



Royal Tropical Institute

# Annual Report 2011

*We think. We share. We act.*



# Sustainable development

Culture



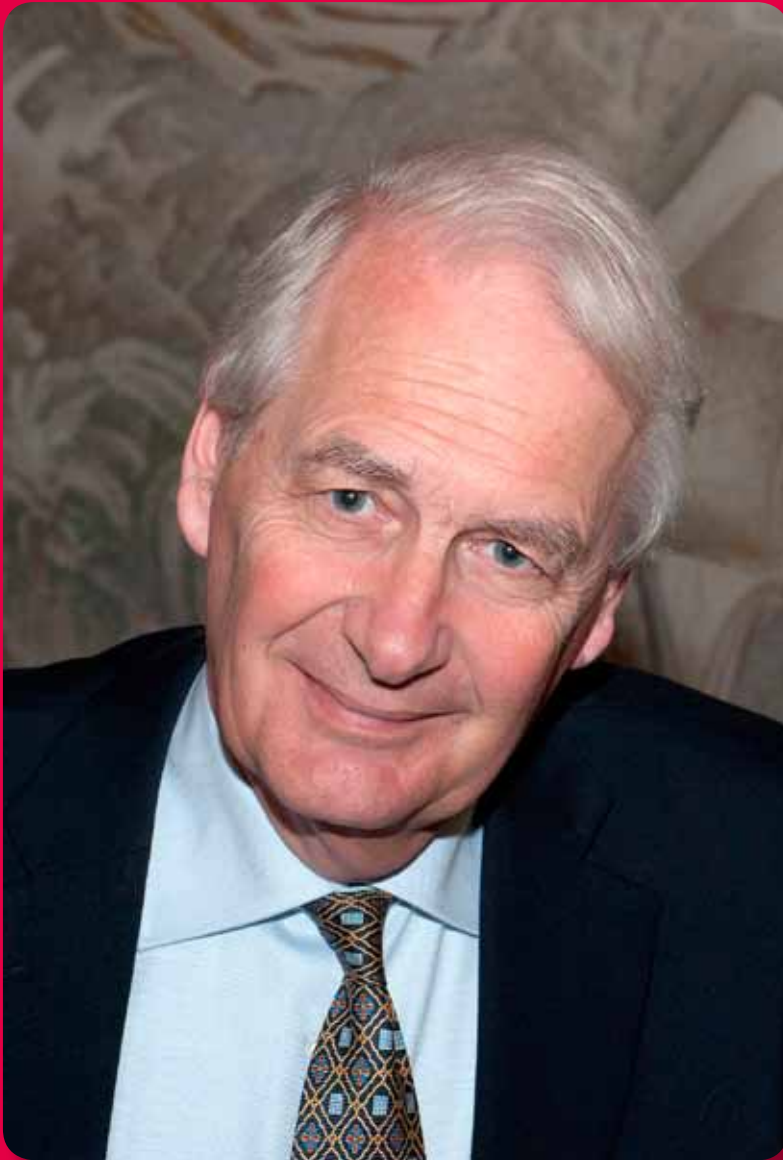


Health

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# Knowledge transfer



**Jan Donner**

Photo: Irene de Groot, KIT

*‘It is heart-warming to find so many supporters, both from the private and public sectors as well as the general public, ready to lend a hand in these difficult times.’*

# Preface

2010 was a year of celebration and an opportunity to demonstrate the wide range of activities of the Royal Tropical Institute. In contrast, 2011 was a turbulent year from the start. Change was in the air in the Arab world, the Arab spring generated very diverse results. In some countries our partners and friends were temporarily inaccessible or worse. In several countries of Africa and Latin America economic growth benefitted the population and had real social impact.

In The Netherlands a new government came into office late 2010. Its policies and budget cuts started to affect KIT from day one of the new year. Government support was reduced by €4 million last year and new funding mechanisms were announced shortly after. Thus the stage was set for a paradigm shift in Dutch development cooperation. KIT, firmly rooted in both the private and the public sectors, will remain on course as stated in its mission to foster poverty alleviation, sustainable development, cultural exchange and the preservation of cultural heritage.

Under these challenging conditions KIT managed to achieve most of its objectives in 2011, and complied with its stated mission. The Tropentheater attracted a record number of visitors – more than 40,000 – to its productions; the Tropenmuseum drew more than 190,000 visitors to its exhibitions; almost 2,500 participants from the international business community attended training sessions on intercultural communication by KIT Intercultural Professionals; around 330 participants from all over the world followed a master's programme or other course at KIT; and NH Tropen hotel did well too. Through Annona Sustainable Investment Fund we increased the number of participations in companies in developing countries in Africa and Latin America by three.

Still, difficult years are ahead. KIT may have to terminate a number of its activities. Some will be restructured to generate more income for our successful activities: development and

production of kits to diagnose neglected tropical diseases; partnering with the private sector to establish viable businesses (SMEs) in low and medium-income countries; broadening the range of short courses and master's programmes offered. We remain committed to our mission and friends and partners involved in developing processes all over the globe. We expect that Dutch public funding will continue to be available at a lower but tangible level. New, potential partners have expressed their interest to join KIT in facing these challenges. These new connections are increasingly effective and demonstrate the resilience of KIT and its staff to overcome the temporary hurdles resulting from the European economic downturn.

It is heart-warming to find so many supporters, both from the private and public sectors as well as the general public, ready to lend a hand in these difficult times. That concrete answers are being found and applied is rewarding. Some are taking effect. 2011 has demonstrated that in difficult, uncertain times KIT is flexible, and able and competent to face challenges and find answers. We are grateful for the continued support of our stakeholders all over the globe.

KIT is proud that our designation 'Royal' was extended for the coming decades. It has held this since 1923; it is a highly rewarding token of appreciation of the institute's activities and underlines the reason for its existence. The institute remains dedicated to its mission to focus on sustainable development, poverty alleviation, cultural preservation and exchange. KIT will continue to pursue the cooperation with existing and new partners in the Netherlands and abroad. Ultimately this is in our genes. This annual report demonstrates that our second century has really begun.

Dr Jan Donner  
*President*  
May 2012





# 2011: The institute at a glance

A human chain in support of KIT.  
Photo: Irene de Groot

The Royal Tropical Institute (KIT) is an independent centre of knowledge and expertise in the areas of international and intercultural cooperation. 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. The institute offers a wide range of products and services to assist civil society, public authorities, non-governmental organizations and the business community in the field of sustainable developments, health, knowledge transfer and culture.

## Key developments in 2011

### 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 is particularly involved in these areas, collaborating with national and international non-governmental organizations, the business community, government and other parties.

- KIT was requested by the United Kingdom's Department for International Development (DFID) to carry out a reflection and evaluation exercise for its 'Research into use' programme. KIT was asked because of its expertise in documenting knowledge. Through writing workshops



**The Main Auditorium in the KIT main building.**

Photo: Irene de Groot

(‘writeshops’), knowledge about mobile innovations and local governance was documented.

- KIT put ‘local sourcing’ in collaboration with Dutch agribusiness frontrunners high on the development agenda. Local sourcing implies that enterprises replace import by locally produced goods. This has multiple positive effects, not in the least for local farmers and traders, reducing environmental food prints and improving a nations trade balance. During a well attended conference at KIT, businesses and knowledge institutes shared their experiences, thus initiating a research program lead by KIT that will provide key lessons for wide application.
- The role of higher education in Africa’s economic development was discussed during a seminar at KIT. This has resulted in prioritizing a more market oriented approach to higher education, preparing young generations

in Africa for economic participation. Deliberations of the seminar were shared with the Dutch State Secretary of Development Cooperation and representatives from seven African universities. A pilot program supporting higher education institutes in Africa with realizing the shift to more market orientation was submitted for funding.

- KIT identified the issue of women’s participation in value chain development as a missing link in many development policies. To understand the importance of gender in economic participation KIT organized with partners and leading agencies in Africa a ‘writeshop’ to learn from practice: what can we learn from initiatives to empower women in value chains? Over twenty cases were discussed and documented, and results are being published in a book that will help practitioners perform better in terms of supporting female entrepreneurship in Africa.

## 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.

- Netherlands Leprosy Relief and the Royal Tropical Institute have worked closely together for many years. In March they signed a contract to renew their cooperation. The agreement is initially for three years, with an option to renew. The Netherlands Leprosy Relief will receive ongoing advice and support from KIT’s leprosy specialists.
- The first Annual Symposium of the Collaboration for Evidence Based Health Care in Africa (CEBHA) was held



**Magazine Exchange on HIV and AIDS, Sexuality and Gender. Both online and printed.**

in Uganda in November with 80 participants from twelve African countries. KIT was one of the major partners that organized this event.

- KIT published over forty peer reviewed papers, one of which was labeled ‘a must read paper’: Kattenberg JH et al., Systematic review and meta-analysis: Rapid diagnostic tests versus Placental histology, peripheral and placental blood microscopy and PCR for Malaria in pregnant women. *Malaria Journal* 2011;10: 321.
- KIT developed several new biomarkers (biological substances used as indicators to diagnose diseases), as well as concepts for rapid test development. It also supplied biomaterials to diagnostic manufacturers for hundreds of thousands of tests.



## Knowledge transfer

Knowledge transfer is one of KIT's four main themes. KIT works with organizations in 60 developing countries to strengthen their information services. The KIT Library is the largest European library on development cooperation. KIT provides a broad range of master programmes, short courses and training sessions covering topics in health, sustainable development, gender and intercultural management and communication.

- Over 3,000 historical books and journals have been digitized for a total of over a million pages. These can be accessed through KIT's cultural heritage website: [www.kit.nl/erfgoed](http://www.kit.nl/erfgoed)
- The online version of the magazine *Exchange on HIV and AIDS, Sexuality and Gender* (in English and Portuguese) was downloaded 65,000 times in 2011, an increase of over

50 per cent compared to 2010. The catalogues, digital books, journals and databases of the KIT Library were consulted last year over 500,000 times.

