

## Supervisory Board

Since 2012 the Board comprises 6 members, each of whom matches a particular professional profile. New members are selected by the Board itself based on their specific expertise for a period of four years, with the possibility of extension for a second term. In 2015, the second term for Chair Max van den Berg ended. From 2016, Bram van Ojik was appointed Chair. In April 2015, the vacancy for Communication and fundraising was filled by Ms Denise Go-Feij, and from June Maarten van Cleeff replaced Professor Koos van de Velden, whose second term had expired.

## Members of the Supervisory Board and their other functions

### M.J. van den Berg

**chair** (until December 31, 2015)

- King's Commissioner in the province of Groningen

### A. van Ojik

**chair** (from January 1, 2016)

- Special Representative for Migration, Ministry of Foreign Affairs

### P.R. Klatser

**vice chair**

- Head of the Department of Biomedical Research of KIT, Royal Tropical Institute
- Professor in Development and Evaluation of Diagnostic Tests in Developing Countries at University of Amsterdam
- Professor Extraordinary in Biomedical Research for Development at Free University of Amsterdam
- Chair, Q.M. Gastmann Wichers Foundation
- Secretary/treasurer, Eijkman Medal Fund Foundation

### R.L.J. Greveling

(chair Financial Audit Committee)

- Director of Finance, Stichting Koninklijke Visio

### Mrs G.C. Anbeek

- Management Consultant in HRM and Governance
- Owner and senior consultant at GA Ervoor! BV

- Member of the Editorial Advisory Board NVP-magazine Personeelsbeleid (Dutch Council for Personnel & Organization)
- Chair, Internal Coaching Committee and member, Executive Coaching Committee NOBCO/EMCC
- Member Supervisory Board Foundation GAZO
- Member Supervisory Board Provides

### J. van der Velden

(until April 30, 2015)

- Professor of Public Health, Radboud University Nijmegen
- Chair, Global Health Policy and Health System Research Platform (Ministry of Foreign Affairs)
- Member of the Supervisory Board of Rutgers WPF Utrecht
- Member of the Board, Partnership Foundation for Streetchildren
- Board Member, Eijkman Medal Fund Foundation
- Board member, HealthNET TPO

### Mrs D.M.P.J. Go-Feij

(from April 1, 2015)

- Director and Owner Caraz Consultancy
- Vice-chairman Exam Committee Fundraiser B, 3F-Academy
- Member Exam Committee Management Studies, NCOI
- Visiting Lecturer Fundraising, Grantmaking & Sponsoring, Hogeschool Windesheim

### M.R.A. van Cleeff

(from June 1, 2015)

- Member Management Team KNCV Tuberculosis Foundation
- Member Strategic Technical Advisory Group (STAG) of WHO
- Core Member Global Laboratory Initiative (GLI)
- Member Advisory board of TREAT TB
- Board member of the Eijkman Medal Foundation
- Member Stakeholders Association, TB Alliance
- Membership International Union Against TB and Lung Disease
- Membership American Thoracic Society
- Membership of the John Snow Society of the Royal Society for Public Health

### J. van Berkel

**Director NLR**

- President of ILEP, International Federation of Anti-Leprosy Associations
- Member of the Board of Goede Doelen Nederland; Branch organization for charities
- Member of the External Expert Committee of CBF, Central Bureau for Fundraising in the Netherlands

None of the above activities implies any conflict of interest with the functions of the Board of Supervisors or Directorate of NLR.

## Financial Audit Committee

The Financial Audit Committee, comprising 2 members of the Supervisory Board, oversees financial performance and reports. The FAC met 4 times in 2015, prepared budget discussions, and examined the Director's financial and managerial reports.

## Remuneration policy

The Supervisory Board determines the remuneration policy, the amount of the Director's income and the amounts of other elements of remuneration. The remuneration policy is updated periodically. NLR follows Regulation for the Remuneration of Directors of Charities, in Dutch: Regeling belonging directeuren van goede doelen ten behoeve van besturen en raden van toezicht, as published by the Charities Netherlands (In Dutch: Goede Doelen Nederland, formerly known as VFI). This regulation was revised in 2015.

