT BV





Holding  
KIT BV was  
founded in  
2006



Photo: Annona.

# Bolivia

the Strength  
of Political  
Courage

35 YEARS OF  
CIPCA HISTORY

Vera Gianotten

Holding KIT BV was founded in 2006. It includes the group of companies KIT Publishers BV (100 per cent), KIT IMC BV (100 per cent), KIT Hotel BV (100 per cent) and a 40 per cent share in Mali Biocarburant SA. In December 2008 the Annona Sustainable Investment Fund BV was set up. Holding KIT BV has a participation of 12.5 per cent in Annona.



**Maarten Bremer,  
director of IMC BV  
during a business  
presentation.**

Photo: KIT IMC.

## **A positive year for KIT IMC**

The positive energy and many activities of KIT's centennial year helped to make it a good one for KIT Intercultural Management & Communication (KIT IMC). Several projects were finalized, such as the introduction of key account management and a customer relationship management system. New services were developed such as online support and intercultural interim management.

Other successful initiatives included developing a protocol for welcoming foreign

players to the Dutch national football league and training sessions in Japanese business culture for managers and senior executives at the Dutch company Océ in light of its merger with Canon (a company originating in Japan); these were also given in the USA. KIT IMC also organized international team building workshops for Eureko and provided intercultural assistance to Dutch government officials to aid their working relationship with colleagues on Aruba, Bonaire and Curaçao.

KIT IMC was happy to end the centennial year with an increase in turnover of more than 30 per cent and is ready for the second centennial.

## KIT Publishers BV

The objective of KIT Publishers is to publish and distribute books, digital products and periodicals in the fields of the arts, culture, travel, politics, country information and applied science. In 2010 KIT Publishers published around 70 books and

bulletins on various topics such as rural development, cultural heritage, sustainable development and politics and debate.

Publications were distributed within the Dutch and international consumer markets as well as to academic libraries and organizations worldwide.





## A successful year for NH Tropen Hotel

The exploitation of NH Tropen Hotel and the accommodation afforded by KIT for conferences, meetings and receptions are the two main activities of KIT Hotel BV. Despite the after effects of the economic crisis, 2010 was a good year for NH Tropen Hotel. The hotel achieved an occupancy of 82.8 per cent, an increase of 6.2 per cent over 2009. Compared with the Amsterdam hotel market, which stood at 77.9 per cent, this is a favourable percentage. The Congress Facilities department can also look back on the year with satisfaction. All the centennial events, plus the large conferences and meetings that were held, contributed to a higher turnover than the previous year.

NH Tropen Hotel arranged events and meetings for a variety of organizations during 2010, including the Ministry of Health, Welfare and Sport, the State Service for Cultural Heritage, the Centre for Society and Genomics, Congress Care, Amsterdam Medical Centre and the University of Amsterdam. The hotel's total turnover was 20 per cent higher than in 2009.

In the area of sustainability, 2010 was a landmark year for NH Tropen Hotel; the company was given the *Green Key Gold*, a quality mark for sustainable businesses that stimulates and monitors the use of sustainable products.



Photo: Irene de Groot.



Photo: Irene de Groot.





First jatropha harvest in  
Sissili, Burkina Faso.  
Photo: Mali Biocarburant SA.

## Mali Biocarburant SA: contributing to poverty alleviation in West Africa

Holding KIT BV is one of the major shareholders in Mali Biocarburant SA (MBSA), a private company working with 4000 small farmers in Mali and Burkina Faso. MBSA produces biofuel in a way

that supplements farmers' incomes while also contributing to poverty alleviation. The biofuel (biodiesel) is generated from jatropha nuts, a drought-resistant, non-food crop that can be grown on non-agricultural land or as an intercrop (one of two crops grown in close proximity). The aim of this approach, supported by KIT, is to create employment and income opportunities, particularly for women and small-scale farmers, while having a positive impact on the environment.

MBSA is setting up sustainable, decentralized biodiesel processors throughout West Africa. It promotes sustainability by integrating jatropha into farmers' existing production systems; it also provides technical assistance to farmers, improving their agricultural practices thus boosting their income and food security. In addition, farmers' unions are given a 20 per cent share in the company, enabling them to directly benefit through sales of products. An extra income stream is provided by MBSA contracting its carbon reduction on the Voluntary Carbon Market, where organizations and businesses pay for CO<sub>2</sub> emission reductions that benefit the local population's economic development. In this case, KIA Motors Netherlands buys these CO<sub>2</sub> offsets.

MBSA is working on research projects in cooperation with European, Indian and Latin American research institutions to develop higher yielding varieties of jatropha and to carry out research into the sustainability of jatropha cultivation and the production of biodiesel. The company has also contributed to creation of



**Meeting between President of Mali, Amadou Toumani Touré and Hugo Verkuil, CEO of Mali Biocarburant SA.**  
Photo: Mali Biocarburant SA.

## Annona: investing in a sustainable future for farmers

Annona is an investment fund tackling poverty in Africa and Latin America by investing in medium-sized agricultural companies in developing countries. Holding KIT BV is one of its three major shareholders, the others are SPF and SPOV, both Dutch pension funds. KIT's main contribution is its expertise in the field of sustainable development.

Annona's aim is to establish and develop local small and medium-sized enterprises (SMEs) in such a way that they can develop independently to become successful and financially sound businesses.

**Red peppers in Mozambique.**  
Photo: Annona.

a standard for biodiesel and to establishing government legislation for biodiesel in Mali.

In 2011 KIT will support the construction of a second factory in Burkina Faso; this will boost production to 10,000 tons per year in Mali and Burkina Faso combined for the coming five years. The current production in Mali stands at 500 tons. MBSA employs 149 people, mainly locals. In Koulikoro, Mali, almost 60,000 litres of biodiesel are produced and sold locally. Over 2,000,000 jatropha plants have been integrated in farming systems in Mali, and a further 2,000,000 in Burkina Faso.



Alongside this contribution to sustainable economic development, the investment fund also operates in the areas of agriculture, agro-processing, biofuel, sustainable energy and the medical sector.

The investments made by Annona average € 400,000, representing a relative ownership of between 25 and 49 per cent. Annona invests in SMEs that cultivate and process raw materials themselves as well as providing a market for small and medium-sized local farmers. The SMEs provide the farmers with materials, practical help and technical assistance as well as ensuring good terms of payment, in exchange for a sales contract.

The companies then cultivate the raw materials locally, to produce a high quality product that they sell directly at local markets, or to international operators, without the intervention of traders.

Everything is designed to make a profit while remaining sustainable and to forge long-term relationships with all stakeholders. Annona believes that social and economic development in developing countries is only possible if it involves SMEs that are making a profit while maintaining a sustainable long-term perspective.

**Agri Trade/Agri Nuts in Bolivia.**

Photo: Annona.







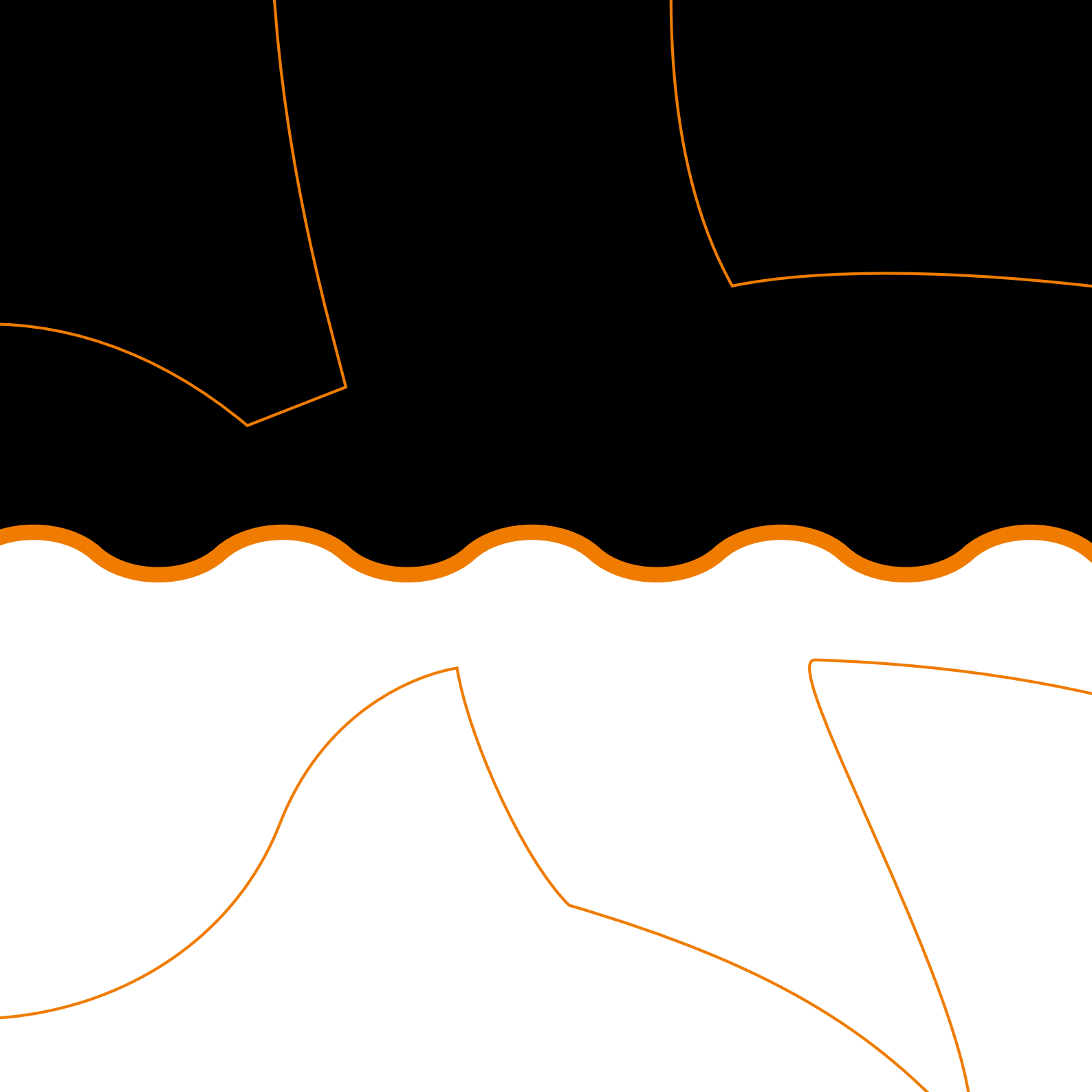
Various types of spices  
in Africa.