- The use by research institutions in least developed countries of Elsevier's Science Direct and Scopus databases increased over the period 2008-2011 from 15,000 to more than 280,000 consultations per year. Up to 150 organizations in the least developed countries are given free access as well as online training in using the databases.
- KIT Intercultural Professionals and Regina Coeli, a renowned language institute based in Vught (also known as 'de nonnen in Vught') began collaborating in mid-2011. Both organizations believe that language skills and knowledge of the local culture are essential to successfully living and working abroad.

Signing contract for extensive cooperation by Maarten Bremer, director of KIT Intercultural Professionals, and Marten Krikken, director of the renowned language institute Regina Coeli.

Photo: KIT





- A symposium was organized by KIT in December 2011 to mark the 130th edition of the Netherlands Course in Tropical Medicine and Hygiene (NTC). Since 1963, over 2,000 medical doctors and nurses have followed this course which prepares them for work in the field of international health care.

### **Culture**

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

Wall for the exhibition 'MixMax Brazil', made especially for Tropenmuseum Junior by Pernambuco artist Derlon Almeida.

Photo: Tropenmuseum Junior

*'We would like to urge the government of the Netherlands to reconsider its decision and to ensure that the important work done by the Tropenmuseum in international heritage, intercultural communication and development be continued and strengthened.'*

Anthropologists, museum and heritage scholars and historians from Brazil, South Africa, Portugal, Ghana, the USA, Canada, and the Netherlands at a conference in Salvador de Bahia, Brazil.

*'The work that the Royal Tropical Institute provides, and particularly the Information & Library Services department, is extremely important. As a pillar of Dutch corporate responsibility, we strongly hope that KIT will continue to receive support on a national level.'*

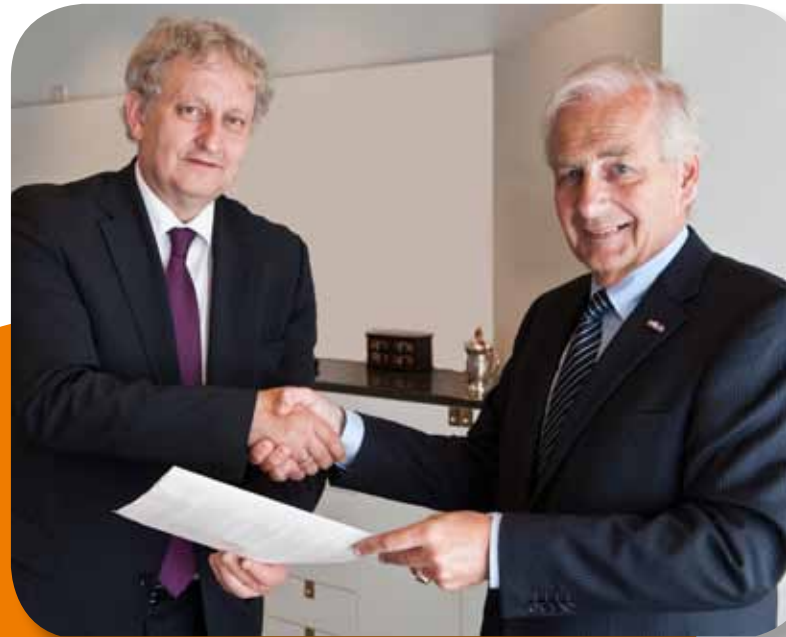
David. A. Ruth, Executive Director,  
The Elsevier Foundation, New York, USA.

- Over 40,000 visitors went to the performances of the Tropentheater with approximately 60 per cent occupancy rate. Of which 1/3 is of non-Western origin and 4,000 theatre visitors were children in the age from elementary and high school.
- At the end of 2011, over 2,500 visitors had left a message on a card at the memory wall of the exhibition *Death Matters*. The messages, written by young and old, were for a loved one who had passed away. *Death Matters* was the Tropenmuseum's main exhibition in 2011.
- In 2011, KIT secured external co-financing for the new exhibition 'MixMax Brazil' of Tropenmuseum Junior by Fundarpe, a heritage foundation in the Brazilian state of Pernambuco. Once a Dutch colony, Pernambuco is the focus of the exhibition which aims to show the vibrancy of Brazil's contemporary multicultural mix. With this project, Tropenmuseum Junior will for the first time connect culture to sustainability. Recycling, upcycling and reusing will be the basis for the exhibit's design, collections, stories and activities. This exhibition starts from autumn 2012.
- In 2011, KIT published forty books, including new titles and reprints, photo books and museum catalogues, on subjects ranging from art and culture to international cooperation, political debate and health. About 20,000 books were sold in 2011.

## Some general facts of KIT in 2011

### KIT stays 'Royal'

In May 2011, KIT received a recommendation by a special committee for the extension of its Royal predicate. The extension is also an appreciation for the management and governance of KIT. Jan Donner, President of KIT, received the extension by Eberhard van der Laan, mayor of the City of Amsterdam. In honor of the 25-year jubilee of the Dutch Queen Wilhelmina KIT was granted its first predicate in 1923. The previous extension of the predicate was in 1985.



Jan Donner, CEO of KIT, receives the extension of the Royal predicate for KIT by Eberhard van der Laan, mayor of the City of Amsterdam.

Photo: Gerrit Serné

### Many letters of support

In October 2011, KIT was informed by the Dutch Ministry of Foreign Affairs that as of 2013 it would cease funding the Institute's cultural departments (KIT Information & Library Services, Tropenmuseum and Tropentheater). The news received a lot of coverage in the Dutch press, much of it in KIT's favour. KIT received thousands of heart-warming messages of support from members of the public as well as from partners, business sector and foreign relations.

### A hug from 700 people

A group of concerned residents of the neighbourhood organized a special event in November 2011. Around 700 residents of Amsterdam 'hugged' the KIT main building, as a protest against the threatened closure of the KIT's departments Information & Library Services, Tropenmuseum and Tropentheater. The protesters held hands and formed a human chain around the building.

### Visitors

KIT had about 309,500 visitors: 230,000 for the museum and theater (Tropenmuseum and Tropentheater), 20,000 library visitors (KIT Library and museum library), over 2,000 students (including 82 fulltime and 81 parttime international students), 20,000 guests at events held in KIT's building and 37,500 guests in the NH Tropenhotel located beside KIT.



**A human chain in support of KIT.**

Photo: Irene de Groot.

*'The Royal Tropical Institute deserves permanent anchoring within Dutch society. We sincerely hope that the future will turn and wish the institute every success in finding new funding possibilities.'*

Frans van den Boom, managing director NCDO, the Netherlands.

*'We use various services of KIT for our organization which are very valuable, and we don't want these to disappear. Thus, our employees regularly use the training offer of KIT Development Policy & Practice. We are also working closely with the Biomedical Research department for many years in the field of development and quality control of diagnostics, especially regarding the tropical disease leishmaniasis. In addition, we are very content about the information service from KIT Information & Library Services.'*

**Arjan Hehenkamp, director of the Dutch department of Médecins Sans Frontières in the Netherlands.**



**A human chain in support of KIT.**  
Photo: KIT



**Support for KIT, expressed in Dutch: 'KIT stays'.**  
Photo: KIT

*'We fully support the daring cultural policy of KIT Tropen theatre as it is a part of the political challenges of the beginning of the 21<sup>st</sup> Century, as it maintains diversity in the world, draw more attention on the cultural expressions of the 'Southern countries', and contributes at the same time to make enlightened changes in our European societies.'*

**Alain Weber, Cité de la Musique / Quai Branly Museum in Paris and Jean-Hervé Vidal, Zaman Productions, France.**



*'My work focuses on practical solutions for opening up new opportunities for marginal groups.'*

**Fred Zaal – Senior Advisor**



# 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 is particularly involved in these

areas, collaborating with organizations such as Agri-ProFocus (APF), Cordaid, UNICEF, the Dutch Ministry of Foreign Affairs, the corporate sector and other parties.

*‘It gives me great satisfaction to bring together people and knowledge and to think jointly about sustainable development.’*

Anna Laven – Advisor

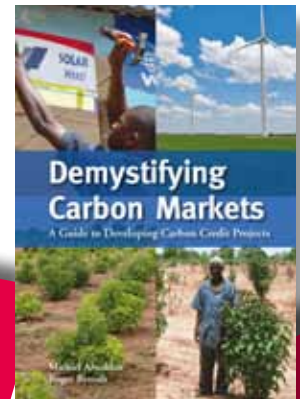
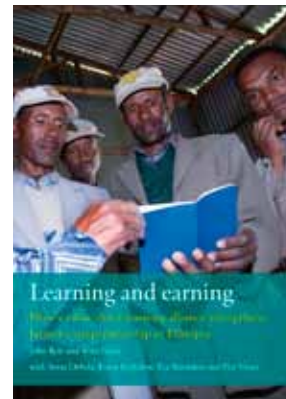
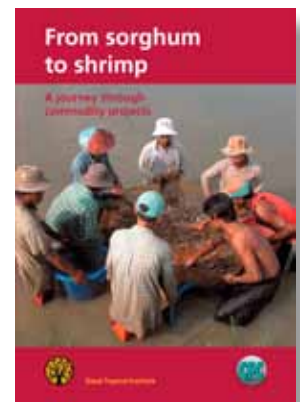


# ‘Holding up a mirror...’

In 2011, Purchase for Progress (P4P), a pilot programme of the World Food Programme (WFP), invited KIT to collaborate in a learning trajectory on how P4P has contributed to building the capacity of farmers’ organizations and enhancing their access to markets in developing countries. P4P aims to source food from small farmers’ organizations rather than large traders, in order to learn how WFP’s procurement footprint may have a development impact.

KIT first carried out studies of six countries (Kenya, Tanzania, Mali, Burkina Faso, Nicaragua and El Salvador), asking leaders of farmers’ organizations to map the demonstrable changes in the value chain and in the capacity of the organizations and their members since the pilot started. KIT also conferred with members of the organizations and other partners involved. The results were presented and validated in local participative workshops, culminating in six country reports. The following phase comprised three regional writeshops (West Africa, East Africa and Central America). Writeshops are widely used to bring people together for several days to write, and repeatedly rewrite, about experiences to be documented. This was the first time that many P4P staff, partners and farmers’ leaders from across a region had met together. Farmers said that this experience had given them a feeling of being part of something bigger; it stimulated them to improve capacity and to dream about a future as business men or women. KIT helped the P4P programme by ‘holding up a mirror’ so that stakeholders could better recognize how P4P’s dual strategy of capacity building and procurement could lead to more reliable procurement and access to new markets, while improving farmers’ livelihoods.

