



# spark

## annual report

2017

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# 1

## Foreword

Dear readers,

**The global crisis landscape has continued to evolve at a rapid pace, especially in the MENA region. SPARK has responded by scaling its efforts.**

After expanding over the past 24 years towards an increasing number of countries, we are now concentrating our efforts on the MENA region, Somalia and East Africa. In our new Multi-Annual Strategic Plan 2022, we not only focus geographically, but also thematically. We will concentrate on our traditional strengths of enabling access to higher (vocational) education for the underprivileged, and creating jobs through entrepreneurship support. This will enable us to generate more results, and do so more effectively and cost efficiently.

For example, in 2017 we enabled thousands of Syrian refugees to complete their university education and find jobs in their new home states, and prepare themselves for the reconstruction of Syria. We have also supported hundreds of young entrepreneurs in starting their businesses, or growing an existing one, thereby creating much needed jobs for communities.

In the upcoming period, our strong local partners and SPARK field teams will continue to empower even more youth in fragile states to complete their further education and create jobs. By doing so, we will support them and the communities and regions they live in. It remains a privilege to serve our beneficiaries and give them hope for a better future.

Yannick du Pont & Michel Richter  
Board of Directors

# 2

## Executive Summary

**For almost 25 years, SPARK has contributed to the empowerment of youth in fragile and conflict affected environments. We deliver results due to its strong local partnerships and dedicated local field teams.**

In 2017, SPARK mobilised more resources and expertise than ever before to tackle the root causes of poverty, inequality, socio-economic exclusion and forced migration. SPARK had two focus areas in 2017:

**1. Higher education: providing scholarships for refugees and marginalised youth from host communities. Besides regular full time education, they received remedial English courses, psychosocial assistance, summer courses and training and coaching in becoming economic and civic leaders.**

**2. Entrepreneurship: we helped create jobs by supporting youth to start a business or by supporting existing local entrepreneurs and businesses.**

Major achievements in 2017 include: the rapid scaling-up of our higher education scholarships for Syrian and Palestinian refugees in the countries neighbouring Syria - in 2017 more than 2,600 students enrolled into higher (vocational) education through a SPARK scholarship. In doing so, SPARK has become the largest provider of higher education scholarships for Syrian refugees in the Middle East.

Another example of a result we take particular pride in is the scaling of SPARK's internship programme for universities in Somaliland (Somalia), where governmental backed internship policy saw 2,220 young successful participants, and now makes internships a mandatory part of all university curricula on instruction of Somaliland's Ministry of Higher Education. Our internship programme in Jordan has also been a great success, particularly as 24% of the hundreds of interns have received a job offer after their internship.

A full overview of our programmes and results are available in the Table of Programmes.





Steve Ndayizeye  
Burundi

# 3

## About SPARK

## Mission

SPARK develops higher education and entrepreneurship to empower young, ambitious people to lead their conflict affected societies into prosperity.

## Vision

SPARK aims to become a leader within the niche of higher (vocational) education, entrepreneurship and MSME development in fragile and conflict affected states (FCAS). We uphold core values such as, courage, transparency, ambitious goals and value for money. SPARK's culture is characterised by a can-do mentality that combines active problem solving and actionable attitudes in order to get the right results.

## What we do

### 1. Access to Higher Education

Higher vocational education institutions support; curriculum development, Summer/Winter universities; higher education scholarships for young Syrian refugees; entrepreneurship and leadership training for Syrian refugees for post-conflict reconstruction.

### 2. Supporting Entrepreneurship and existing MSMEs

Entrepreneurship and business plan writing; business plan competitions; business skills training courses; coaching & mentoring (of entrepreneurs and service providers); training of trainers; Business Support Centres (BSC)/incubators; facilitated loans with collateral guarantee tools; business barrier research and advocacy.



# SPARK Highlights in 2017



Jobs Created

2,569



Beneficiaries Trained

11,367



Scholarships Awarded

2,653



MSMEs Established

126



MSMEs Supported

1,279

Coffee beans grown by Rasheed Sagea  
Yemen





Hamdi Al-asbahi  
Yemen



# 4 Programmes

In 2017, SPARK operated 18 programmes across multiple regions (see summary). Highlighted within this section of the report are the major programmes of 2017 and the projects that have furthered our mission in the MENA region.

## 4.1 Higher Education for Syrians (HES)

Over 9.5 million Syrians, or 43% of the Syrian population, are now displaced. Of these, 400,000 youth in the age group 18-24 have fled Syria, and less than 5% of these have access to higher education.