At the start of 2009, SPF, SPOV and Holding KIT BV promised € 8 million to Annona, € 2.2 million of which has already been requested. In its start-up portfolio, Annona has now invested over € 2 million in five enterprises in the form of loans and equity. KIT and the fund manager analyzed more than 100 plans and concepts over the course of 2010. This has resulted in a number of promising investment cases and already five investments have been finalized: Elephant Pepper in Mozambique (realized in 2009), AgriTrade/ AgriNuts in Bolivia, Yiriwa in Mali, AgriSul in Mozambique and Virmax Cafe in Colombia (to be finalized in 2011). Annona remains unique in its

focus on share capital, in-depth knowledge of the agricultural sector and its willingness to fund start-ups.

In 2010, a new strategy was initiated whereby partnerships are formed with banks and business-support organizations in developing countries. These partnerships seek out talented entrepreneurs who need a combination of loans and share capital to realize their dreams. The partnerships combine local knowledge and networks with KIT's unique expertise in the area of economic development. KIT will continue actively looking for ways to link Western capital to promising entrepreneurs in developing countries.





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# Financial Report

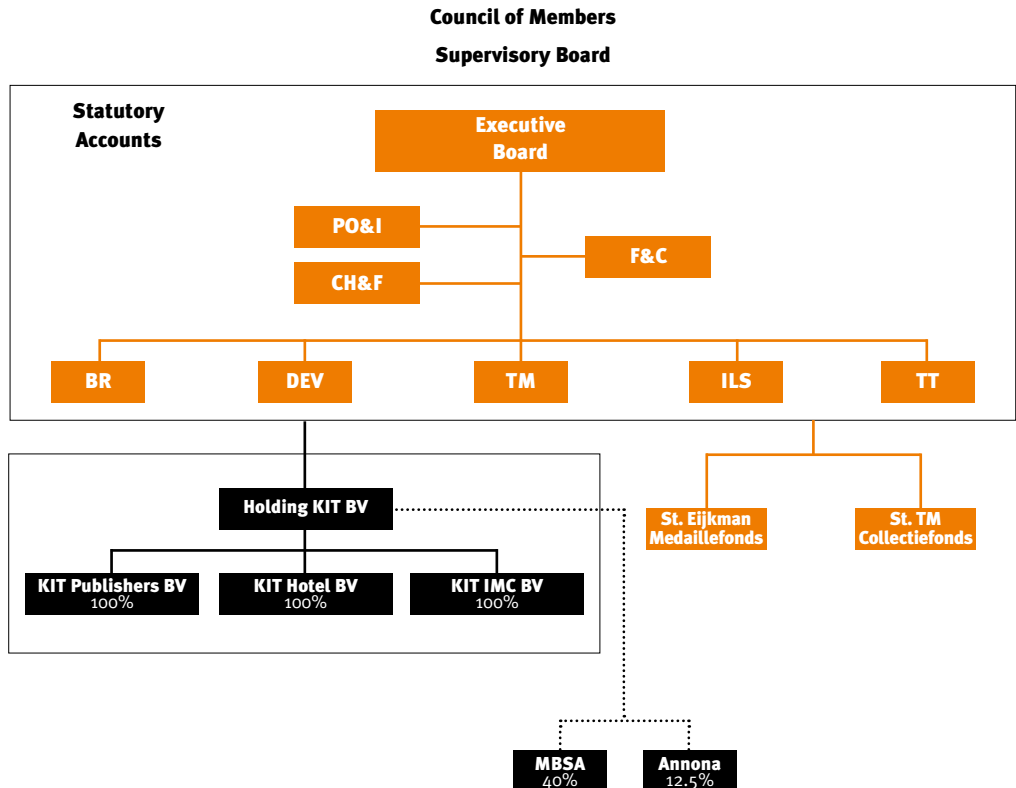
# Report of the Executive Board

<b>BR</b>	KIT Biomedical Research
<b>CH&amp;F</b>	Communication, Hospitality & Facilities
<b>DEV</b>	KIT Development, Policy & Practice
<b>F&amp;C</b>	Finance & Control
<b>ILS</b>	KIT Information & Library Services
<b>PO&amp;I</b>	Personnel, Organization & Information
<b>TM</b>	Tropenmuseum
<b>TT</b>	Tropentheater

The Financial Statements 2010 relate to all activities of the Vereniging Koninklijk Instituut voor de Tropen/Royal Tropical Institute Association (KIT), Holding KIT BV (including KIT Publishers BV, KIT Hotel BV and KIT IMC BV), Stichting Eijkman Medaillefonds and Stichting Tropenmuseum Collectiefonds.

The Royal Tropical Institute's (KIT) mission is to contribute to sustainable development, poverty alleviation, cultural preservation and cultural exchange. KIT develops effective new products, services and partnerships to stay true to its mission. It generates and shares knowledge through practical experience, training, research and postgraduate work, and is engaged in the transfer of knowledge on culture and sustainable development to, from and between developing countries.

**Consolidated Accounts**



# Consolidated Results

(AMOUNTS IN €1,000)

The results of the individual departments of both the association KIT and KIT Holding BV, including its subsidiaries, are summarized in the table below. Together they constitute the result of the consolidated accounts of KIT.

	2010	2009	Budget 2010
KIT Development, Policy & Practice (DEV)	(737)	130	167
KIT Biomedical Research (BR)	(188)	(50)	(93)
KIT Information & Library Services (ILS)	115	167	(167)
Tropenmuseum (TM)	746	(335)	–
Tropentheater (TT)	(359)	151	(9)
<b>Result for line departments</b>	<b>(423)</b>	<b>63</b>	<b>(102)</b>
<b>Result for staff departments</b>	<b>(354)</b>	<b>589</b>	<b>17</b>
Impairment preparation costs building improvements	(1,000)	–	–
<b>Total result departments</b>	<b>(1,777)</b>	<b>652</b>	<b>(85)</b>
Allocation to Appropriated funds	(275)	–	–
<b>Result Royal Tropical Institute Association</b>	<b>(2,052)</b>	<b>652</b>	<b>(85)</b>
KIT Hotel BV	594	(137)	240
KIT Publishers BV	(484)	(200)	(145)
KIT IMC BV	153	(67)	–
Holding KIT BV	(73)	(37)	–
<b>Result Holding KIT BV Consolidated</b>	<b>190</b>	<b>(441)</b>	<b>95</b>
Result Foundations	(2)	–	–
<b>Consolidated result</b>	<b>(1,864)</b>	<b>211</b>	<b>10</b>

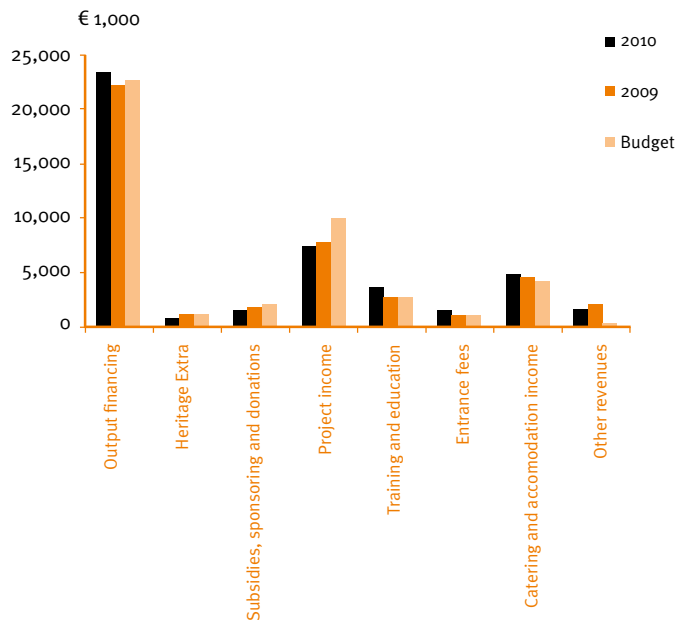
The result of the Royal Tropical Institute deteriorated in 2010 (from € 652 in 2009 to € -2,052 in 2010). This is due to a partial impairment of the preparation costs for the planned building improvements (€ 1,000) disappointing subsidy contributions and project revenues (compared to budget), write-off debtors and provisions and higher costs for external personnel due to vacancies. This is especially the case within the departments Development, Policy & Practice and Tropentheater.