The writeshops were summarized in a global paper presented at P4P’s annual meeting in December 2011, for publication in 2012.



Several new publications in 2011.

*It stimulated them to improve capacity and to dream about a future as business men or women.*





**Smallholder plot of maize in Transmara district, Kenya.**  
Photo: Roger Bymolt, KIT

**Farmer leaders in Kenya doing a value chain mapping exercise.**  
Photo: Roger Bymolt, KIT



**Signing of long term loan contract between Mali Biocarburant and the French development bank AFD in the presence of the Malian Minister of Energy and the French Minister of Development Cooperation.**  
Photo: MBSA



# Working on food and energy security for small farmers in West Africa

Mali Biocarburant (MBSA) is a private company working with smallholder farmers to produce biodiesel from the jatropha plant in Mali and Burkina Faso. KIT (Holding KIT BV) is one of the major shareholders in this company. MBSA works with a total of more than 10,000 smallholder farmers who have intercropped more than 5 million jatropha trees on around 8,000 hectares of land. In collaboration with Malian farming cooperatives, the company produces biodiesel from the jatropha plant for sale on the domestic market.

In 2011, MBSA produced 200,000 litres of biodiesel. A new factory was built in Burkina Faso and the construction of a second factory in Mali will be started in 2012. MBSA was awarded a project by the Kees Daey Ouwens Fund from NL Agency (Dutch governmental agency) in 2011 to produce biogas from agro-residues, which will improve access to energy for rural communities. MBSA signed a long-term loan agreement with the French Development Agency, while key partners like the Korean car company KIA and Trees for Travel decided to increase their support to the Mali Biocarburant Foundation from 2012 onwards. The Dutch non-governmental organization ICCO continues to play an important role by providing a medium-term loan to the Faso Biocarburant Foundation as well as financing the certification process for pro-poor carbon credits. Finally, after carefully studying MBSA's efforts to promote food and energy security, the International Fund for Agricultural Production (IFAD) decided to grant a programme that aims to upscale the Jatropha intercropping system in West Africa (Mali, Burkina Faso, Guinea, Ivory Coast and Senegal).

MBSA demonstrates how a private enterprise can transfer knowledge to create value. First, the entire biodiesel production process and the management of the processor are now carried out by Malian staff; they process a raw product into a valuable end product. Second, the accumulated expertise stimulated staff to explore adding value to the by-products of biodiesel production, like glycerine for soap, as well as press cake as organic fertilizer. Finally, the smallholder farmers are organized in farmer field schools where they are trained to diversify and intensify agricultural production, thus increasing yields and revenues compared to local production.



Jatropha – Mais intercropping, Mafeya, Mali.

Photo: MBSA

# Investing in sustainable companies

Annona Sustainable Investments (founded in 2008) is a venture capital investment fund. Its investors are KIT Holding BV, the Dutch Railway Pension fund (SPF) and the Pension fund for Public Transportation (SPOV). The fund invests in small and medium-sized enterprises in selected regions and sectors, mainly in Africa and Latin America. Striving for social and economic return is the leading motive for Annona's sustainable portfolio companies. In Annona's opinion strengthening the private sector is one of the facilitators of social and economic development. Since the inception of the fund in 2008 it has been successful in investing in profitable business propositions and successful entrepreneurs who also have very committed social ambitions in terms of healthcare, working conditions and education. KIT has developed a framework to measure the social return of investments. The aim is to exit an investment successfully after between five to eight years.

In 2011 Annona invested in three new companies: Virmax, premium coffee in Colombia, Bio Stevia, natural sweetener in Colombia, and Gold Coast Fruits, fresh fair trade pineapple in Ghana. The fund had equity and quasi-equity participations in a total of seven different companies in Mozambique, Ghana, Mali, Colombia and Bolivia, all in the food and agricultural sector. The portfolio companies produce, for example, wet and dried chilli pepper, sugarcane, soy, peanuts, coffee, natural sweetener and fresh pineapple. The average investment in these companies is approximately €555,000. With the current shareholders, the total portfolio will grow to a maximum of €8 million in the next few years. The accession of a new shareholder is foreseen in 2012, which will result in a further growth of the Annona portfolio. KIT actively contributed to the success of the portfolio companies during this phase of growth and also in governing their social success.



**Fair trade pineapple from Ghana.**

Photo: P. Wallace, Annona



*'In KIT, Intersnack has found a partner to enter new markets. The results have been impressive: the Jack Klijn 'Oerpinda' [wild peanut] is the first widely available fair trade snack in the Netherlands that is linked to a specific sustainability project. The Oerpinda is a source of pride and satisfaction for both the local Bolivian communities and the Intersnack organization. Thanks in part to KIT's advice and guidance we have successfully introduced a fair trade product to the Dutch market. Following on from the success and the underlying message of sustainability, we have placed the product on the German, Austrian and French markets.'*

**Sándor van Mil**  
Brand manager, Intersnack,  
the Netherlands.



*'I contribute to biomedical research that crosses borders – helping where it's most needed.'*

Tjeerd Datema – Junior scientist



# Health

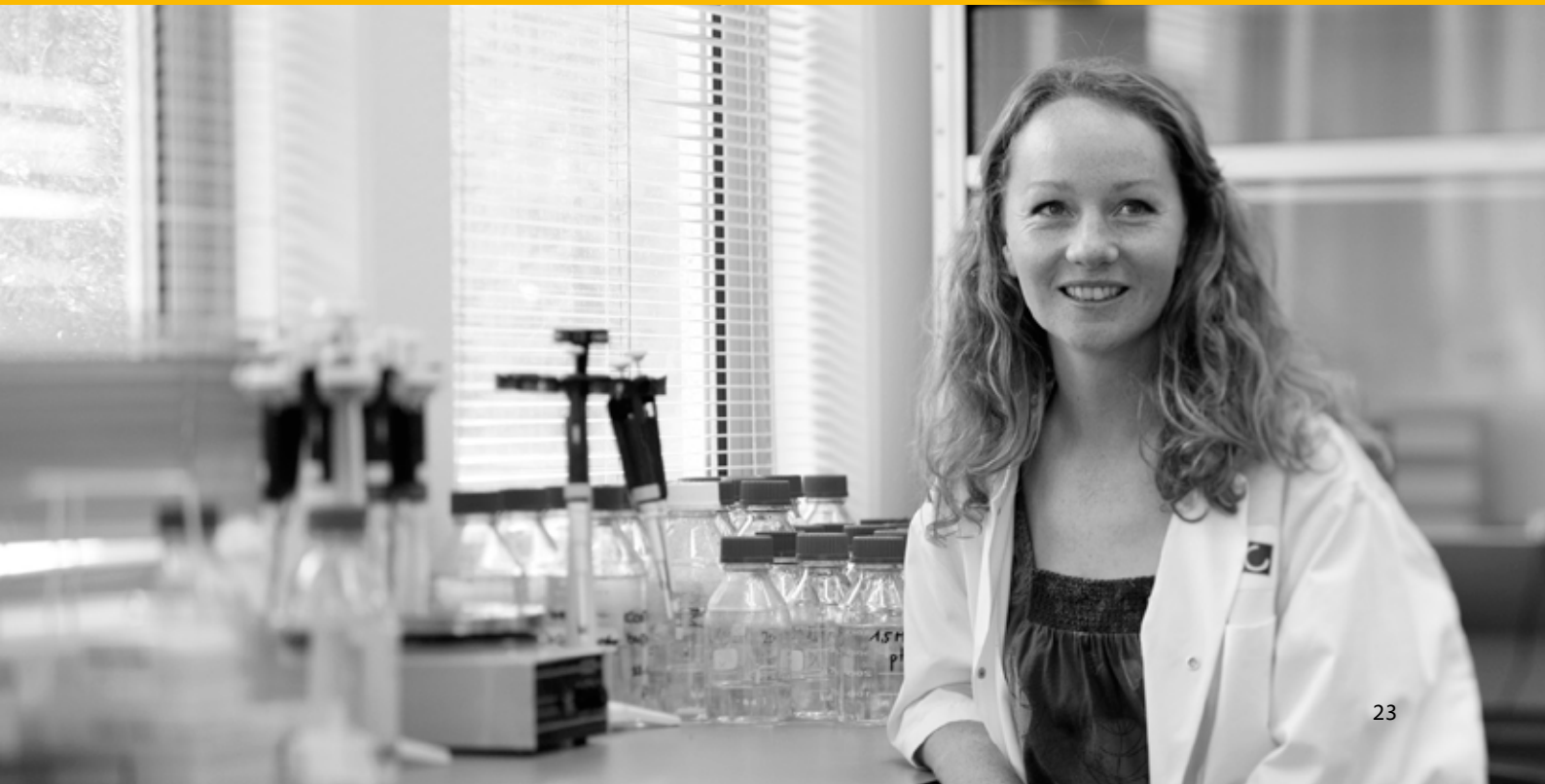


KIT is committed to improving the health of people in low and middle income countries through research, consultancy and education. It prioritizes effective and sustainable health systems in the areas of maternal health, diagnostic services, neglected diseases and

HIV/Aids. To meet these aims it works closely with many organizations like the World Health Organization, Netherlands Leprosy Relief, Bill and Melinda Gates Foundation, Cordaid, HealthNet International and Nuffic.

*‘Because I believe in the development of diagnostics for poverty-related diseases.’*

Emily Adams – Research scientist



# HIV programmes and health systems strengthening

In 2011, the findings were published of KIT's multi-country case study on whether HIV and AIDS programmes have contributed to strengthening health systems. The study was carried out in collaboration with research institutes in the five participating countries: Madagascar, Malawi, the Democratic Republic of Congo, Burkina Faso and Ghana. Financial partners were the Dutch Ministry of Foreign Affairs, Stop AIDS Now partnership (Aids Fonds, Cordaid, HIVOS, ICCO, Oxfam Novib), Cordaid (also as an individual partner) and the Global Fund to Fight AIDS, Tuberculosis and Malaria. The KIT team conceived the idea for the study in 2008 and designed the research. They gave continued support to the multidisciplinary teams of the research institutes in the five countries throughout the study.