Losing the opportunity to educate itself, this generation will be lost and cannot meaningfully participate in the reconstruction of its country and meanwhile earn itself a decent income.

The Higher Education for Syrian Refugees Programme provides higher (vocational) education scholarships to Syrian and Palestinian youth. Students are offered Bachelor degrees, TVET diplomas & certificates in fields relevant to the post-conflict economic reconstruction of Syria and the local labour market where they now reside. Finally, the programme supports students through extra-curricular entrepreneurship and civic leadership training to empower them to become young leaders. In 2017, our scholarships were supported by the EU MADAD Trust Fund (EU MADAD), Education Above All (Al Fakhoora programme) and the Netherlands Ministry of Foreign Affairs (NLFMA).

In 2017, 2,033 youth were given the opportunity to study. To enable this, SPARK signed agreements with seven universities in Turkey, thirteen in Lebanon and ten in Iraq. Besides studying, students have started organising themselves. In Beirut, for example, two student unions of Syrian scholarship holders were launched.

As the programme continued to expand, as did the number of dropouts. A major reason for this has been the language of instruction used in classes. For instance, in Lebanon, courses on vocational level are taught in Arabic, but the national exam is taken in English. This finding helped SPARK to better understand what students need, to be able to allocate more resources to remedial language courses.

In 2017, Al Fakhoora, one of SPARK's partners in the scholarship programme, became an established model of excellence for delivering scholarships to refugees and disadvantaged youth in host communities in the MENA region. A total of 1,555 new students were welcomed in the programme and extra-curricular courses began to be implemented in leadership and entrepreneurship.

### More scholarships for bright minds

In May 2017, SPARK and Al Fakhoora signed the expansion of Global Dynamic Futures. H.M. Maxima, Queen of the NL and Her Highness Sheikha Moza bint Nasser of Qatar attended the signing ceremony in The Hague, The Netherlands. The expansion of the programme provided 2,800 more scholarship opportunities for Syrian refugees in Turkey and 282 in Lebanon.



Palestine

## Finally, university!

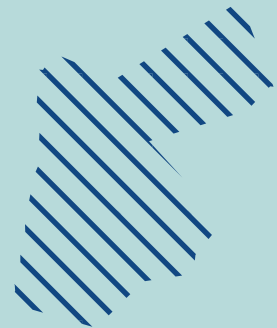
### SPARK Stories



Students at the award ceremony  
Ramallah, Palestine

In the beginning of April 2017, the scholarships programme Dynamic Futures, part of HES, held an award ceremony in Ramallah for 50 promising students who have been enrolled in the programme. One successful applicant, Shireen Yacoub, who currently attends Birzeit University, said: "I was very happy to be awarded the scholarship because it will give me the support that I need to become an active player in my community".





Jordan

# An Unexpected Education

SPARK Stories

Omar Al Halabi  
Jordan



Omar is an ambitious 22-year-old, Syrian. He unexpectedly found himself becoming a refugee in Jordan five years ago after traveling across the border to visit family. When the bombings started, he was unable to return to his home but needed to continue his studies. He heard about the scholarships offered by SPARK and Al Fakhoora. Thanks to the programme, Omar now studies Civil Engineering at Al Quds College, Amman. One day, he believes, he will use the knowledge and skills he has learned to reconstruct his country.

## 4.2 Local Employment in Africa for Development (LEAD)

The LEAD programme, launched in 2016, promotes sustainable economic growth and a culture of entrepreneurship amongst youth in Libya, Somalia, and Tunisia. Besides supporting the growth of existing SMEs, the programme support start-ups as well.

Through the development of business ideas, the provision of training and coaching, and supporting access to finance and markets, the LEAD programme encourages youth to establish domestic enterprises and aims to counter current trends in economic migration. The programme also has a keen focus on education by incorporating entrepreneurship courses in higher education curricula. Over the three operational years, LEAD seeks to establish 109 businesses, expand 254 SMEs, and create a total of 3,220 jobs. In 2017, SPARK collaborated with local partners TAMSS and IACE in Tunisia, Enala and Ideas Drivers in Libya, and Shaqodoon in Somalia.