The Tropenmuseum receives an annual contribution from the BankGiro Lottery to extend its collection. This year an adjustment is made to present the received subsidies and purchases in the Income and Expenditure Account of the Tropenmuseum. The balance of the received subsidies and spent purchases is added to the Appropriated Funds. Hence the very positive result of the department. After addition to the Appropriated Funds, the result of the Tropenmuseum amounts to € 471. An increase in turnover from ticket sales and lower personnel expenditure amongst others contributed to the positive result of the Tropenmuseum.

KIT Hotel BV and KIT IMC BV recovered in 2010 from the financial crisis. Turnover increased as a result of increased events at KIT (congress facilities) and higher daily rates for the hotel rooms. Turnover at KIT IMC BV improved by almost 30%. Both companies realized a cost effective operation, which resulted in positive year end results. KIT Publishers BV, however, went through a reorganization as the result of its revised strategy in 2010. A significant part of the negative financial result of KIT Publishers BV is due to reorganization costs.

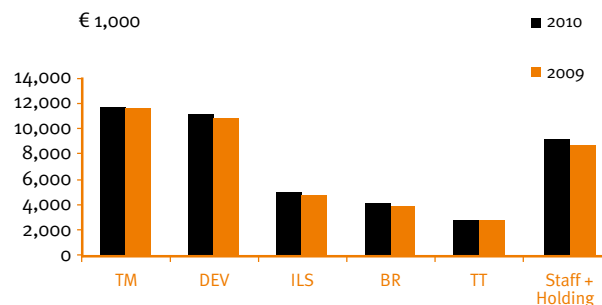
**Turnover 2009 compared to budget and 2008**



**Consolidated Turnover**

When compared to 2009, the consolidated turnover increased to € 43.8 million (2009: € 42.6 million). Increases in output financing (€ 0.8 mln), entrance fees and turnover of Holding entities activities (Hotel BV and IMC BV) contributed to the increase in consolidated turnover (€ 1.2 mln). Subsidy contributions and project revenues, however have shown a decrease. Output finance turnover is in accordance with the product report 2010 to the Ministry of Foreign Affairs. The graph below shows the different turnover categories compared to the budget and 2009.

**Turnover per department**



**Turnover of KIT Departments**

All departments and Holding KIT BV show an increase in turnover.

## Consolidated balance sheet

The figure shows a decrease in the institute's cash and cash equivalents since 2008, a year in which KIT under spent on output financing. The institute's cash position is closely monitored. As a result of better management of the Balance Sheet in terms of debtors, receivables and creditors, KIT's operating capital (working capital including cash and cash equivalents) is decreasing. KIT's solvency and liquidity ratios are sound, just like the previous years.

## Group companies of Royal Tropical Institute

The Royal Tropical Institute Association is the sole owner of Holding KIT BV, which holds all of the shares in KIT Hotel BV, KIT Publishers BV and KIT IMC BV.

In 2010 KIT IMC BV recovered steadily. New contracts were signed, turnover of training activities increased by 30% and the company realized a positive result.

KIT Hotel BV controls all the activities of the NH Tropenhotel and the external congress facilities. Compared to 2009, KIT Hotel BV blossomed in 2010 almost to the level of 2008. Its turnover increased by 18% and a good positive result was realized.

The results of KIT Publishers BV remain negative. In 2010 the Board of Holding KIT BV and the Director of KIT Publishers BV revised its strategy. As a result incidental losses were realized by KIT Publishers BV as part of a reorganization.

## Other participating interests of Royal Tropical Institute

Holding KIT BV participates in two entities. The participation in Mali Biocarburant SA (40%) is valued at cost. Results of MBSA do not justify a revaluation of the participation in MBSA.

The participation in Annona Sustainable Investment Startup Fund (12.5% of shares) is also valued at cost. However, due to substantial losses at one of its participations, the Board of Annona decided to depreciate its shares. As a result Holding KIT BV has depreciated its participation by € 59.

## Other consolidated entities

The Royal Tropical Institute Association manages two foundations, the Stichting Tropenmuseum Collectiefonds and the Stichting Eijkman Medaillefonds. In 2010 two medals were awarded by the Eijkman Medaillefonds. The net asset value of the Stichting Tropenmuseum Collectiefonds at the end of 2010 was € 54, and that of the Stichting Eijkman Medaillefonds was € 21.

## Governing bodies

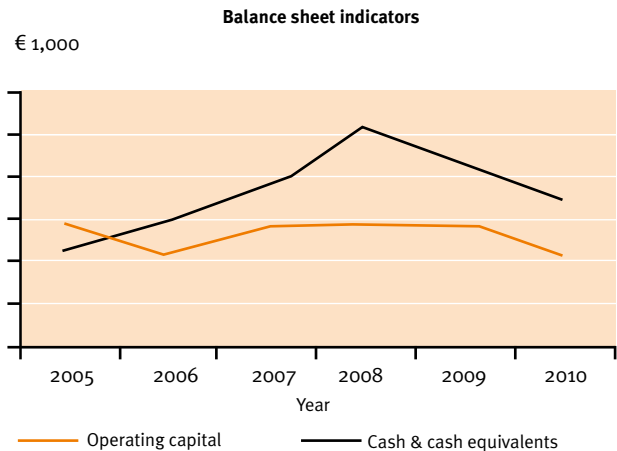
The Council monitors the overall management of KIT and acts as the responsible shareholder of Holding KIT BV. The Council consists of representatives of founding organizations and members elected by the KIT membership. The Board is accountable to the Council, and consists of seven members appointed by the Council; the Board is also the board of Holding KIT BV.

The Executive Board is accountable to the Board. It consists of the president who is responsible for management and the formulation of KIT policies. The directors of the three full subsidiaries of KIT in Holding KIT BV (KIT Publishers BV, KIT IMC BV and KIT Hotel BV) report to the Executive Board, while the Executive Board represents the interests of Holding KIT BV as a minority shareholder in the shareholder assemblies of Annona BV and Mali Biocarburant S.A.

## 2011 and beyond

Budget cuts at government level influence KIT's output finance budget for 2011 and beyond. In addition, the Ministry of Foreign Affairs has announced that it will change the current government finance method into the so-called *standaard subsidiekader* or standard grant framework.

The institute attempts to anticipate to these changes, but uncertainty concerning the new rules and regulations of this framework and the limited lead time, make it difficult to be well prepared for the (near) future. Therefore it is not possible to make a statement about the forecasted result of 2011.



# Consolidated accounts

## Consolidated Balance Sheet as of 31 December 2010 (Before Appropriation of Results)

(AMOUNTS IN €1,000)

Assets	31-12-2010	31-12-2009
<b>Fixed Assets</b>		
<i>Tangible fixed assets</i>		
Buildings	21,368	22,265
Machinery & equipment	1,297	1,617
Hardware & software	1,030	1,145
Fixtures & fittings	646	787
Other tangible fixed assets	1,138	1,154
<b>Total: Tangible fixed assets</b>	<b>25,479</b>	<b>26,968</b>
<i>Financial fixed Assets</i>		
Other participating interests	354	253
Receivables other participating interests (long-term)	238	149
Other financial fixed assets	59	107
<b>Total: Financial fixed Assets</b>	<b>651</b>	<b>509</b>
<b>Current Assets</b>		
<i>Stocks</i>		
Finished products	206	457
<b>Total: Stocks</b>	<b>206</b>	<b>457</b>
<i>Work in Progress</i>		
Time & expenses related to projects	2,288	2,758
<b>Total: Work in progress</b>	<b>2,288</b>	<b>2,758</b>
<i>Receivables</i>		
Debtors	2,575	3,019
Receivables other participating interests	23	119
Other receivables	52	234
Advance payments and accrued income	2,246	2,910
<b>Total: Receivables</b>	<b>4,896</b>	<b>6,282</b>
Cash and cash equivalents		
Banks	5,627	7,670
Cash	50	48
Deposits	1,456	1
<b>Total: Cash</b>	<b>7,133</b>	<b>7,719</b>
<b>Total Assets</b>	<b>40,653</b>	<b>44,693</b>

## Consolidated Balance Sheet as of 31 December 2010 (Before Appropriation of Results)

(AMOUNTS IN €1,000)

	31-12-2010	31-12-2009
<b>Equity</b>		
General reserve	30,038	29,827
Appropriated reserves	436	540
Appropriated funds	275	0
Appropriated reserves Foundations	77	77
Unappropriated Result	(1,864)	211
<b>Total: Equity</b>	<b>28,962</b>	<b>30,655</b>
<b>Provisions</b>		
Provision for monthly redundancy pay	1,287	2,188
Provision for Jubilee allowances	223	215
<b>Total: Provisions</b>	<b>1,510</b>	<b>2,403</b>
<b>Current Liabilities</b>		
Creditors	1,180	1,816
Taxation and social security contributions	577	761
Pension liabilities	271	248
Other liabilities	25	38
Advance receivables and accrued expenses	8,128	8,772
<b>Total: current liabilities</b>	<b>10,181</b>	<b>11,635</b>
<b>Total Equity and Liabilities</b>	<b>40,653</b>	<b>44,693</b>





# Consolidated Income and Expenditure Account 2010

(AMOUNTS IN €1,000)