Strengthening health systems is a relative notion, as there is always room for improvement. In 2007, the World Health Organization (WHO) formulated a framework for health systems strengthening composed of six building blocks: services, human resources, information, medical products and technologies, financing, and leadership and governance. When the research started there was no evidence in the literature that fighting HIV improves health systems and vice versa, and indeed it was argued that HIV programmes may disrupt health system functioning. The most important findings of the research were that HIV programmes had positive effects on health systems, in line with at least some of the building blocks, but they were not planned; most effects were spin-offs. Counselling and attitudes to patients improved, for example, as did the infrastructure, and medical training – using HIV funding – increased. But these were not the primary objectives of programmes designed to combat HIV. To maximize these positive effects, deliberate strategies to strengthen health systems using any major disease-specific programme are needed that are gender-sensitive, pro-poor and health-system sensitive.



**Validation and Consensus Workshop, Burkina Faso.**

Photo: Georges Tiendrebeogo, KIT



**Group session, Ouagadougou, Burkina Faso.**

Photo: Georges Tiendrebeogo, KIT



# Simple, cheap, easy to use...

KIT had two highly innovative breakthroughs in the field of biomedical research in 2011. Work commenced on developing a simple diagnostic device for detecting tuberculosis (TB) which can be used in tropical conditions. Resembling a simple pregnancy test for home use, the device requires no electricity, no expert knowledge and no special medical facilities, and is very simple to use. It can be administered by a health worker or physician in basic health posts in developing countries.

For more than fifty years scientists have been trying to find a simple, effective test for TB. Laboratory diagnosis of TB is a lengthy procedure. With the new device, antibiotic treatment of patients suspected of having TB begins immediately. The antibiotics kill the bacteria which are then easier to trace than live bacteria. A few days later the test is performed and a decision can be made on whether to continue treatment. This highly innovative device and associated treat-to-test strategy were announced in the journal Public Library of Science (PLOS) Pathogens in November 2011. External funding has been obtained for further testing.

The second device, the 'Cyclotec' platform, is a circular piece of plastic to which multiple indicators of disease can be attached for simultaneously testing different diseases. KIT is developing this for HIV and syphilis, two devastating and very common diseases in developing countries. They are difficult to test for, especially in pregnant women and newborn babies. An option



**Biomedical research for development of a simple diagnostic test.**

Photo: KIT

for automated readout and connection to a mobile phone will make the device highly versatile. KIT has obtained funding from the European Union to evaluate this simple, cheap and easy-to-make device in the field. This KIT department is the lead in developing both of these devices. Their partners are small and medium-sized enterprises in the Netherlands, the United Kingdom and France.

# A practical online tool for laboratories

The importance of laboratory services has in recent years increasingly been recognized after decades of neglect. KIT aims to contribute to strengthening health laboratories in developing countries by implementing a multi-pronged approach. This is highly important as each prong – consultancy, training, tool development, and research – strengthens and enhances the other prongs; they ‘feed’ on each other. Of the many activities carried out in 2011, one of the most important was the development of a practical online tool for laboratories seeking accreditation by the International Organization for Standardization (ISO).

In March 2011 KIT started organizing a wealth of unstructured information with the aim to run a tuberculosis laboratory and

produce a roadmap for implementation. Such roadmap was presented at the congress of the International Union against Tuberculosis and Lung Disease in Lille (France) in October. It clearly states what laboratories must do to comply with the ISO standard. ‘Use it, don’t reinvent the wheel!’ is the message. This tool (available via [www.GLIquality.org/](http://www.GLIquality.org/)) comprises four phases, each phase having a specific focus on improving service. Even if a laboratory only completes one or two of these stages its services will already improve. If doctors are to use laboratory results in their clinical decision making in developing countries, laboratories must demonstrate that they provide quality-assured services. Hence the importance of ISO accreditation. The result is more patients being correctly diagnosed and treated with more efficient use of resources. The tool is promoted by WHO’s Stop TB Partnership. WHO has now asked KIT Biomedical Research to develop a similar tool for all diagnostic laboratories. The expectations are high that these tools will really make a difference.



**Internal audit training at the National TB Reference Laboratory in Cotonou, Benin.**

Photo: Mirjam Engelberts, KIT

*‘At KIT I was particularly impressed by the course content, the teaching staff composed of world-class public health experts and leading academics and researchers, as well as the support staff whose teaching, guidance and administrative support combined to improve my academic orientation and shape my thoughts about public health and its practice.’*

**Francis-Xavier Andoh-Adjei - Deputy director of Strategy and Corporate Affairs, National Health Insurance Authority, Ghana, and former Master’s student at KIT’s International Course for Health Development/Master of Public Health.**

# ‘We go back, we make a difference ...’

KIT organizes several courses and master programmes in the field of international health, sustainable economic development, gender etc. for students and professionals from all over the world. Over 95 percent of the students of the International Course in Health Development are international – the 51 students in 2011 came from 25 countries – and afterwards almost all return to their own countries where they work as professionals in health services management. The course facilitators, from both KIT and international organizations like the World Health Organization and other United Nations agencies, all have extensive work experience in low and middle income countries and also do research. The course aims to develop the capacity of students to use an integrated, multi-disciplinary approach; it is practical, geared to solving problems and students are taught to think laterally and look broadly – it is knowledge that works! Success is evident, as when they return, students tend to move up from a lower to a higher level of work. Many alumni ultimately hold high positions in their country’s health service, like Director of the National Institute of Public Health in Vietnam.

Jointly organized with the VU University Amsterdam, the intensive one-year course is accredited by the Accreditation Organisation of the Netherlands and Flanders. A general course and a specialization in AIDS are offered, as well as stand-alone modules for students from other master’s programmes in Europe. Commendation and praise for the course is also expressed informally in the alumni surveys. Graduates emphasize how useful the knowledge and skills are when they are back in the field, that the participatory

consultative style of learning helps them to teach others, and that the network of fellow students is a valuable source of advice, support and information.

The students are very involved with KIT. Early in 2011, even they wrote a letter of protest to the Dutch Parliamentary Committee for Development Cooperation when the government announced cuts in the funding of the Netherlands Fellowship Programmes (financed by the Dutch Ministry of Foreign Affairs and administered by the Netherlands Organisation for International Cooperation in Higher Education – NUFFIC). Many of the students are funded by these programmes.



**Students of the KIT master programme International Course in Health Development.**

Photo: Irene de Groot, KIT



*'I love working with people from all over the globe, communicating about cultural issues.'*

Deborah Abrahams – Trainer

# Knowledge transfer



Knowledge transfer is one of KIT's four main themes. KIT works with organizations in 60 developing countries to strengthen their information services. The KIT Library is the largest European library on development cooperation. KIT provides a broad range of master programmes, short courses and training

sessions covering topics in health, sustainable development, gender and intercultural management and communication. KIT cooperates with the VU University Amsterdam, Association of African Universities, Elsevier Foundation, Nuffic and Swets Benelux.

*'I like to work in an environment where I am free to imagine and try new things.'*

Africa Bwamkuu – ICT Advisor/Trainer



# Facilitating access and use of knowledge online

The Open Access Repository Capacity Strengthening Programme for Africa is a joint initiative of KIT and the Association of African Universities in Accra, Ghana. Launched in February 2011, the programme aims to bridge the gap in knowledge and awareness in African academic institutions on establishing, managing and promoting open access repositories (digital libraries). It stems from the realization that academic communities in Africa share very little of their research output and encourages them to disseminate this output online.

The programme is addressing this issue with a repository toolkit, training modules, training and advocacy workshops, and a communication platform. A survey is in progress and will be repeated periodically.

In digital format, the repository toolkit provides the practical knowledge and information needed to plan, implement and manage a repository and is accompanied by training modules and pre-configured software specially adapted to local needs in African countries. It is available online and is free. Very little prior knowledge is needed to use the toolkit and accompanying tools.

It is difficult to ascertain how many institutions use the toolkit, but 1,500 people worldwide, including over 400 Africans, visited the website in 2011. In collaboration with other partners, KIT organized and participated in five advocacy and training events to sensitize and promote awareness among potential users. In July 2011, for example, 60 participants – government officials,



*Very little prior knowledge is needed to use the toolkit and accompanying tools.*

Training of ICT staff and librarians in the use of a computer program for library management.  
Photo: Peter Hessels, KIT

university administrators, librarians and IT staff – from around 15 institutions in 10 African countries attended an advocacy workshop in Ghana. This was followed by conferences in Tanzania in November and South Africa in December and two webinars (online training sessions). Participants then disseminate the information further, thereby reaching a larger audience. An Information and Communication Platform on the website has more than 120 active participants exchanging information on the toolkit and the repository in general.

## All the publications of Dutch development organizations in one place!

Search4Dev brings together all the publications of Dutch organizations in the international cooperation sector in a digital library, a so-called repository. It is no longer necessary to search the individual websites of organizations – the complete text of all their digital publications, from policy documents and annual reports to grey literature (not easily traceable, non-commercial publications) and conference papers can be accessed in one place through standardized search techniques. Besides making publications easy to find and locate, the advantages to both the users and the participating organizations, mainly non-governmental organizations, are huge: for example, bibliographic details are added; URLs of documents are not changed; documents remain available permanently; publications can be easily integrated into other information services; and there is greater visibility of publications.



The Development Policy Review Network (DPRN) and KIT set up Search4Dev in 2008 to bridge the gap between research, policy and practice. Since then, the number of organizations has grown steadily to around 40 in 2011 and the number of unique users has risen rapidly. The service is free of charge. 2011 was a very successful year with no less than 3,314 unique users. About 80 per cent are Dutch and 20 per cent are from abroad. The 40 organizations include all the largest and most important Dutch development organizations. Subjects covered range from agriculture and rural development to health, nutrition and social and political change. Eleven new organizations joined Search4Dev in 2011, including the Netherlands Red Cross and Text to Change. The two organizations that contribute the most documents are the Netherlands Development Organization (SNV) and the Bernhard van Leer Foundation.