### Learning shapes our progress and future efforts

In Libya, the continuing deterioration of the country has resulted in many SMEs not having a realistic chance of business growth or job creation. In recognition of these challenges, SPARK put forward a new strategy for Libya in order to focus primarily on new entrepreneurs. The programme now helps young Libyans to become 'business ready', preparing them to launch their start-up once the conditions in Libya

so permit. Similarly, in Tunisia the geographical focus of the project on the regions Kef and Kairouan meant that LEAD's reach was restricted to a limited number of SMEs and entrepreneurs, hindering reaching its targets. To overcome this issue and to ensure that the programme is able to access a wider pool of SMEs and entrepreneurs, SPARK expanded its geographical target to include all cities in the North West of Tunisia.

### Libya

In July 2017, Ideas Drivers and Libya Enterprise reopened the Benghazi Entrepreneurship Centre. The Centre had originally been established in 2009 however, due to civil war and the destruction of Benghazi University, it had been forced to close in 2014. By providing a free workspace, technical and soft skills trainings, the incubator centre aims to strengthen Libya's entrepreneurship ecosystem and to raise awareness of the important role entrepreneurship plays in the redevelopment of Libya.

Four summer schools on entrepreneurship were organised in Libya on behalf of the LEAD programme in 2017. Our partner, Enala, organised two of these

in collaboration with Tripoli University's Student Union. Students were tasked with developing business ideas while receiving training on the ins and outs of entrepreneurship over a ten-day period. The business plans were later pitched to a panel of judges, putting the students' newly gained knowledge and ideas to the test.

## Somalia

In Somalia, SPARK supported SME and entrepreneurs to develop a total of 196 business plans over the course of 2017. Of these business plans, 125 were submitted by males while 71 were submitted by females. In a tracer study conducted to evaluate the impact of the business plan training over the course of 2016 till Q2 of 2017; the results revealed that 12 youth have since established a business and created a total of 36 jobs.

Shaqodoon developed and collected business plans through a Microsoft accredited training course "Build Your Business" (BYB) training and 'Start and Improve Your Business' (SIYB) programme. The programmes provide a thorough two weeks of classroom training covering entrepreneurial and business skills required to launch a business such as market analysis; bookkeeping; customer service and raising capital, followed by two weeks of additional one-on-one support. Both programmes were heavily subscribed, with over 600 youth applying to participate in the four-week long programmes. In addition to the training workshops, Shaqodoon also organised a business plan competition between university students across Somalia/Somaliland in Q3, with the winning team being awarded \$5000. Furthermore, BYB courses under activity 2.3 - two week summer courses,

resulted in an additional 11 business plans being developed by aspiring youth.

## Tunisia

In recent years, entrepreneurship has been embraced by Tunisian public policy in response to the rising unemployment rate among youth. Entrepreneurship courses have consequently been taught at higher education institutes to encourage a culture of entrepreneurship. In 2017, SPARK developed entrepreneurship modules that could be used by teachers from all backgrounds, and provided a five-day teacher training course on the modules to 14 teachers in the North-Western region of Tunisia. The participating teachers gained new skills and knowledge on entrepreneurship, as well as new tools to engage and motivate their students in entrepreneurship.

SPARK also organised the first Youth Entrepreneurship Summer Programme (YESP) with Cogite Coworking Space and Injaz, in 2017. The programme was attended by 55 highly motivated youth between the ages of 18 and 25, exposing them to the experience and knowledge of 25 trainers, mentors, and lecturers.



Somalia

# Scudi, Queen of Coffee

## SPARK Stories



Sucdi Abdillahi Omer, Cup Coffee Hargeisa  
Somaliland

Sucdi Abdillahi Omer established her café, Cup Coffee, in the centre of Hargeisa in 2016. New to running a business, Sucdi struggled to train and manage her staff. Following a training given by SPARK's local partner Shaqodoon, she significantly improved her management skills: "I learned how to manage my staff better, how to encourage them and how to keep all lines of communication open by holding weekly meetings with my staff." Sucdi now employs 14 staff and her ambition is to franchise her business and open additional branches in various Hargeisa locations.



## 4.3 Improving Employment Opportunities (IEO)

IEO creates jobs for Syrian and Jordanian youth, by supporting existing MSMEs and start-ups. It does so by breaking down barriers to MSME growth.

IEO reduces the lack of entrepreneurial and innovation skills by facilitating access to finance, technology and new markets. Moreover, it increases the employability of young Syrians and Jordanians by improving entrepreneurship education and introduced mandatory internships. Finally, it prepares and motivates youth for an active role in the future reconstruction of Syria.