Income and Expenditure	2010	2009	Budget 2010
<b>Income</b>			
Output financing	23,803	22,999	23,500
Heritage Extra	655	778	802
Subsidy contributions	1,438	1,604	1,911
Project revenues	7,573	7,801	9,932
Training and education	3,428	2,432	2,419
Entrance fees	1,138	865	960
Catering and accommodation income	4,541	4,300	4,121
Other revenues	1,257	1,822	91
<b>Total: Income</b>	<b>43,833</b>	<b>42,601</b>	<b>43,736</b>
<b>Expenditure</b>			
Personnel costs	21,457	20,513	23,149
Other personnel management costs	953	938	179
Temporary staff and subcontractors	3,802	3,145	1,682
Depreciation	2,698	3,031	2,820
Utility costs	594	761	804
Furniture and inventory expenses	478	585	378
Housing and maintenance expenses	1,789	1,918	1,414
Laboratory materials	275	226	337
Office expenses	1,255	1,139	866
Representation costs	170	118	112
Banking and other financial expenses	207	-88	67
Consulting and legal expenses	791	671	340
PR, education and information expenses	769	881	742
Performance, exhibition, exposition and collection expenses	2,904	3,468	3,149
Travel, missions and project expenses	3,137	2,573	5,121
Hospitality expenses	1,993	1,606	1,727
Other operating expenses	1,464	1,107	1,139
<b>Total: Expenditure</b>	<b>44,736</b>	<b>42,592</b>	<b>44,026</b>
<b>Operating result</b>	<b>(903)</b>	<b>9</b>	<b>(290)</b>
<b>Financial Income &amp; Expenditure</b>			
Interest income	132	281	300
Costs of exchange	(2)	(14)	-
Interest expense	(5)	(30)	-
<b>Total: Financial Income &amp; Expenditure</b>	<b>125</b>	<b>237</b>	<b>300</b>
Other income and expense and disinvestment preparation costs	(693)	(48)	-
Tax	(59)	13	-
Results of participating interests	(59)	-	-
<b>Net result</b>	<b>(1,589)</b>	<b>211</b>	<b>10</b>
Allocation to Appropriated Funds	(275)	-	-
<b>Net Result after allocation to/from Appropriated Funds/Reserves</b>	<b>(1,864)</b>	<b>211</b>	<b>10</b>

# Consolidated Cash Flow Statement 2010

(AMOUNTS IN €1,000)

Cash flow from operating activities	2010	2009
Operating result	(903)	9
<i>Elimination of Non-cash Items</i>		
Depreciation/Amortization	2,698	3,031
Impairment preparation costs	1,000	–
Addition/(Release) Provisions	(379)	(411)
<b>Total</b>	<b>3,319</b>	<b>2,620</b>
<i>Changes in Working Capital</i>		
Decrease/(increase) Accounts Receivable & WIP	1,856	(1,281)
Decrease/(increase) Stocks	251	(81)
Increase/(decrease) Current Liabilities	(1,454)	346
<b>Total</b>	<b>653</b>	<b>(1,016)</b>
Utilization provisions	(514)	(587)
Interest Received	132	281
Interest Paid	(5)	(30)
Exchange rate differences	(2)	(14)
Taxes	(59)	13
Other income and expenses	(752)	(48)
Appropriated funds	(104)	–
<b>Total</b>	<b>(1,304)</b>	<b>(385)</b>
<b>Cash Flow from Operating Activities</b>	<b>1,765</b>	<b>1,228</b>
Investments in fixed assets	(2,209)	(2,494)
<b>Cash flow from Investment Activities</b>	<b>(2,209)</b>	<b>(2,494)</b>
Decrease/(increase) Financial fixed assets	(142)	(85)
<b>Cash flow from Finance Activities</b>	<b>(142)</b>	<b>(85)</b>
<b>Change in cash and cash equivalents</b>	<b>(586)</b>	<b>(1,351)</b>

The cash flow statement is prepared using the indirect method and distinguishes between operating, investing and financing activities. Payments and receipts of income taxes are included as cash flow from operating activities. Cash flows resulting from acquisitions or divestments of financial interests in group companies and subsidiaries are included as cash flow from investing activities, taking into account the available cash and cash equivalents in these interests.

# Notes to the Consolidated Balance Sheet and Income and Expenditure Account 2010

(AMOUNTS IN €1,000)

## General

The Royal Tropical Institute (KIT) in Amsterdam is an independent centre of knowledge and expertise in the field of international and intercultural cooperation. The institute contributes to sustainable development, poverty alleviation and cultural preservation and exchange. The Royal Tropical Institute has an Executive Board, which consists of Dr J. Donner, and a Board of Directors.

## Accounting principles

This annual report has been drafted in accordance with Directive 640 on reporting for non-profit organizations of the Netherlands Council for Annual Reporting.

Unless otherwise indicated, assets and liabilities are carried at their nominal value.

## Consolidation

The Consolidated Annual Accounts include the financial results of the Royal Tropical Institute Association, as well as the results of its subsidiaries Holding KIT BV (including a 100% participation in KIT Hotel BV, KIT Publishers BV and KIT IMC BV), Stichting Tropenmuseum Collectiefonds and Stichting Eijkman Medaillefonds.

KIT's subsidiaries are those entities over which KIT directly or indirectly exercises effective control. Effective control means that KIT controls, directly or indirectly, the financial and operating policies of an entity so as to obtain benefits from its activities. The financial statements of these subsidiaries are included in the consolidated financial statements from the date that control commences until the date that control ceases.

The financial figures of subsidiaries are recognized for 100% in the consolidation. Where necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies in line with those used by KIT. All intercompany transactions, balances, income and expenses are eliminated on consolidation, including unrealized gains on transactions.

Holding KIT BV holds a 40% interest in Mali Biocarburant and 12.5% in Annona BV. These companies have therefore not been consolidated, but are considered financial fixed assets.

Holding KIT BV was founded in 2006 for holding activities and has registered offices in Amsterdam. It holds all of the shares in the group companies KIT Publishers BV, KIT Hotel BV and KIT IMC BV and it holds 40% of the shares in MBSA, as well as a 12.5% of the shares in Annona Sustainable Investment Startup Fund BV. The sole member of the Executive Board of Holding KIT BV is Dr J. Donner.



KIT Publishers BV has registered offices in Amsterdam. The objective of KIT Publishers is to distribute books, digital products and periodicals in the fields of the arts, culture, travel, politics, country information and applied science. The sole member of the Executive Board of KIT Publishers BV is Mr R. Smit.

KIT Hotel BV has registered offices in Amsterdam. The main activities of KIT Hotel BV consist of the exploitation of the NH Tropenhotel and accommodation offered by KIT for conferences, meetings and receptions. The sole member of the Executive Board of KIT Hotel BV is Mr E. Gerritsen.

KIT IMC BV has registered offices in Amsterdam. The objective of KIT IMC BV is to bridge differences between cultures, to enhance respect for and understanding of cultural differences through training, advising and coaching. Furthermore, KIT IMC BV wants to contribute to raising interest in the Netherlands with regard to sustainable development, poverty reduction, cultural exchange and the preservation of cultural uniqueness. The managing director of KIT IMC BV is Mr M.S. Bremer MA.

Stichting Tropenmuseum Collectiefonds and Stichting Eijkman Medaillefonds both have registered offices in Amsterdam. The members of the Executive Board of the Collectiefonds are Mr L.J.B. Schenk (Chair), Dr J. Donner, Mr B. Eenkhoorn LL.M., Prof. S. Legêne, Mr H. von Saher and Prof. J.A.M.F. Vaessen. The members of the Executive Board of Eijkman Medaillefonds are Prof. L.J. Gunning-Schepers (Chair), Prof. P.R. Klatser (Secretary and Treasurer), Prof. J. Stoof, Prof. E.A. van der Veen, Prof. E.C. Klasen, Prof. J. van der Velden and Dr M.R.A. van Cleeff.

# Notes to the Consolidated Balance Sheet as of 31 December 2010

(AMOUNTS IN €1,000)

## Assets

### Fixed assets

#### TANGIBLE FIXED ASSETS

Tangible fixed assets are valued at cost minus straight-line depreciation based on the estimated economic lifespan or at a lower market value. The depreciation of the different components is calculated as follows:

Buildings (and renovations)	from 3 to 50 years
Machinery and equipment	from 5 to 20 years
Hardware	3 years
Fixtures & fittings	10 years
Other tangible assets	from 3 to 10 years

The museum and library collections are not valued on the consolidated balance sheet.

	Total	Buildings	Machinery & Equipment	Hardware & Software	Fixture & Fittings	Other Tangible Fixed Assets
<b>Balance as of 1 January 2010</b>	<b>26,968</b>	<b>22,265</b>	<b>1,617</b>	<b>1,145</b>	<b>787</b>	<b>1,154</b>
Purchased 2010	2,217	1,157	116	552	79	313
Impairment 2010	1,008	1,000	0	2	0	6
Depreciation 2010	2,698	1,054	436	665	220	323
<b>Balance as of 31 December 2010</b>	<b>25,479</b>	<b>21,368</b>	<b>1,297</b>	<b>1,030</b>	<b>646</b>	<b>1,138</b>
Cost	70,624	40,973	9,873	5,123	4,498	10,157
Cumulative Depreciation	45,145	19,605	8,576	4,093	3,852	9,019
<b>Balance as of 31 December 2010</b>	<b>25,479</b>	<b>21,368</b>	<b>1,297</b>	<b>1,030</b>	<b>646</b>	<b>1,138</b>

The buildings are situated on a plot that was leased in perpetuity from the city of Amsterdam in 1911. The insured value of buildings, machinery, equipment, hardware, fixtures and fittings and other fixed assets amounts to € 171,524 (2009: € 161,840). The insured value is reviewed in 2010.