# Internationalization

For many years, KIT Intercultural Professionals has given courses, consulting and tailor made training in the Netherlands on all aspects of intercultural business. About half of these activities are to prepare expats, employees of large commercial companies like Akzo, DSM and Philips, and their families, for a placement abroad. Some activities are for inpats, such as the protocol KIT Intercultural Professionals has developed for major Dutch soccer clubs to support foreign players that come here to play. Other activities can involve supplying an interim manager, for example, to deal with cultural differences when a Dutch company is taken over by a Japanese company.

In recent years, however, the clients of KIT Intercultural Professionals have become increasingly global. Their expats move from one part of the globe to another, never passing through the Netherlands. The clients therefore asked KIT

to deliver training in other places; they expressed the need for a *global* supplier. At a Round Table organized by KIT Intercultural Professionals in 2010, clients confirmed their need for a face-to-face mix of country information and attention to the cultural transition process (like the regular KIT training) at an international hub. Ultimately two hubs were chosen: Asia – Shanghai/Hong Kong, and the US – Boston. Extensive preparations were in progress, utilizing the extensive network of country experts in Asia and a KIT Intercultural Professional returning to Boston, when in March 2011 the launching customer Philips asked for the courses to be provided as quickly as possible. In October and December Philips' expats were trained in Shanghai. KIT Intercultural Professionals can now serve clients in locations outside the Netherlands and other Dutch clients have expressed interest. In Boston an invitational seminar has since been held and negotiations with two companies are in progress. Maarten Bremer, director of KIT Intercultural Professionals: 'What is particularly interesting is that the initiative came from the client!'



**Doing international business at dinner.**

Photo: Dragons Businessclub



# Cultural awareness training for Afghanistan

KIT Intercultural Professionals has worked with the Dutch police for over eight years, preparing families for working and living in the Netherlands Antilles. Since 2010, the services have been extended to South Africa, China and working cross border with Belgium. The collaboration has always been excellent and when the Dutch police training mission to Afghanistan was agreed by the Dutch government, the Institute for Police Education and Training in the Netherlands (IPOL) asked KIT Intercultural Professionals to provide cultural awareness training for Afghanistan.



Afghan police officers receiving their certificates.

Photo: EUPOL

The first course was held in May 2011 and was followed by five more during the year, with around 80 participants in total. The two-day course is given by a KIT Intercultural Professionals trainer and three country experts. It aims to make participants aware of the connection between culture, cultural definitions and communication. What is culture? Information is given on the Afghan culture, the background to behavioural patterns, the Islamic religion in Afghanistan, political and economic developments, the social aspects of working there and intercultural competences necessary for team work. Sensitive issues like Dutch officers shaking hands with local women and the latter wearing the burka are of course raised. And what are the implications of working with an interpreter? But one's own culture is also very important; participants are asked to take a long hard look at themselves. The international mission also includes other Europeans, so communication with them is very important too. The participants of the first course went to Afghanistan in September. In their blogs they praised the course highly. Together IPOL and KIT Intercultural Professionals are exploring the best structure and timing for the training and in the future it will be more integrated into the complete preparation of officers. In 2012, the training will be adapted for other police missions in Kosovo and Sudan.

*'Our employees value KIT's training on cultural differences very highly. The courses are structured in a practical way and the material is very useful. Feedback from colleagues working abroad confirms KIT's added value for ING.'*

**Nico de Schryver – Executive Director, International Assignment Centre, Corporate HR, ING Bank, the Netherlands.**



*'The combination of scientific research and its creative application brings out the best in myself.'*

Alex van Stipriaan – Curator, Culture and History of Latin America and the Caribbean

# Culture

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 for Foreign Affairs, 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 other parties.

*‘Every day I’m in contact with other cultures. That enriches my life in so many ways.’*

**Farida Span – Marketing, Sales and Communications**



# The contemporary relevance of Tropenmuseum's collection

How do we understand the colonial past in the present?

This past still has an impact on the people who live in the Netherlands now, many from all around the world. There is often a feeling of nostalgia about the past and that nostalgia plays a role in how people negotiate belonging in society. What role do objects play in our lives and what can they tell us about how society works? To address these questions, the museum collection and professional practice must be tied to some of the present-day issues within society. Tropenmuseum must interact more with its different publics, learn from them and create dialogue with them. A series of ten books will be published between 2011 and 2015 about the museum collection.

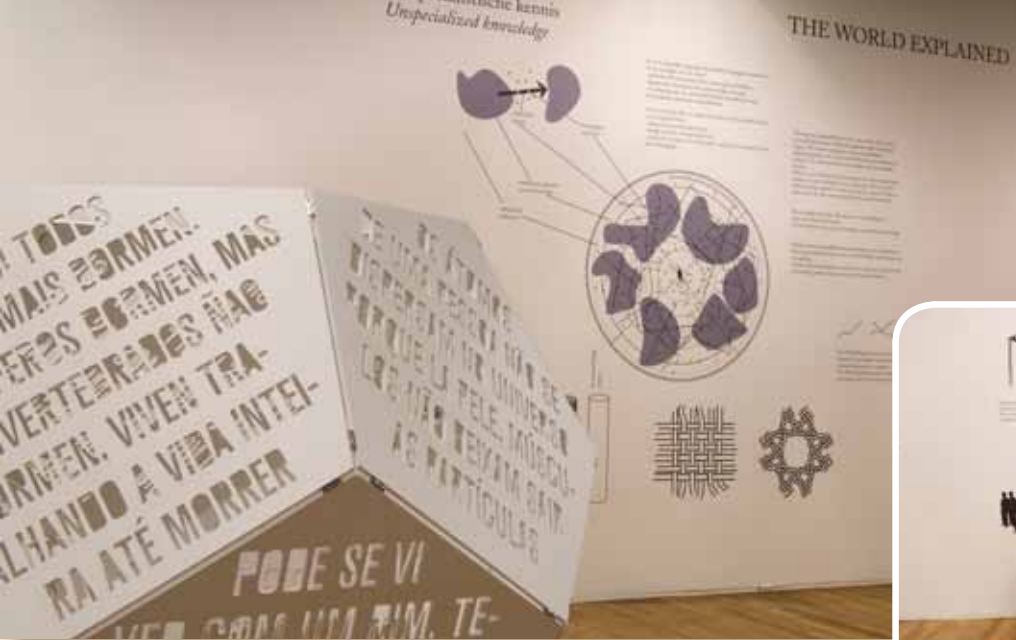
These books will explore the meaning of the objects today, as well as their historical role in society and how they were collected and presented; they open up a dialogue with museum users – staff, visitors and professionals. The first three of these books were published in 2011. Each book frames the collection in a particular vision, providing another level of understanding of the collection, and contributing to the museum's active role in contemporary society.

To stimulate the dialogue and attract a wider public, KIT organized two symposia to accompany the publication of these three books. *The Netherlands East Indies at the Tropenmuseum* and *Oceania at the Tropenmuseum* were launched at the symposium 'Colonial Nostalgia' on 17 March and *Africa at the Tropenmuseum* at the symposium 'Popular Imagination: fiction with a message' on 22 September. Both symposia attracted distinguished speakers from the museum world and academia, prompting lively debate. More than 200 people attended each symposium, including professionals from the cultural sector and the general public.



*'In Indonesia we need more staff in our museums with skills in the field of museology. At the moment there is not only a lack of truly qualified staff, but also a lack of teachers with relevant knowledge and skills. The Tropenmuseum helps us out in a fantastic and pragmatic way: highly skilled employees of the museum co-teach with our lecturers from the Gadjah Mada University.'*

Mahirta Sasongko – Head of Archaeology at Gadjah Mada University, Yogyakarta, Java, Indonesia.



**The exhibition *The World Explained*.**

Photo's: KIT



## An exciting new way of asking a crucial question ...

What is culture? This is a crucial question for all ethnographic museums like the Tropenmuseum. How can it be depicted? How can people be involved? To provide some answers to these questions, newly appointed curator Anke Bangma invited Mexican artist Erik Beltrán, who lives in Barcelona, to stage the exhibition *The World Explained*. It was an exciting new way of looking at this issue, of interacting with members of the public and learning from them. Beltrán drew up a whole series of questions to surprise and startle people, to make them think aloud. Questions to which there is no one correct answer and with answers that have to be improvised. Questions like, do ants dream? Why is an animal not a person? What is a moment? With a group of anthropologists, Beltrán interviewed people on the streets of Amsterdam and in

the Tropenmuseum. After a popular Dutch TV programme on the arts featured the exhibition, many inhabitants of Amsterdam came and asked to be interviewed! Beltrán wanted to hear their stories. Did they have a personal theory? These were written up, printed (in the exhibition space itself, using soya-based ink on equipment provided by the sponsor and digital printer manufacturer Riso) in eighteenth-century encyclopedic format and made available during the exhibition. They give a peek into the cultural mentality of the people of Amsterdam, of contemporary reality. Knowledge was produced then and there, and Amsterdammers were involved. Beltrán had done the same thing earlier, in Barcelona (Spain) and São Paulo (Brazil) and the personal theories of the people of those cities were presented in Amsterdam too. When the exhibition finishes in April 2012, around 150 Amsterdammers' personal theories will be bound together with the theories from the other two cities in an encyclopedia. In Portuguese, Spanish, Dutch and English, it will reflect the different settings from which it originated. The encyclopedia will be sold in bookshops around the world.

# New talent from the non-Western world

Presenting new talent from Asia, the Middle East, Africa, and Central and South America is one of the artistic starting points of Tropentheater's programme. Two or three times a year, artistic programme makers from this KIT department travel the world in search of new talent to perform in Amsterdam, exploring a particular region, visiting festivals and exhibitions, and making and maintaining contacts. Other factors in the programming are the cultural and geographic distribution, discipline (music, dance, theatre, film, youth), style and professionalism. Selected artists can be well known in their own country but they must be new to the Netherlands. In cooperation with international partners in France, Belgium and Germany, a two-week tour of around ten concerts, for example, is usually organized, making a tour financially and artistically viable.