SPARK supported the introduction of entrepreneurship courses in regular university curricula. Three institutes of education have completed their Technical Needs Assessment (TNA). These showed a detailed description of their educational system and have been used to design an action plan for the development of their entrepreneurship curricula. In addition, internship programmes have been set up in cooperation with the Jordan Chamber of Industry (JCI). The first 225 youth completed their internships and supported the creation of a database of businesses. Moreover, in coordination with other INGOs such as the Norwegian Refugee Council and local organisations such as the Center for the Victims of Torture, SPARK built a database of more than 8,000 young Syrians and Jordanian students that could be matched to businesses for potential internships.

### Getting more Syrians into entrepreneurship and employment

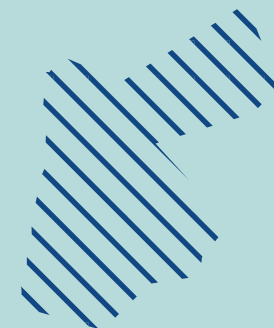
In 2017, research was conducted by SPARK and the WANA Institute, which analysed the jobs that Syrians are currently employed in in Jordan and what job sectors/fields will be most required in the post-conflict reconstruction of Syria. 100 students were enrolled in Al Khawarizmi College in two-year vocational majors that reflect these post-conflict reconstruction sectors, including Civil Engineering, Hotel Management, Refrigeration and Air Conditioning.

In addition, the Conflict-Sensitive Business Skills Training will be delivered to Syrian and Jordanian entrepreneurs at the beginning of 2018, which aims to prepare them for starting enterprises within post-conflict Syria.

Among our scholarship students that took part in entrepreneurship courses, many enquired about financing opportunities for their business ideas. Therefore, in 2018, the access to finance component of the programme will be activated, facilitating loans to young entrepreneurs.

# Becoming a pharmacist

SPARK Stories



Jordan



Mais Zuhear Hamdan  
Irbid, Jordan

Mais Zuhear Hamdan has a Bachelor's degree in Pharmacy from the Jordan University of Science and Technology. Following her graduation and through IEO, she started a two-month internship at Pella Pharmaceuticals as a pharmacist. After proving herself and learning new skills, she was offered a contract and she now works as a formulator in the Research and Development department.





Building beehives in Cibitoke  
Burundi



## 4.4 Agri Business Creation (ABC)

The ABC programme creates jobs and employment opportunities for vulnerable youth by strengthening selected agricultural value chains and supporting local entrepreneurs with training, mentoring and access to finance. The programme focuses on relevant value chains for Yemen (strawberries, coffee, dairy and vegetables) and Burundi (sorghum).

### **Greener and more sustainable progress in Yemen**

In the regions of Sana'a, Almahweet and Taiz, SPARK's interventions continued despite the conflict. In Almahweet, beneficiaries suffered from a lack of water and had to travel long distances to acquire it. The IGNITE Village scheme, a project mixed between relief and development, rehabilitated the local well and installed a solar water pump to help farmers save time and energy, so they can focus on planting. This activity facilitated the construction of 10 agricultural poly tunnels, which were provided as grants to 30 families. Similarly 25 house gardens were provided to 25 females for growing tomato and spice products, which increased production and job creation in the area.

### **Sorghum and partnerships for enhanced livelihood in Burundi**

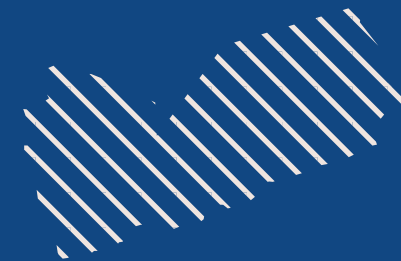
In Burundi, SPARK worked throughout the year in the sorghum value chain, which created jobs and scaled production, and in the creation of Brarudi, a stable

market for retailing. A beneficiary in Burundi states: "with the increased income linked to selling the harvest of white sorghum, a few of us were able to buy a cow, send their children to school, build a house, buy a means of transportation, such as a bike, a motorbike or even a car". Additionally, SPARK enabled its partner, IPFB, to play an advocacy role in defending the rights of small fruit producers, and has worked with UMUCE in assisting TVETs alumni, producers and entrepreneurs with training and access to finance to enable them to open their businesses and start-up enterprises.

SPARK's ABC activities also created peaceful relations between previously hostile groups. The formation of cooperatives stimulated profitable economic activities but also triggered social contacts. The adaptability of ABC, demonstrated by its operation in three countries affected by political turmoil or even armed conflict over a period of 5 years, helped SPARK realise that flexibility to volatile environments and perseverance is crucial in organising effective activities in FCS.