The investments in buildings are related to preparations for the planned building improvements in the future. The depreciation of these investments will start when the improvements are taken into service. Per 31 December 2010 this amounts to € 1,200. KIT decided to impair part of the preparation costs related to the planned building improvements (€ 1,000). The institute will pursue other alternatives.

**Financial Fixed Assets**

Other Participating Interests	Total	MBSA (40%)	Annona (12.5%)
<b>Balance as of 1 January 2010</b>	<b>253</b>	<b>131</b>	<b>122</b>
Investments	160	–	160
Depreciation	(59)	–	(59)
<b>Balance as of 31 December 2010</b>	<b>354</b>	<b>131</b>	<b>223</b>

Participating interests are valued at net asset value, unless specific circumstances require valuation at cost or lower market value.

Holding KIT BV holds a minority interest of 40% in Mali Biocarburant SA, a Malian entity that produces biofuel from jatropha nuts. The CEO of MBSA is outsourced by the Royal Tropical Institute Association. The Chairman of the Executive Board of the Association is the Chairman of the Board of Directors of MBSA. Holding KIT BV participates in MBSA with the objective of reducing poverty by producing biofuel and promoting sustainable economic development. It is the intention of Holding KIT BV to sell its shares in MBSA within a period of 3-5 years in order to secure the objectives mentioned above.

The minority interest in MBSA (40%) is valued at cost or lower market value. This valuation method has been chosen because of the location of the entity and the uncertainties related to valuation at net asset value. For example, valuation of the land that MBSA owns is difficult to assess and there is a risk that the political situation in the country might become less stable.

In 2008 Holding KIT BV acquired a minority interest of 12.5% in Annona Sustainable Investment Startup Fund BV, a Dutch entity. Holding KIT BV participates in Annona with the objective of reducing poverty by taking interest in startups that promote sustainable economic development. During 2010, Holding KIT BV took part in capital calls for an amount of € 160. The cost of the participating interest in Annona was increased by the same amount. The Net Asset Value of Annona on 31 December 2009 was € 104. This does not influence the valuation because the investment is valued against cost. However due to substantial losses at one of its participations, the Board of Annona decided to depreciate the valuation of this participation. As a result Holding KIT BV has depreciated its participation in Annona by € 59. Per balance sheet date Holding KIT B.V. has a remaining commitment to transfer € 718 upon demand of Annona to fulfill its total obligation to participate in Annona for a total amount of € 1,000.

At the end of 2010, Annona BV held interests in Yiriwa S.A. (50%), a Malian trading house in organic cotton that offers small-scale farmers sustainable access to markets, where they receive better prices for their premium-quality organic crops. Annona also holds shares in Piri Piri Elephante Mozambique and Agrisul LDA Mozambique. More investments are in the pipeline for 2011.

*Receivables other Participating Interest*

In 2010, an amount of € 238 (2009: € 149) was lent to MBSA, an interest percentage of 8% was calculated.

*Other Financial Fixed Assets*

The long-term receivable on redundancy payments with the Ministry of Foreign Affairs amounts to € 59 (2009: € 107). The short-term part (payment 2011) is included in the accounts receivable.

# Notes to the Consolidated Balance Sheet as of 31 December 2010

(AMOUNTS IN €1,000)

## Stocks

	31-12-2010	31-12-2009
Books (KIT Publishers BV)	93	266
Books and educational material (Tropenmuseum)	93	169
KIT Hotel BV	19	21
Stichting Eijkman Medaillefonds	1	1
<b>Balance as of 31 December</b>	<b>206</b>	<b>457</b>

Stocks are valued at the lower of costs and net realizable value, less any provisions considered necessary. Starting 2010, as part of the reorganization, KIT Publishers BV changed their methodology to estimate the required provision for obsolete stock. This change in accounting estimate resulted in an additional depreciation of their stock (€ 124) when compared to the previously used methodology.

## Work in Progress

The work in progress consists of written (accrued) time and expenses on projects that have not yet been invoiced.

The balance as of 31 December was € 2,288 (2009: € 2,758).

## Accounts Receivable

Debtors	31-12-2010	31-12-2009
Debtors	2,835	3,307
Provision for doubtful debtors	(260)	(288)
<b>Balance as of 31 December</b>	<b>2,575</b>	<b>3,019</b>

Debtors are carried at face value less any provisions considered necessary.

Receivables other Participating Interest	31-12-2010	31-12-2009
Receivable Annona	-	18
Receivable MBSA	16	99
Interest on loan to MBSA	7	2
	<b>23</b>	<b>119</b>



# Notes to the Consolidated Balance Sheet as of 31 December 2010

(AMOUNTS IN €1,000)

Other Receivables	31-12-2010	31-12-2009
Receivable BZ monthly redundancy pay obligations	52	124
Other receivables	–	110
<b>Balance as of 31 December</b>	<b>52</b>	<b>234</b>

The long-term part of the redundancy pay obligations is included in other financial fixed assets.

Advance Payments and Accrued Income	31-12-2010	31-12-2009
Advance payments related to projects	1,142	1,907
Advance payments related to personnel	53	59
VAT receivables	649	612
Other accrued income	402	332
<b>Balance as of 31 December</b>	<b>2,246</b>	<b>2,910</b>

## Cash and cash equivalents

Cash and cash equivalents are carried at face value. Unless stated otherwise, they are freely available.

The association has a credit facility at the ING amounting to € 227. No bank guarantees have been issued. All cash and cash equivalents are callable.

## Foreign currencies

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognized in the income statement. Non-monetary assets and liabilities denominated in foreign currencies are translated into the functional currency at the exchange rate at acquisition date.

In the balance sheet, amounts in foreign currencies are converted into amounts in euros at the exchange rates applicable at the end of the financial year. Exchange rate differences are credited or charged to the income statement. Conversion of gains and losses in the income statement in foreign currencies into euros are made against average exchange rates.

# Notes to the Consolidated Balance Sheet as of 31 December 2010

(AMOUNTS IN €1,000)

## Liabilities

### Equity

#### General Reserve

This reserve acts as a capital buffer. The operating result of the Income and Expenditure Account is credited or charged to this reserve.

	Total	General Reserve	Appropriated reserves	Appropriated funds	Appropriated reserve foundations	Unappropriated results
<b>Balance as of 1 January 2010</b>	<b>30,655</b>	<b>29,827</b>	<b>540</b>	–	<b>77</b>	<b>211</b>
Appropriation operational results 2009	–	211	–	–	–	(211)
Allocation to appropriated funds	275	–	–	275	–	–
Retrieved from appropriated reserves	(104)	–	(104)	–	–	–
Operational result 2010	(1,864)	–	–	–	–	(1,864)
<b>Balance as of 31 December 2010</b>	<b>28,962</b>	<b>30,038</b>	<b>436</b>	<b>275</b>	<b>77</b>	<b>(1,864)</b>

Appropriated reserve	Total	POP reserve	Heritage reserve	Tropen museum Haiti reserve
<b>Balance as of 1 January 2010</b>	<b>540</b>	<b>17</b>	<b>464</b>	<b>59</b>
Deductions	(184)	(97)	(87)	–
Additions	80	80	–	–
<b>Balance as of 31 December 2010</b>	<b>436</b>	<b>–</b>	<b>377</b>	<b>59</b>

The POP reserve covers extraordinary expenses for the training of KIT employees. Each year 0.6% of the gross salary of KIT employees is added to the fund in accordance with agreements made with the staff unions. Expenses are accounted for in the Income and Expenditure Account. They are covered by a release from the fund. KIT management may not use this fund for other purposes. In the last few years the expenses exceeded the yearly addition to the fund, resulting in a depletion of the fund. In 2010, € 87 of the Heritage reserve was spent on the celebrations marking the 100 year anniversary of KIT. The remaining amount is earmarked for additions to the collection of the Tropenmuseum.

The Haiti reserve was created during the Voodoo exhibition in 2009 by collecting a voluntary ticket tax and is intended for a new Voodoo museum in Haiti. The Tropenmuseum doubled the collected money, resulting in a reserve of € 59.

## Notes to the Consolidated Balance Sheet as of 31 December 2010

(AMOUNTS IN €1,000)

### *Appropriated Funds*

In 2010 an Appropriated Fund is created for subsidies received from the BankGiro Lottery. The subsidies are designated for purchases for the museum collection. The fund is for purchases in the coming years.

### *Appropriated Reserve Foundations*

According to Directive 640 on reporting for non-profit organizations, the equity of foundations cannot be included in the single accounts because foundations do not have shareholders, and hence cannot be owned. The Royal Tropical Institute Association manages two foundations and the assets and liabilities, and income and expenses of these two foundations are fully accounted for in the consolidated accounts. The net asset value of Stichting Tropenmuseum Collectiefonds at the end of 2010 was € 54. The net asset value of Stichting Eijkman Medaillefonds was € 21 (€ 2 operational result included). The inclusion of the assets and liabilities of these two funds results in a difference of € 75 between the equity of the single accounts and the consolidated accounts of the Royal Tropical Institute Association.

### *Unappropriated result*

The unappropriated result includes € 2 result of the 2 foundations. This result is not included in the single accounts of the institute.