Tropentheater provides extensive practical help to artists, such as advising them on what Europeans expect, how to organize themselves, the importance of planning ahead, the need for at



**GuoGuang Opera Company, Farewell my Concubine.**

Photo: GuoGuang Opera Company

least one or two members of an ensemble to speak English, and obtaining visas, as well as financial assistance. Colombia was the focus country in 2010 and this resulted in more than 20 groups coming to Europe in 2011, six performing in Tropentheater and two in festivals, Amsterdam Roots and Houtfestival Haarlem, organized by KIT partners. Tropentheater's help and advice enabled them to access the European network.

Highlights of 2011 were the Taiwanese GuoGuang Opera Company and the Indonesian premiere and ten performances in Paris of Opera Java, originally a film by the well-known Indonesian director Garin Nugroho. Tropentheater became involved with the move to the stage. This culminated in a highly successful joint venture combining Indonesia's best talent, Dutch dramaturgy and Tropentheater's knowledge and expertise. It premiered in Amsterdam in 2010 with four performances and a total audience of 1745; the dvd will be released in 2012.



**Opera Java.**

Photo: Maria Pia Kille

# Taipei Today

The idea for a festival dedicated to Taiwan was conceived during a visit by Tropentheater music programme makers to that country in 2008. This culminated from September to December 2011, the centennial anniversary of the Republic of China, in the Taipei Today festival in Tropentheater. Culturally diverse, Taiwan is active in the world arena, playing a pioneering role, for example, in dance in Asia and in the field of film and documentaries. The Taipei Today festival of dance, opera, puppet theatre, and film focused not only on the cultural diversity of Taiwan but also on current cultural developments. Some of the most innovative of these developments have been in the 'Peking Opera' in Taiwan. In 2010 the GuoGuang Opera Company asked Tropentheater to help them solve the problem of diminishing interest in opera, particularly among young people. In many ways the opera is more traditional in Taiwan

than in China but it is also more open to new ideas. When Tropentheater started working with GuoGuang Opera, a large company of 400 people with three or four operas being performed at any one time all around the country, it was very aware that it was essential to respect tradition. It encouraged them to take a new look at the opera, without interfering with tradition; the music, the pace, the length of the performance, the addition of audiovisual elements. The result is a new, more accessible form of opera. The festival publicity for *Farewell My Concubine* is an excellent example of the combination of old and new: it depicts the traditional main male performer, the *sheng*, holding a blackberry!

Besides the GuoGuang Opera Company, the Taipei Today festival featured Dance Forum Taipei, Taiyuan Puppet Theatre Company and a retrospective of the films of the famous Taiwanese director Edward Yang. Tropentheater worked closely with the Council for Cultural Affairs in Taiwan and Paris throughout the project.



**Male performer, GuoGuang Opera Company, *Farewell my Concubine*.**

Photo: GuoGuang Opera Company

**Taipei Today: Dance Forum Taipei.**

Photo: Dance Forum Taipei

# Walking guide to nine historical cities of Indonesia

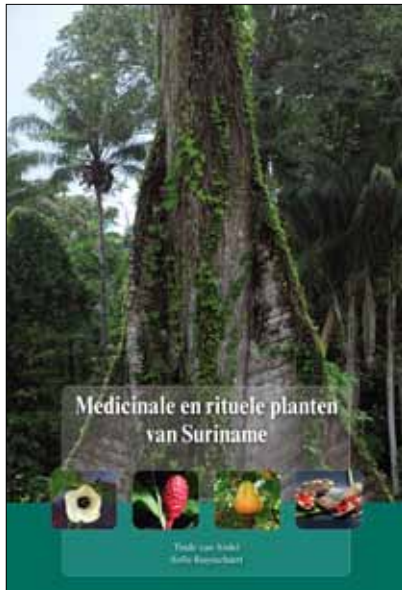
Emile Leushuis is a Dutch anthropologist and tourist guide who divides his time between Java (Indonesia) and the Netherlands. Through his work as a tourist guide, he became increasingly aware of the lack of a good travel book, a book that would direct tourists through the streets of Indonesia's historical cities and give them full information on the many interesting buildings they would encounter. This book (in Dutch) focuses

on history and architecture, giving the full history of a building and all its uses from the colonial past to modern-day Indonesia; it is a journey into the combined cultural heritage of Indonesia and the Netherlands. In this way it helps to generate mutual understanding between the two countries, spreading knowledge in a sympathetic and clear way.

The book opens with a description of the history and development of the Indonesian city and an introduction to the architecture. It shows the most important places of interest in the old inner-city areas, urban kampongs and historical districts of cities like Medan, Jakarta, Bandung Semarang and Surabaya.







# Medicinal and ritual plants of Suriname

Traditionally, Surinamers have always used many plants for medicinal, magical and religious purposes and for their own feeling of well-being. Knowledge about these plants and their use is confined to families and the older generation; over the years there has been much concern that this knowledge will soon be lost. This 500-page-plus book in Dutch will prevent that happening. It is the result of seven years of research by Tinde van Andel and Sofie Ruyschaert. With the help of informants in both Suriname and the Netherlands, they have documented in detail which plants the different ethnic groups use, how people use them and for what. The authors aim to share and preserve this knowledge for posterity. They also raise the issue of intellectual property rights. Since 1960, many

Surinamers have come to the Netherlands and there are now between 250,000 and 400,000 people of Surinamese origin here. Many still use traditional remedies and there is a sizeable market here for these plants. The book began as a field guide but has quickly become a standard reference work since its publication in September 2011. KIT Publishers feels the responsibility to make knowledge accessible which is rooted in non-western cultures and also presents books about often forgotten examples of our cultural heritage abroad.



# Holding KIT BV

Front view of the NH Tropen hotel.  
Photo: NH Tropen hotel

Holding KIT BV was founded in 2006. It includes the group of companies KIT Publishers BV (100 per cent), KIT Intercultural Professionals BV (100 per cent), KIT Hotel BV (100 per cent), Mali Biocarburant SA (40 per cent) and a 12.5 per cent share in Annona Sustainable Investment Fund BV. The companies that are part of the Holding KIT BV operate independently and are responsible for the results of their operations.

## NH Tropen hotel

NH Tropen hotel (KIT Hotel BV) can look back on a steady and profitable 2011, despite the difficult economic situation. The hotel occupancy rate was 78 per cent, compared to 82 per cent in 2010, which resulted in a gross operating profit of 45 per cent compared to 46 per cent respectively. NH Tropen has managed to achieve most of the objectives of the strategic environmental plan two years ahead of time. Two of these objectives, the energy efficiency programmes and employee training, have resulted in a considerable reduction in consumption and hence significant savings.

These companies generate their own revenue through commercial activities and do not receive government funding. A positive net result for the holding companies contributes to the overall net result and thus helps KIT in achieving its goals and mission. All these companies were discussed earlier in this annual report, except for KIT Hotel BV.

The hotel has also managed to achieve the green key gold, the leading mark of approval for businesses that are taking serious, verifiable measures to protect the environment. The Food & Beverage department has implemented a new breakfast concept, the antioxidant breakfast. This is a new concept which helps to fight the negative effects of free radicals. NH Tropen also launched the Recork project, which uses recycled materials such as wine-bottle corks to improve insulation. Ecomeeting is implemented in the congress facilities of KIT and NH Tropen. It is a new form of organizing events based on sustainability criteria, eco-friendly use of energy resources, and the use of fair-trade products with a low environmental impact.



**The Main Auditorium in the KIT main building.**

Photo: Irene de Groot, KIT

# KIT Corporate Governance: Board of Directors

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 fulfil 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.

## Cuts in government financing

KIT is a diversified and dynamic institute. Through our accumulated networks we, the members of the Board of Directors, 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 2011 the cuts in government financing became very visible. A reduction of €4 million was required in the short term and from 1 January 2013 the Dutch Ministry of Foreign Affairs will stop the current financing of the KIT departments Tropenmuseum, Tropentheater and Information & Library Services. KIT is endeavouring to find other financial sources and cooperative partners, and to arrange continued government funding, although in a different form. It is a period of transition. At the same time the sudden change in KIT's financial position is the subject of further negotiation and we have lodged a formal objection via the court.

It is very clear that many individuals, institutions and organizations highly appreciate KIT's position in and contribution to Dutch society. The strength and commitment of their support were expressed in statements, collective actions of protest and many written objections. This demonstration of support for KIT as a strong organization making a vivid contribution to highly valued activities and facets of Dutch society was heart-warming.

## Appointments

The Board of Directors is accountable to the Council and the Executive Board is accountable to the Board of Directors. Operational activities were carried out directly by the Executive Board and heads of the departments. The terms of office of two members of the Board of Directors, Mr Henk Dijkgraaf and Dr Maartje van Putten, ended in 2011. They were proposed for reappointment, which the Council confirmed in September 2011. The Board met in six formal sessions in 2011 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 attended activities at KIT on several occasions during the 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 2011 financial report could be considered positive, given the present situation of reduced government support. Improvements in efficiency compensated for 50 per cent of the government cut of €4 million. The Board of Directors complimented the Executive Board on these results and discharged it. The Board of Directors was in turn discharged by the Council of Members. The Executive Board successfully addressed issues raised in management letters. The quality of the reporting and management

letters has improved and they are more accessible and easier to use in the monitoring role of the Board of Directors.

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 departmental levels. 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. Given the cuts in government financing these attitudes are more necessary than ever before if we are to anticipate future developments and source other financial means.

### **Activities**

The activities of the Board of Directors were focused on monitoring the Executive Board.

The discussions in 2011 with the Dutch Secretary of State for Foreign Affairs and various top government officials was time consuming, but necessary to create a sound, positive relationship with the major funder at a time when dramatic changes are foreseen. The Board was intensely involved in developing a strategy and policy to transform the Institute's way of operating, whilst fulfilling its mission to the full. The Board of Directors executed its work in close collaboration with the Executive Board, supporting the management where possible and strengthening the environment that facilitates support with public and private sources as needed.

In 2011, the Board of Directors announced the recruitment of a new president of the institute and will select a candidate in 2012. He or she will be appointed by the Council and take office on 1 January 2013. The new government policy that the maximum basic salary of chair persons of subsidized organizations must not exceed that of

a Director General of a Dutch Ministry was discussed. The Board of Directors has confirmed that the basic salary of the president of the Executive Board will comply with this policy. Due to the decreased funding from the government, the position of Chief Operations Officer has been cancelled from the Executive Board. It was a vacant position.