The remuneration was revised by the Supervisory Board in 2014 and the Board concluded that the remuneration policy is performed in accordance with the Regulation. The Regulation weighs three criteria to define the maximum standards for annual incomes: size, complexity and organisational context. The Supervisory Board calculated a total of 430 points (BSD-scores), resulting in a maximum annual income of €109,550. This score is reviewed every three years. The relevant actual annual income of the Director for 2015 was €109,348 (1 FTE/12 months) for Mr. Jan van Berkel. This means that the remuneration of the Board of Directors remains within the maximum as defined in the Regulation.

The combined total of annual income, taxable allowances/additions, pension charges and pension compensation and other (future) rewards remains below the maximum in the regulation of €178,000 per year and within a reasonable ratio to the annual income.

## External Audit

NLR was established in 1967 via private donations. Transparency and accountability are thus deeply rooted in the organization. An external audit is carried out each year by an internationally acclaimed agency. In recent years that has been PricewaterhouseCoopers Accountants N.V. (PwC). In 2014, the council assessed PwC's work and extended its contract to 2017.

Independent reviews of specific programs are carried out regularly by independent experts from, e.g. the Royal

Tropical Institute of the Netherlands (KIT). In 2015 they carried out such an assessment in India.

## Statement of Accountability

### Division between supervisory functions and management

Since January 1, 2012, the highest body within the NLR has been the Supervisory Board. It oversees the Director's performance as well as policy and general affairs. The Director is responsible for managing the organization under its supervision. The division of responsibilities between supervision and implementation is worked out in detail in the bylaws.

At its annual visit to the office and meetings with staff in September 2015, the Supervisory Board collected additional information and impressions about the culture and proceedings at head office. This supplemented the information provided by the Director. The Supervisory Board evaluates its own functioning and the performance of the Director, as well as their relationship, on an annual basis. The 2014 evaluation was discussed at the meeting in March 2015. The Board concluded that it has access to sufficient information to supervise the Director and approved the Director's performance.

## Optimizing effectiveness and efficiency

NLR wishes to use its limited resources in the most effective and efficient manner. Plans, programs and projects are therefore regularly evaluated.

- The Board was advised by the Director on a quarterly basis on progress on the execution of the Annual Plan and Budget.
- In May 2015, the Board approved the registration of LRI as a Stichting (foundation) under Dutch law, and its own role as Supervisory Board for this foundation, which is managed by the Director of NLR. The quality and progress of the LRI-financed research projects are assessed by the independent Scientific Review Committee of the LRI. No flaws were reported.
- In May, the Board also approved an NLR strategy for partnerships and approved NLR's contribution in the contracting of a senior coordinator and lobbyist in DCDD (Dutch Coalition on Disability and Development).

- Since May 2015, the Board has discussed progress on the NLR 2020 Decentralization Project at each quarterly meeting.
- In September 2015 the Board concluded that the risk management inventory has been developed in an integrated manner and is regularly updated. The biggest risks that NLR faced in 2015 were decline of income and the security of staff. The Board concluded that both risks have been managed appropriately.
- In December, the Board approved the Annual Plans and Budgets 2016 of NLR and the Leprosy Research Initiative (LRI).
- In December, the Board also approved the outsourcing of the management of legacies for NLR to the Legacies Service Centre of Goede Doelen Nederland, the Dutch charity sector organization. This takes effect as of 2016.
- NLR's field projects are regularly monitored and evaluated by the regional offices, external experts from KIT and other centers of expertise, and head office staff. All regional offices are subject to an annual financial audit carried out by an external auditor appointed by the head office. There were no major flaws found in 2015. Improvements that were recommended were immediately launched at the respective regional offices.

## Communication with stakeholder groups

NLR takes account of the need for information on the part of various stakeholders, in a way that is tailored to specific needs of the stakeholders. In the preparation of policy plans, the opinions of donors, partners and beneficiaries in endemic countries are invited and considered.

## Complaints

NLR strives to maintain good contact with its donors. An important aspect of this is the appropriate and timely handling of complaints, which are considered as an indication that people are concerned with our work.

We maintain a complaints procedure that accords with the stipulations of the Central Bureau on Fundraising (CBF). We received 74 complaints in 2015. Some complaints regarded the Director's salary (10%), some donors asked for corrections of mistakes in bank-transfers (15%). Some 75% concerned a too-high frequency of appeals for a donation. In response, this frequency for future appeals was adjusted.

All complaints were promptly dealt with and, depending on the origins of the complaint, either explained or investigated. Heartfelt apologies were usually sufficient to erase the irritation expressed.