## PROVISIONS

	Total provisions	Provision for monthly redundancy pay	Provision for jubilee payments
<b>Balance as of 1 January 2010</b>	<b>2,403</b>	<b>2,188</b>	<b>215</b>
Additions	124	79	45
Utilization	(514)	(477)	(37)
Release	(503)	(503)	-
<b>Balance as of 31 December 2010</b>	<b>1,510</b>	<b>1,287</b>	<b>223</b>

The provision for redundancy payments was made in 2001 as a result of the obligation to pay monthly redundancy compensation to inactive personnel up to 2030. Part of it is covered by receipts from the Ministry of Foreign Affairs. The associated commitment of the Ministry, i.e. € 111, is included in the balance sheet. The provision is adjusted annually in line with the salary increases stipulated in collective labour agreements.

Employees working for KIT for 12,5, 25, 40 or 50 years receive a jubilee allowance. A provision is set up for these payments to cover the expenses for these jubilee payments.

## Notes to the Consolidated Balance Sheet as of 31 December 2010

(AMOUNTS IN €1,000)

### Current Liabilities

Creditors	31-12-2010	31-12-2009
Creditors Association Royal Tropical Institute	739	1,379
Personnel creditors Royal Tropical Institute	61	21
Creditors Holding KIT BV	380	416
<b>Balance as of 31 December</b>	<b>1,180</b>	<b>1,816</b>

### Pension Liabilities

The KIT pension plan for its staff is based on average earnings. This pension plan is administered by a multi-employer long-term employee benefit fund. The pension premiums due over the year are recognized as costs. An accrual is set up for pension premiums due over the year which are not paid yet per balance sheet date. Because this is a short term liability this is recognized at nominal value. The risks, amongst others, of wage increases, price indexation and return on investments of the pension fund may result in future changes in the annual contributions to the pension fund. These risks are not recognized as a provision. When the multi-employer long-term employee benefit fund has a deficit, KIT has no obligations for deficits other than higher future pension premiums. According to information received from ABP, the fund has a covering rate for the obligations of 105% as of the end of the year.

Other Liabilities	31-12-2010	31-12-2009
Other liabilities KIT Publishers BV	–	11
Other liabilities KIT IMC BV	25	27
<b>Balance as of 31 December</b>	<b>25</b>	<b>38</b>



## Notes to the Consolidated Balance Sheet as of 31 December 2010

(AMOUNTS IN €1,000)

Advance receivables and accrued expenses	31-12-2010	31-12-2009
Payments received in advance	5,317	5,789
Advance receivables and accrued expenses related to projects	753	1,474
Other advance receivables and accrued expenses	338	22
Accrual for vacation days	1,720	1,487
<b>Balance as of 31 December</b>	<b>8,128</b>	<b>8,772</b>

Included in payments received in advance are € 355 from the Ministry of Foreign Affairs related to output finance (refer to the note on output finance for more information) and € 64 related to the project 'heritage extra' also financed by the Ministry of Foreign Affairs.

The level of accrual for vacation days is partly caused by the fact that a number of KIT's employees are around 60 years old and are saving up 'seniority days' to be able to take early retirement. These days are accrued as a future liability.

### **Guarantees and obligations not shown in the balance sheet**

Obligations not shown in the balance sheet relate to contracts. The remaining obligation amounts to € 2,570 and is subdivided as follows:

Less than one year	€ 982
One to five years	€ 1,588
More than five years	€ -

# Notes to the Consolidated Income and Expenditure Account 2010

(AMOUNTS IN €1,000)

## Principles for the determination of results

Income and expenditure are allocated to the period under review during which products and services were supplied or costs and other expenses incurred. Losses are recognized as soon as they can be foreseen.

The balance shown on the Income and Expenditure Account is defined as the difference between revenues and expenses in the year under review, taking into account the above-mentioned accounting policies.

Output financing	2010	2009	2008
Budgetted income	23,500	22,500	21,500
Additional project	75	-	-
Balance as per 1 January, spent in the year	583	1,082	207
Output financing disclosed in income and expenditure account	(23,803)	(22,999)	(20,625)
<b>Balance as of 31 December</b>	<b>355</b>	<b>583</b>	<b>1,082</b>

In 2010 KIT realized € 23,803 in output financing. The balance for 2011 amounts to € 355. The output financing turnover corresponds with the 2010 product report to the Ministry of Foreign Affairs.

## Project revenues

Project revenues amount to € 7,573. This includes € 108 received from Oxfam Novib for the projects 'West African Gender Inclusive Citizenship' (WAGIC) and 'Gender in value chains'. From the Ministry of Foreign Affairs and Cordaid an amount of respectively €144 and € 198 is included for the project 'Schokland program for Mother Care'. Activities for the projects will continue in 2011.

# Notes to the Consolidated Income and Expenditure Account 2010

(AMOUNTS IN €1,000)

## Subsidy contributions

The following table specifies the total amount of subsidies received. On request, the terms and conditions of the subsidies can be provided by the institute. If specified in the terms and conditions, subsidy contributions will be or already are audited.

	2010	2009
Dienst Maatschappelijke Ontwikkeling	365	360
BankGiro Lottery	200	200
Agentschap NL	116	–
Stichting Doen	100	–
Koninklijke Bibliotheek Metamorfoze	93	35
Mondriaan Stichting	71	219
Amsterdams Fonds voor de Kunst	60	54
Fonds voor cultuurparticipatie	52	–
Stichting Adessium	50	165
HIVOS NCDO	50	22
World Press Photo	48	–
Nederlandse Fonds voor de Podiumkunsten	43	22
De Surinaamse Bank NV	43	–
Ninsee	37	–
Prins Bernhard Cultuurfonds	25	30
CBK Amsterdam Zuid Oost	24	–
SNS Bank	20	76
Indisch Wetenschappelijk Instituut	18	–
Ministerie van Buitenlandse Zaken	15	22
Stichting/Foundation 'Het Gebaar'	6	32
University of Amsterdam	2	–
NCDO	–	120
NSL	–	74
RIVM	–	32
Universiteit van Amsterdam AMIDst/DPRN	–	18
Erfgoed Nederland	–	15
HGIS	–	(55)
EVD Den Haag	–	19
Fonds voor Beeldende Kunst (FBKVB)	–	15
Other Subsidies	–	129
<b>Total</b>	<b>1,438</b>	<b>1,604</b>

## Notes to the Consolidated Income and Expenditure Account 2010

(AMOUNTS IN €1,000)

For a five-year period (2007-2011), € 200 per year will be received from the BankGiro Lottery. This grant is allocated for specific purposes (purchasing collection for the Tropenmuseum). Part of the subsidy is not yet spent on purchases. This remaining part of the subsidy (€ 275) is allocated to the Appropriated Reserve Fund BankGiro Lottery.

Personnel costs	2010	2009
Wages and salaries	17,839	17,085
Social security contributions	1,565	1,575
Pension contributions	2,053	1,853
<b>Total</b>	<b>21,457</b>	<b>20,513</b>

The number of employees on 31 December 2010 was 377 (2009: 377). In Full time equivalents the number for 2010 is 328 (2009: 320). The increase in personnel costs is primarily caused by an increase in FTE, higher pension contributions and a salary increase of 1%.

### Tax

The corporate income tax is based on the net result before taxation adjusted for exempted sources of income, non-deductible expenses and fiscal allowances.



# Statutory Accounts

## Balance Sheet as of 31 December 2010 (Before Appropriation of Results)

(AMOUNTS IN €1,000)

Assets	31-12-2010	31-12-2009
<i>Tangible fixed assets</i>		
Buildings	20,792	21,588
Machinery & equipment	1,270	1,577
Hardware & software	1,007	1,129
Fixtures & fittings	510	617
Other tangible fixed assets	1,128	1,134
<b>Total: Tangible fixed assets</b>	<b>24,707</b>	<b>26,045</b>
<i>Financial Fixed Assets</i>		
Participations in group entities	1,514	1,324
Receivables from group entities (long term)	1,955	1,955
Other financial fixed assets	59	107
<b>Total: Financial fixed assets</b>	<b>3,528</b>	<b>3,386</b>
<b>Current Assets</b>		
<i>Stocks</i>		
Finished products	93	169
<b>Total: Stocks</b>	<b>93</b>	<b>169</b>
<i>Work in Progress</i>		
Time & expenses related to projects	2,288	2,758
<b>Total: Work in progress</b>	<b>2,288</b>	<b>2,758</b>
<i>Receivables</i>		
Debtors	1,932	2,522
Receivables group entities	268	878
Receivables other participating interests	16	-
Other receivables	52	124
Advance payments and accrued income	1,995	2,553
<b>Total: Receivables</b>	<b>4,263</b>	<b>6,077</b>
<i>Cash and cash equivalents</i>		
Banks	3,512	5,485
Cash	37	40
Deposits	1,456	1
<b>Total: Cash and cash equivalents</b>	<b>5,005</b>	<b>5,526</b>
<b>Total Assets</b>	<b>39,884</b>	<b>43,961</b>

## Balance Sheet as of 31 December 2010 (Before Appropriation of Results)

(AMOUNTS IN €1,000)

Liabilities	31-12-2010	31-12-2009
<b>Equity</b>		
General reserve	30,038	29,827
Appropriated reserves	436	540
Appropriated funds	275	–
Unappropriated result	(1,862)	211
<b>Total: Equity</b>	<b>28,887</b>	<b>30,578</b>
<b>Provisions</b>		
Provision for monthly redundancy pay	1,287	2,188
Provision for jubilee allowances	223	215
<b>Total: Provisions</b>	<b>1,510</b>	<b>2,403</b>
<b>Current Liabilities</b>		
<i>Accounts payables</i>		
Creditors	827	1,400
Payables to group entities	47	64
Taxation and social security contributions	555	716
Pension liabilities	262	248
Advance receivables and accrued expenses	7,796	8,552
<b>Total: Current liabilities</b>	<b>9,487</b>	<b>10,980</b>
<b>Total Liabilities</b>	<b>39,884</b>	<b>43,961</b>

## Income and Expenditure Account 2010

(AMOUNTS IN €1,000)

	2010	2009
Result of participation in Holding KIT BV	190	(441)
Other income and expenditure	(2,052)	652
<b>Operating result</b>	<b>(1,862)</b>	<b>211</b>

# Notes to the Balance Sheet and the Income and Expenditure Account 2010

(AMOUNTS IN €1,000)

## General

The accounting policies and the principles for the determination of the results are identical to those set out in the notes to the consolidated annual accounts. Balances are disclosed if they differ from the consolidated financial accounts.