### **KIT's future**

After the celebration of KIT's first centennial in 2010, KIT is entering a completely new era in which it will be very dependent on private sources for its strength and support. The institute was originally based on public-private support; this will be very necessary again in the near future. There is extensive support from the general public, a deep commitment by many partners in the private sector and still a strong desire for support (including financial support) from the public sector. New modalities must be developed for KIT's various activities and the coherence of the institute can only be reattained with the help of unifying concepts and strong leadership.

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



Photo: Wageningen University

# KIT Corporate Governance: Council of Members

The 'Vereenigend Koninklijk Instituut voor de Tropen', better known outside the Netherlands as the Royal Tropical Institute (KIT), was founded in 1910 and is an association under Dutch law with individual and corporate members. The Council of Members is KIT's premier governing body and represents the views of individual and corporate members on KIT. The Council meets twice a year, in the presence of the Board of Directors and the Executive Board of KIT.

## Governance

The prime task of the Council is to monitor the overall management of KIT and to function as a shareholder assembly of the Holding KIT BV. Financial accounts are reviewed and checked, as are plans for future policies. These apply both to general strategic issues, such as concrete plans on topics like housing and extending the KIT premises and the functioning of the Holding KIT BV, including the adjacent NH Tropen Hotel.

## Announcement by the Dutch government

The reporting year 2011 can be characterized as less optimistic than the centennial year 2010. At the end of the reporting period a sudden announcement on the intention of the Dutch Ministry of Foreign Affairs to end the financial support for KIT in 2013 immediately caused great concern. In a discussion on KIT's survival options, the Council of Members offered to participate in the scenario development on future options to save KIT in a dramatically changed strategic environment. That environment might include a role for the Dutch Ministry of Education, Culture and Science, notably in the area of the Tropenmuseum and various

models to reorganize the sector of ethnographic museums, including relevant museums in Leiden and Berg en Dal. The Council offered assistance in this process, also during the periods between Council sessions.

## Great challenge

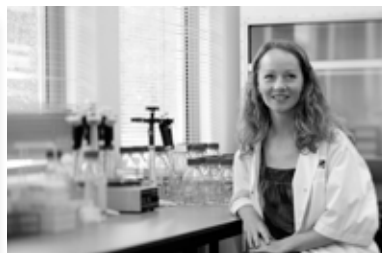
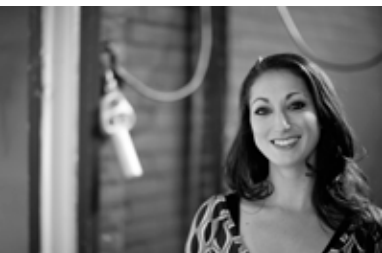
Against this background of uncertainty about KIT's future the Council of Members is very willing and able to join in the process of maintaining and streamlining KIT, while preserving the unique character of the Institute. This might involve a more public campaign and role, including more outreach activities to give greater publicity to KIT's various functions and roles. This is a great challenge for KIT, and the Council will provide support where necessary. In addition it will deploy its broad network of public and private contacts to help KIT in the near future. While tasks and challenges differ from the past, the Council of Members continues to perform its prime mission – to advise and monitor KIT and its projects, using the wide range of backgrounds and expertise of its members, both corporations and individuals.

Jan Hoekema, MSc  
on behalf of the Council of Members



Photo: Michel Porro

# Annual social report: an organization on the move



## **On the move in 2010**

In 2010, KIT began exploring new ways of working with a pilot study on telecommuting (working from home or elsewhere outside KIT). Although there has been no follow-up to this since its evaluation, a KIT regulation on Virtual Working was approved at the end of 2011, for implementation in 2012.

## **Withdrawal of government funding**

In 2011 on the move acquired another connotation when the Dutch Ministry of Foreign Affairs informed KIT of the termination of the output financing from the Development Cooperation budget from 1 January 2013. Management and staff undertook all kinds of action, even holding discussions with possible collaborative partners and private investors. The organization is preparing various scenarios for the future, in which downsizing and restructuring are prominent elements. Signs of the financial restraint were evident in 2011 in a reduction in staffing budgets. The recruitment of new staff members and the renewal and non-renewal of temporary contracts were very severely limited in 2011.

## **Labour market communication**

It may seem paradoxical but in 2011 a new form of labour market communication was launched. This project, initiated in 2009, has resulted in a campaign whereby KIT recruits staff more efficiently, promotes itself as an employer and is building enduring relationships with existing and potential target groups. With the help of social media, KIT staff will play an important role in this as ambassadors of their organization. In uncertain times employer branding and employee relationship management deserve attention and are an investment for the future when KIT is able to strengthen and grow again.

## **Towards 2012 and further**

In expectation of more clarity on the financial situation, KIT is preparing itself for the future. Until such time, major changes in staffing policy have been put on hold; discussions with trade unions about flexibilizing employment conditions, modernizing the remuneration system and introducing competence management have been suspended. As a result, the proposed far-reaching modernization of the relationship between the institute and its staff has been halted temporarily, but KIT assumes that this will be resumed after the longer-term perspectives become clear.



# Financial report



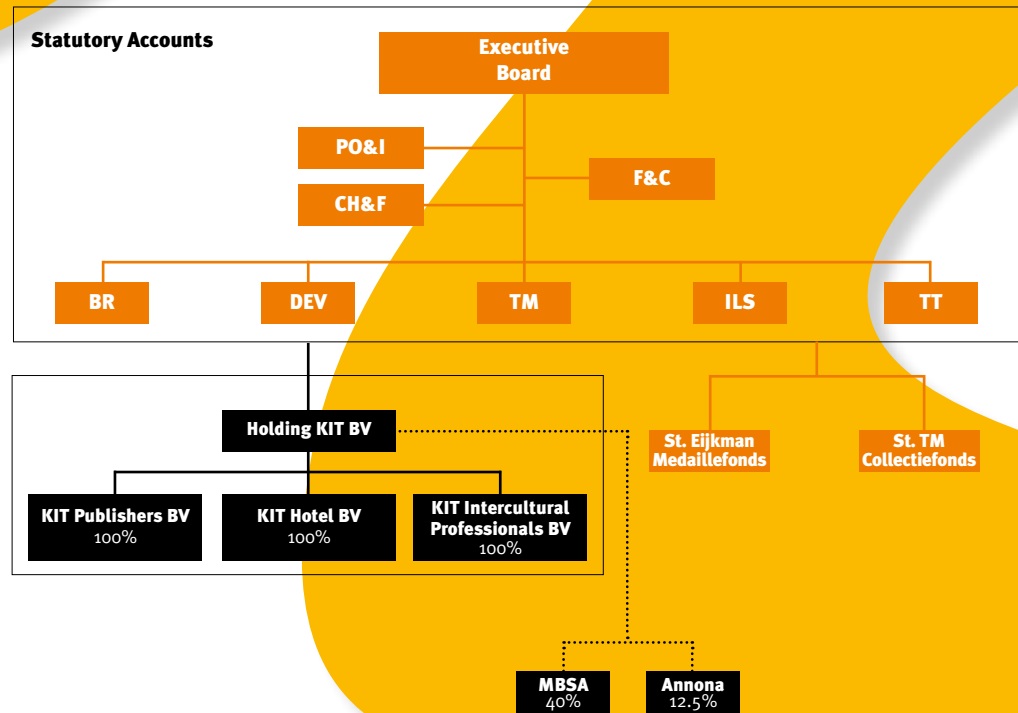
# Abbreviated financial report 2011

The Financial Statements 2011 relate to all the 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 Intercultural Professionals BV (formerly known as KIT IMC BV)), Stichting Eijkman Medaillefonds and Stichting Tropenmuseum Collectiefonds.

<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

## Council of Members Supervisory Board

Consolidated Accounts



## Result 2011

In the first quarter of 2011, the Dutch Ministry of Foreign Affairs announced that government funding for 2011 would be cut by €4,000: from €24,000 to €20,000. KIT responded by cutting budgets of projects and departments, both line and staff departments. Unfortunately, the KIT Association could not avoid realizing a negative consolidated result of €2,204 as a result of existing obligations, fixed costs and higher redundancy costs. KIT realized a consolidated income of €40,638, of which €19,989 was from output financing (2010: consolidated income €43,833 of which €23,803 was from output financing). The total revenue of the entities of the Holding KIT BV amounted to €6,008 (2010: €6,538) with a net result after taxes of €464 (2010: €190). The results and assets and liabilities of Holding KIT BV and its subsidiaries are included in the balance sheet and income and expenditure accounts below.

## Outlook

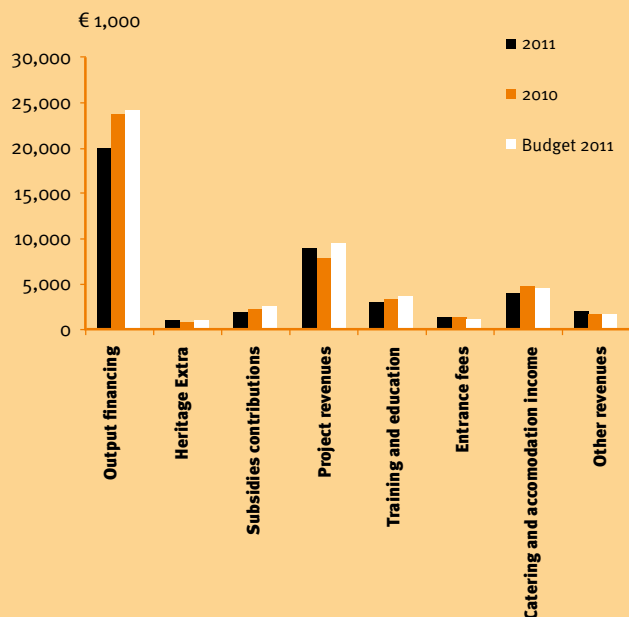
The Executive Board believes that the output financing 2012 granted by the Ministry of Foreign Affairs, the available cash balances and the expected cash provided by the operating activities will be sufficient for working capital, capital expenditures, interest payments and provision repayment requirements for the next twelve months. Discussions regarding output financing for 2013 and beyond were ongoing at the date of adoption of the financial statements 2011. These discussions follow on from correspondence from the Ministry of Foreign Affairs to KIT about terminating output financing per 31 December 2012 and starting a standard grant framework. Based on these discussions, management expects that the outcome, whether from output financing, a tender system or program financing, will result in sufficient incoming cash flows after 31 December 2012 to guarantee the continuity of a - possibly transformed - Royal Tropical Institute.

## Accounting principles

The annual report has been drafted in accordance with Directive 640 on reporting for non-profit organizations of the Netherlands Council for Annual Reporting. The figures presented in this abbreviated financial report are based on the financial statements of the annual financial report 2011.

### Turnover

The graph shows the different turnover categories compared to the budget of 2011 and 2010.



## Consolidated Balance sheet

(Amounts in €1,000)

	31-12-2011	31-12-2010
<b>Assets</b>		
Tangible fixed assets	23,730	25,479
Financial fixed assets	825	651
Stocks	211	206
Work in progress	4,136	2,288
Receivables	5,543	4,896
Cash	7,248	7,133
<b>Total Assets</b>	<b>41,693</b>	<b>40,653</b>
<b>Equity &amp; Liabilities</b>		
Equity	26,687	28,962
Provisions	1,855	1,510
Current liabilities	13,151	10,181
<b>Total Equity and Liabilities</b>	<b>41,693</b>	<b>40,653</b>

## Consolidated Income and Expenditure account

(Amounts in €1,000)

Income and Expenditure	2011	2010	Budget 2011
<b>Income</b>			
Output financing	19,989	23,803	24,000
Heritage Extra	678	655	720
Subsidy contributions	1,290	1,438	1,942
Project revenues	8,488	7,573	8,713
Training and education	3,229	3,428	3,543
Entrance fees	1,160	1,138	1,059
Other revenues	5,804	5,798	5,472
<b>Total: income</b>	<b>40,638</b>	<b>43,833</b>	<b>45,449</b>
<b>Expenses</b>			
Personnel costs	22,836	22,410	23,011
Depreciation	2,741	2,698	2,881
Project costs	6,120	7,085	8,054
Other operating expenses	11,078	12,543	11,070
<b>Total: Expenses</b>	<b>42,775</b>	<b>44,736</b>	<b>45,016</b>
<b>Operating result</b>	<b>(2,137)</b>	<b>(903)</b>	<b>433</b>
Financial Income and Expenses	131	125	185
Other income, expenses and taxes	(222)	(811)	-
Allocation to Appropriated Funds	24	(275)	-
<b>Net Result after allocation to/from Appropriated Funds / Reserves</b>	<b>(2,204)</b>	<b>(1,864)</b>	<b>618</b>

# Auditor's report

## **Independent auditor's report on the abbreviated financial statements**

To: the General Meeting of Members of Association Royal Tropical Institute

The accompanying abbreviated financial statements, which comprise the abbreviated balance sheet as at 31 December 2011, the abbreviated income and expenditure account for the year then ended and the notes, comprising a summary of the accounting policies and other explanatory information are derived from the audited financial statements of the Royal Tropical Institute for the year ended 31 December 2011. Those financial statements, and the summary financial statements, do not reflect the effects of events that occurred subsequent to the date of our auditor's report on those financial statements.

We expressed an unqualified audit opinion, including an emphasis of matter referring to the outlook for the years after 2012, on those financial statements in our auditor's report dated April 17<sup>th</sup> 2012.

The abbreviated financial statements do not contain all the disclosures required by General Accepted Accounting Principles in The Netherlands. Reading the abbreviated financial statements, therefore, is not a substitute for reading the audited financial statements of the Royal Tropical Institute.

## **Management's responsibility**

Management is responsible for the preparation of the abbreviation of the audited financial statements in accordance with the principles described on page 50.

## **Auditor's responsibility**

Our responsibility is to express an opinion on the abbreviated financial statements based on our audit. We conducted our audit in accordance with Dutch law, including the Dutch Auditing Standard 810, 'Engagements to report on abbreviated financial statements'.

## **Opinion**

In our opinion the abbreviated financial statements derived from the audited financial statements of Royal Tropical Institute for the year ended 31 December 2011, are consistent, in all material respects, with those financial statements.

Amstelveen, 25th April 2012

BDO Audit & Assurance B.V.  
on its behalf,

H. Kroeze RA

# Patroness, Council and Boards

## Patroness

H.R.H. Princess Máxima of the Netherlands

Mr R.C. (Rob) Labadie (since November)

Director Artis Royal Zoo

Ms A. (Anata) Perlin on behalf of

Mr H. (Haig) Balian

Mr J. (Jan) Post

Former President of the Amsterdam Chamber of Commerce; Knowledge Ambassador of the University of Amsterdam

## Council of Members

Mr M.A. (Max) van Alphen, MA RA

Former Vice President of the Board of Internatio-Müller NV

Mr R.M. (Michael) Barth, MA

Senior Advisor Darby Overseas Investments, Ltd.; Boardmember Microfinance International Corporation Member Board of Directors of FINCA Microfinance Holding Member Investment Committee Tuninvest/Africinvest Member of the Expert Advisory Board of Dalberg Global Development Advisors

Mr F. (Floris) Recourt, LL.M

Mr W (Wietze) Reehoorn, LL.M

Ms Sj.A. (Sjoukje) Rullmann, LL.M

Mr M.E.J. (Marc) Salomons

Mr G.H. (Gerard) Versseput, MA

Mr J.M.M. (Jack) van de Winkel, MA

Representative of De Maatschappij

Member of the Managing Board ABN AMRO

Vice President Rechtbank Amsterdam

Member Executive Council Imtech NV

Consultant; Former Director of HVA Holding BV

Former President and current Supervisory

Board Member N.V. Deli Maatschappij

Supervisory Board Member Hertel Holding BV

Mid Ocean Brands BV and Zorg & Residence Delight BV

Chairman Rubber Foundation

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

Mr G. (George) Görtemöller, RM (till November) †

Mr M. (Michiel) Hardon, MBA

Mr J.Th. (Jan) Hoekema, MSc

Mr J.A.S. (Jochum) Jarigsmá, MA

Former Director of TNO

Former Director Finance World Council of Churches.

Mayor of Wassenaar

Director Accuraad Training & Advies

Chair Platform Maatschappelijk Betrokken

Ondernemen

Ms T. (Tamrat) Kidane

Dietician Bovenl] Ziekenhuis,

Member Multicultural Peace Building Women

Association, Boardmember Ethiopisch-

Nederlandse Vriendschapsvereniging

Chief Executive Officer, FMO

Mr N. (Nanno) Kleiterp

Dr R.R. (Riemer) Knoop (since November)

Cultural entrepreneur

Prof. Cultural Heritage Reinwardt Academy

National Manager Unilever Nederland

Mr J.A. (Johan) de Koning MA, MPhil on behalf of Dr H. (Hans) Dröge

Ms P.W. (Pauline) Kruseman

Mr R.P. (Roald) Lapperre, MSc (since September)

Former Director Amsterdam Historical Museum

Director International Agricultural Policy and Food

Security and Deputy Director General of the Dutch

Ministry of Economic Affairs, Agriculture &

Innovation

Manager Communication and Public Affairs VNCI

(Dutch association for the chemical industry)

Mr J.P. (Johan) Zoutberg, MA HRM

Director Cardanus

Former CEO Public Health

## Board of Directors

### Chairman

Prof. R. (Rudy) Rabbinge

University Professor Sustainable Development and Food Security and advisor Executive Board of Wageningen University and Research Center

### Vice Chairman

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

Member Board of Directors Loyalis NV

Chairman Investment Advisory Committee of the Notarial Pension Fund

Member Financial Committee of Bartimeus Sonneheerdt

Member Board of the Foundation for Preference Shares Randstad

Non-executive Director, Sasol Limited, Johannesburg

Member Supervisory Board Eneco

Member Curatorium Netherlands Institute for the

Near East

Former Chief Executive Officer at NV Nederlandse Gasunie

Former President of Shell Nederland BV

Ms L.J. (Laetitia) Griffith LL.M	State Councilor Former Member of the Dutch House of Representatives Former Alderman of Amsterdam
Dr M.J.A. (Maartje) van Putten	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 Independent Review Mechanism of the African Development Bank
Prof. E.J. (Joost) Ruitenber	Professor of International Public Health, VU University Amsterdam

### Executive Board

Dr J. (Jan) Donner	President
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### 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, Brighton, United Kingdom
Prof. 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. Le Vu Anh (Vietnam)	Dean of Hanoi School of Public Health

### KIT Management

Prof. E. (Eric) Smaling	KIT Development Policy & Practice, Director
Prof. P.R. (Paul) Klatser	KIT Biomedical Research, Head
Mr J.H.W. (Hans) van Hartevelt, MA RI	KIT Information & Library Services, Head
Mr R. (Rien) Vrijenhoek, MA (till November)	Tropentheater, Director
Mr E.A. (Emiel) Barendsen (since November)	Tropentheater, Acting Director
Mr J.B. (Lejo) Schenk	Tropenmuseum, Director
Mr R.T. (René) Mentink, MA	Personnel, Organization & Information, Head
Ms M.R. (Marieke) Marcus, MSc	Finance & Control, Head
Mr E. (Erik) Gerritsen, MA (till April)	Communication, Hospitality & Facilities, Head
Mr C. (Kees) Tukker (since May)	

### Holding KIT BV

Executive Board of Holding KIT BV: Dr J. (Jan) Donner  
 CEO of KIT Publishers BV: Mr R. (Ron) Smit, MA  
 CEO of KIT Intercultural Professionals BV: Mr M. (Maarten) Bremer, MSc  
 CEO of KIT Hotel BV: Mr E. (Erik) Gerritsen, MA (till April) and Mr C. (Kees) Tukker (since May)



Photo: Maria Pia Kille

# Credits

May 2012, 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

Jean Vaughan, Amsterdam

Corporate Communication, Hospitality & Facilities, KIT

## Design

Ronald Boiten and Irene Mesu, Amersfoort

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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 2011

- 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