Tangible Fixed Assets	Total	Buildings	Machinery & Equipment	Hardware & Software	Fixture & Fittings	Other Tangible Fixed Assets
<b>Balance as of 1 January 2010</b>	<b>26,045</b>	<b>21,588</b>	<b>1,577</b>	<b>1,129</b>	<b>617</b>	<b>1,134</b>
Purchased 2010	2,163	1,157	110	541	42	313
Impairment 2010	1,000	1,000	-	-	-	-
Depreciation 2010	2,501	953	417	663	149	319
<b>Balance as of 31 December 2010</b>	<b>24,707</b>	<b>20,792</b>	<b>1,270</b>	<b>1,007</b>	<b>510</b>	<b>1,128</b>
Cost	64,546	38,322	8,379	5,092	2,653	10,100
Cumulative Depreciation	39,839	17,530	7,109	4,085	2,143	8,972
<b>Balance as of 31 December 2010</b>	<b>24,707</b>	<b>20,792</b>	<b>1,270</b>	<b>1,007</b>	<b>510</b>	<b>1,128</b>

## Financial Fixed Assets

Participations in group entities	Holding KIT BV
Balance as of 1 January 2010	1,324
Result 2010	190
<b>Balance as of 31 December 2010</b>	<b>1,514</b>

The 100% participating interest in Holding KIT BV is valued at net asset value (NAV). The result of the participation in Holding KIT BV corresponds to the contribution to the result of the annual accounts of Holding KIT BV.

## Notes to the Balance Sheet and the Income and Expenditure Account 2010

(AMOUNTS IN €1,000)

Receivables from group entities	31-12-2010	31-12-2009
Holding KIT BV	154	154
KIT Hotel BV	1,801	1,801
<b>Balance as of 31 December</b>	<b>1,955</b>	<b>1,955</b>

### Receivable Holding KIT BV

The Royal Tropical Institute Association outsourced an employee to a subsidiary of Holding KIT BV. The net salary expenses of this employee are carried by the subsidiary. The overhead will be paid by Holding KIT BV at the moment the subsidiary is sold with enough margin to repay the balance to the Royal Tropical Institute Association.

### Receivable KIT Hotel BV

The Royal Tropical Institute Association and KIT Hotel BV agreed on a long term loan against an interest percentage of 5.5%. In 2010, no installment payments were made on the loan. The loan will be redeemed in 2011.

### Receivables

Debtors	31-12-2010	31-12-2009
Debtors	2,173	2,810
Provision for doubtful debtors	(241)	(288)
<b>Balance as of 31 December</b>	<b>1,932</b>	<b>2,522</b>

# Notes to the Balance Sheet and the Income and Expenditure Account 2010

(AMOUNTS IN €1,000)

Receivables from Group Entities	31-12-2010	31-12-2009
Intercompany account Holding KIT BV	22	22
Intercompany account KIT Publishers BV	0	29
Receivables KIT Publishers BV	33	9
Receivables KIT IMC BV	14	46
Receivables KIT Hotel BV	199	772
<b>Balance as of 31 December</b>	<b>268</b>	<b>878</b>

## Other Receivables

The short-term receivable redundancy payment from the Ministry of Foreign Affairs amounts to € 52 (2009: € 124).

The long-term part is included in financial fixed assets.

Advance Payments and Accrued Income	31-12-2010	31-12-2009
Advance payments related to projects	1,142	1,704
Advance payments related to personnel	53	59
VAT receivables	573	612
Other accrued income	227	178
<b>Balance as of 31 December</b>	<b>1,995</b>	<b>2,553</b>



# Notes to the Balance Sheet and the Income and Expenditure Account 2010

(AMOUNTS IN €1,000)

	Total	General Reserve	Appropriated reserves	Appropriated funds	Operating result
<b>Balance as of 1 January 2010</b>	<b>30,578</b>	<b>29,827</b>	<b>540</b>	–	<b>211</b>
Appropriation operational results 2009	–	211	–	–	(211)
Allocation to appropriated funds	275	–	–	275	–
Retrieved from appropriated reserve	(104)	–	(104)	–	–
Operational result 2010	(1,862)	–	–	–	(1,862)
<b>Balance as of 31 December 2010</b>	<b>28,887</b>	<b>30,038</b>	<b>436</b>	<b>275</b>	<b>(1,862)</b>

## APPROPRIATED RESERVE PARTICIPATIONS

The initial participation in the subsidiary Holding KIT BV of € 470 (net asset value on 31 December 2006) was added to equity in 2007 as an appropriated reserve. In 2009 this appropriated reserve was added to the general reserve.

## Accounts Payable

Creditors	31-12-2010	31-12-2009
Creditors	766	1,379
Personnel creditors	61	21
<b>Balance as of 31 December</b>	<b>827</b>	<b>1,400</b>

Payable to Group Entities	31-12-2010	31-12-2009
Intercompany account KIT IMC BV	7	36
Payable to KIT Publishers BV	25	9
Payable to KIT Hotel BV	15	19
<b>Balance as of 31 December</b>	<b>47</b>	<b>64</b>

# Notes to the Balance Sheet and the Income and Expenditure Account 2010

(AMOUNTS IN €1,000)

Advance Receivables and Accrued Expenses	31-12-2010	31-12-2009
Payments received in advance	5,317	5,789
Advance receivables and accrued expenses related to projects	753	1,254
Other advance receivables and accrued expenses	20	22
Accrual for vacation days	1,706	1,487
<b>Balance as of 31 December</b>	<b>7,796</b>	<b>8,552</b>

Personnel Costs	2010	2009
Wages and salaries	15,785	15,091
Social Security contributions	1,473	1,371
Pension contributions	1,954	1,822
<b>Total personnel costs</b>	<b>19,212</b>	<b>18,284</b>

The number of employees as of 31 December 2010 was 359 (2009: 354). In Full time equivalents the number of employees for 2010 is 316 (2009: 305).

## Remuneration of the Executive Board and the Board of Directors

The remuneration of the Executive Board amounted to € 415 (2009: € 371) and consisted of regular income, severance payments and the employer's share of social security contributions, insurance and pension contributions.

The regular income of the CEO consisted of € 151 gross salary (including vacation payments). Social security contributions and pension premiums, and the change in the accrual for vacation days including seniority days are respectively € 26 and € 37.

## Expense allowance Board of Directors

Members of the Board of Directors receive an expense allowance of € 0.4 or € 0.7 (Chairman and Vice-Chairman) whenever they attend a meeting.

## Agreement with KIT Publishers BV

The Royal Tropical Institute Association has agreed with KIT Publishers BV to include the latter's negative bank account in its interest facility up to € 1,000 with ABN AMRO. As a guarantee, KIT Publishers BV has pledged its inventory and debtors as collateral. By year-end, the bank account balance was € (1,107), whilst inventory and debtors amounted to € 221 based on 'going concern'.

## Other Information

(AMOUNTS IN €1,000)

### **Statutory Regulation of Appropriation of Results**

According to Article 20 of the Articles of the Association, the Board submits a proposal to the annual meeting of the Council of Members for the results of the year. Unless the Council decides otherwise, the result will be charged to the reserves.

### **Proposed Appropriation of Results**

The Board proposes to charge the result for 2010, i.e. € -1,862, to the general reserve.

### **Important Post-balance Sheet Events**

The Ministry of Foreign Affairs has announced a budget cut, which affects the Output finance KIT receives. KIT is working on several scenarios to be prepared for this budget cut.

The loans granted by the association Royal Tropical Institute to KIT Hotel BV and KIT Publishers BV will be redeemed in 2011.

### **WOPT**

To comply with WOPT the following information is included. The CEO had a remuneration of € 139 based upon the WOPT definition of remuneration, pension premiums (paid by the employer and employee) were € 29 and the change in the accrual for vacation days including seniority days of € 37.

# Auditor's Report

## **Report on the financial statements**

We have audited the accompanying financial statements 2010 of the Royal Tropical Institute, Amsterdam, which comprise the consolidated and company balance sheet as at 31 December 2010, the consolidated and company profit and loss account for the year then ended and the notes, comprising a summary of the accounting policies and other explanatory information.

### *Management's responsibility*

Management is responsible for the preparation and fair presentation of these financial statements and for the preparation of the management board report, both in accordance with General Accepted Accounting Principles in the Netherlands. Furthermore management is responsible for such internal control as it determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

### *Auditor's responsibility*

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing. This requires that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error.

In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

**Opinion with respect to the financial statements**

In our opinion, the financial statements give a true and fair view of the financial position of Royal Tropical Institute, as at 31 December 2010 and of its result for the year then ended in accordance with General Accepted Accounting Principles in the Netherlands.

**Report on other legal and regulatory requirements**

Pursuant to the legal requirement under Section 2:393 sub 5 at e and f of the Dutch Civil Code, we have no deficiencies to report as a result of our examination whether the management board report, to the extent we can assess, has been prepared in accordance with Part 9 of Book 2 of this Code, and whether the information as required under Section 2:392 sub 1 at b-h has been annexed. Further we report that the management board report, to the extent we can assess, is consistent with the financial statements as required by Section 2:391 sub 4 of the Dutch Civil Code.

Amstelveen, 20 April 2011

BDO Audit & Assurance B.V.  
on its behalf,  
H. Kroeze RA



# Boards & Council

## Council of Members

Mr M.A. (Max) van Alphen, MA	Former Vice President of the Board of Internatio-Müller NV
Mr H. (Haig) Balian	Director Artis Royal Zoo
Mr R.M. (Michael) Barth, MA	Senior Advisor Darby Overseas Investments Ltd Board member Microfinance International Corporation
Mr C. (Kees) Blokland, MSc	Chairman of the Board of Dutch Rail Pensionfund Former Director Personnel and Organizations NS Deputy Director Shell Foundation
Mr J. (Jeroen) Blüm	
Ms Mr M.E. (Maria) Cuartas y de Marchena, on behalf of E.E. (Eberhard) van der Laan LL.M	Mayor of Amsterdam
Mr G. (George) Görtemöller, RM	Former Director TNO
Mr M. (Michiel) Hardon, MBA	Former Program Executive Poverty Wealth & Ecology, World Council of Churches Mayor of Wassenaar
Mr J.Th. (Jan) Hoekema, MSc	Director General Executive Board Ministry of Economic Affairs, Agriculture & Innovation
Prof J.P. (Hans) Hoogeveen, JD MPA	Director Accuraad Training & Advies Chair Platform Maatschappelijk Betrokken Ondernemen
Mr J.A.S. (Jochum) Jarigsmas (since 28 August 2010)	
Ms T. (Tamrat) Kidane (since 28 August 2010)	Dietician BovenIJ Hospital, Amsterdam Member Multicultural Peace Building Women Association Board member Ethiopisch-Nederlandse Vriendschapsvereniging
Mr N. (Nanno) Kleiterp	Director FMO
Mr J.A. (Johan) de Koning M.Phil on behalf of Mr C.W. (Kees) van der Waaij, MA RA	Chairman of Unilever Nederland Holdings BV
Ms P.W. (Pauline) Kruseman	Former Director of Amsterdam Historical Museum
Ms I.L. (Irene) van Luijken, MA	Communication Manager VNCI
Mr J. (Jan) Post	Former President of the Amsterdam Chamber of Commerce Knowledge Ambassador, University of Amsterdam
Mr F. (Floris) Recourt, LL.M	Representative of the Netherlands Society for Industry and Trade
Mr W. (Wietze) Reehoorn LL.M	Member of the Managing Board ABN AMRO Netherlands
Ms Sj.A. (Sjoukje) Rullmann LL.M	Vice President Rechtbank Amsterdam
Mr M.E.J. (Marc) Salomons	Member Executive Council Imtech NV
Mr G.H. (Gerard) Versseput, MA	Consultant Former Director of HVA Holding BV
Mr J.M.M. (Jack) van de Winkel (since 2010)	President of NV Deli Maatschappij
Mr J.P. (Johan) Zoutberg, Ma-HRM	Director Cardanus Former CEO Public Health

## Board of Directors

<i>Chairman</i>	
Prof. Dr R. (Rudy) Rabbinge, MSc	University Professor Sustainable Development and Food Security and advisor Executive Board of Wageningen University and Research Centre
<i>Vice Chairman</i>	
P.J. (Peter) Groenenboom, MA	Chairman Board of Directors Electrabel NV Chairman Board of Directors Qpark Former President of the Board of Internatio-Müller NV Former Vice President of the Board of Delta Lloyd Groep NV
Mr A.A. (Bram) Anbeek van der Meijden, MA	Non-executive Director, Sasol Limited, Johannesburg Member Supervisory Board Eneco Member Curatorium Netherlands Institute for the Near East Former Chief Executive Officer of NV Nederlandse Gasunie Former President of Shell Nederland BV
Mr H.G. (Henk) Dijkgraaf, MSc	Managing Director Global Accountability BV Vice-Chair of the European Centre for Development Policy Management Former Member of the World Bank Inspection Panel Member of the Independent Review Mechanism of the African Development Bank
Dr M.J.A. (Maartje) van Putten	Professor of Intercultural Gender Studies, University of Leiden Affiliated Fellow International Institute for Asian Studies, Leiden/Amsterdam
Prof. Dr C.I. (Carla) Risseeuw*	Professor of International Public Health, VU University Amsterdam
Prof. Dr E.J. (Joost) Ruitenberg	

\* Prof. Dr C.I. Risseeuw left the Board of Directors at the end of 2010

## Executive Board

Dr J. (Jan) Donner	President
Mr M.C. (Michiel) de Wilde MBA*	Chief Operating Officer

\* Mr De Wilde left the Executive Board 1 June 2010

## Advisory Board

Mr G.O. (George) Abungu (Kenya)	Chairman of the Governing Council of the Kenya Cultural Centre
Mr D. (David) Ofori Adjei (Ghana)	Former Director, Noguchi Memorial Institute for Medical Research
Prof. N. (Naila) Kabeer (United Kingdom)	Institute of Development Studies, Sussex, United Kingdom
Prof. Dr S. (Sonia) Montaña Virreira (Bolivia)	Sociologist and Chair, Programa de Investigacion Estrategica en Bolivia Chief of the Women and Development Unit, United Nations Economic Commission for Latin America and the Caribbean (ECLAC)
Dr I. (Ismail) Serageldin (Egypt, Chair)	Director of the Library of Alexandria Former Vice President of the World Bank
Prof. Dr Le Vu Anh (Vietnam)	Dean of Hanoi School of Public Health

## KIT Management

Ms C.M. (Catherine) Hodgkin, MPH (until June 2010)	KIT Development, Policy & Practice Director Acting Director KIT Development, Policy & Practice
Dr C.B. (Bart) de Steenhuijsen Piters (since June 2010)	
Prof. Dr P.R. (Paul) Klatser	Head KIT Biomedical Research
Mr J.H.W. (Hans) van Hartevelt, MA RI	Head KIT Information & Library Services,
Mr R. (Rien) Vrijenhoek, MA	Director Tropentheater
Mr J.B. (Lejo) Schenk	Director Tropenmuseum
Mr R.T. (René) Mentink, MA	Head Personnel, Organization & Information
Mr B. (Teus) Eenkhoorn, LL.M (until August 2010)	Head Finance, Control & Facilities
Ms M.R. (Marieke) Marcus MSc (since August 2010)	Head Finance & Control
Mr H. (Henk) van Holland (until April 2010)	Head Corporate Communication
Mr E. (Erik) Gerritsen (since May 2010)	Acting Head Communication, Hospitality & Facilities

## Holding KIT BV

Members of the Executive Board of Holding KIT BV: Dr J. (Jan) Donner and Mr M.C. (Michiel) de Wilde, MBA \*

Director of KIT Publishers BV: Mr R. (Ron) Smit, MA

Director of KIT IMC BV: Mr M. (Maarten) Bremer, MSc

Director of KIT Hotel BV: Mr B. (Teus) Eenkhoorn, LL.M \*\*

Director of KIT Hotel BV: Mr E. (Erik) Gerritsen, since July 2010

\* Mr De Wilde left the Executive Board of Holding KIT BV 1 June 2010

\*\* Mr Eenkhoorn left the Executive Board of KIT Hotel BV 1 June 2010

# Colophon

May 2011, Amsterdam, the Netherlands.

This annual report is jointly produced by all departments of the Royal Tropical Institute (KIT).

## Coordination

Corporate Communication, Hospitality & Facilities

## Translation and copy editing

Linda Cook, Amsterdam

## Design

Ronald Boiten and Irene Mesu, Amersfoort

## Print

High Trade, Zwolle

## KIT thanks

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De Nederlandsche Bank, Masters Groep, ABN Amro, BAM Techniek, BAM, Gemeente Amsterdam, Kakes van der Waal, Twin Filter, Unique, Océ, Unilever, SPF Beheer, Shell Nederland, Shell Foundation, Heineken International and Swets Benelux.

## Contact information

### Postal address

PO Box 95001  
1090 HA Amsterdam  
The Netherlands

### Visiting address

Mauritskade 63  
1092 AD Amsterdam  
T +31 20 5568 8711  
F +31 20 668 4579  
E [communication@kit.nl](mailto:communication@kit.nl)  
W [www.kit.nl](http://www.kit.nl)

For individual departments' visiting addresses, see [www.kit.nl/contact](http://www.kit.nl/contact).

KIT is a statutory association with members. The recruitment of institutional members focused mainly on companies involved in corporate social responsibility and in international cooperation.

## KIT corporate members 2010

- Shell Nederland BV
- Unilever NV
- ABN Amro Bank NV
- Rabobank Nederland
- BAM Techniek BV
- FMO
- Gunters & Meuser BV
- Aannemingsbedrijf Onrust BV
- Artis
- Netherlands Ministry of Foreign Affairs
- Netherlands Ministry of Education, Culture and Science
- Netherlands Ministry of Economic Affairs, Agriculture and Innovation
- Amsterdam Chamber of Commerce
- City of Amsterdam
- NH Hoteles