# Green and fertile pastures

SPARK Stories



Yemen



IGNITE Village at Goma'at Saraah  
Yemen

At the beginning of 2017, Goma'at Saraah was one of the poorest villages in Yemen but the IGNITE Village's introduction of agricultural grants, as well as technical and business trainings, transformed the arid land to green, fertile pastures. Ten poly tunnels were built, farming equipment bought, seeds planted and animals fed. Dr. Abdullah Al-Hamzi, the Deputy of Al-Mahweet Governorate said: "I was really impressed by how people changed daily life in the village. A desert turned into green lands, marginalised people turned into entrepreneurs".

## 4.5 Agri Business Incubation (ABIN)

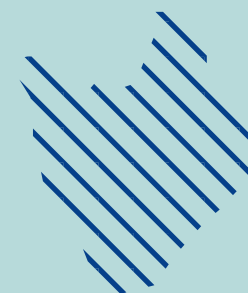
The Agri-Business Incubation Programme (ABIN) contributes to some of Burundi's most pressing concerns: food security and poverty alleviation. ABIN accelerates the commercialisation and modernisation of agriculture and advances the development of a competitive agribusiness sector in Burundi.

A network of agribusiness incubation centres has been established in the regions of Bubanza, Cibitoke and Rumonge. These provide services for agribusiness entrepreneurs, so that they may add value to their businesses, increase production and develop new markets.

### Incubations and facilities in full working order

Three incubation facilities in Cibitoke were set up and equipped with modern equipment for the processing of honey, cassava, fruits and vegetables. Another incubation centre was opened in Rumonge for fish processing activities. Training on various business skills, such as merchandising, customer care, pricing and display, has equipped beneficiaries of the programme with skills to run their businesses better. Thus enabling them move from poverty to a life of sustainable, independent entrepreneurship, albeit on a small scale. A total of 950 beekeepers were trained in Cibitoke in 2017, and 25 female participants were trained on fruits and vegetable processing and have learnt how to produce pineapple jam and tomato paste.

Agri-entrepreneurs found the ABIN programme very relevant and helpful to their personal aspirations as well as to the social stability and economic growth of their community. They felt that they progressed in terms of social cohesion because ABIN helped them to form cooperatives. This in turn enabled them to sell their products in harmony and share market spaces with each other.



Burundi

## Land of her own

SPARK Stories



Rachelle Ntakirutimana  
Burundi

Rachelle Ntakirutimana and her husband have always worked in the agricultural lands others in order to provide for themselves and their three children. But the ABIN trainings on entrepreneurship and gender integration changed Rachelle's life by giving her access to a micro-loan which supported the starting of her own fruits and vegetable business. After an initial profit, she bought a land to grow her own products. Today, she manages to bring food to the table every day, take the kids to school and live securely with her family.



## 4.6 Cooperative Support Programme (CSP)

From 2013 to May 2017, the Cooperative Support Programme (CSP) accelerated agri-business development, promoting rural economic growth and generating jobs in the agricultural sector in Rwanda.

It did so by working with cooperatives operating in four value chains: maize, beans, Irish potato and horticulture (fruits and vegetables).

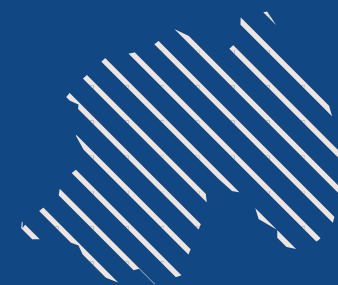
The programme sparked cooperative support networks (CSN) at the national level, which have the mandate to train and coach agriculture cooperatives and SMEs for improved business skills and sustainable professional performances. Ultimately, CSP has built capacities of 99% of its initially set target in terms of agricultural entrepreneurship, accessing formal markets, improving cooperative management skills and access to both internal and external finance. This achievement has been possible thanks to in-house trainings, on-field proximity coaching, tailor-made financial and market linkages as well as local and regional study tours and exchange trips.

In total, 1,674 members of cooperatives have received trainings and targeted cooperatives confirmed that they have improved their managerial practices and have initiated internal management sub-committees. In addition to cooperative management, agricultural entrepreneurship skill training enabled some of the targeted cooperatives to introduce new businesses across their respective value chains. Most cooperatives have also introduced new services and business

incentives to members like internal lending, paying for health insurance, loan provision of inputs, collective marketing and extended capacity building activities.

### **Long-lasting cooperation and a running network of knowledge and professionalism**

In addition, SPARK joined forces with ICCO-Terrafina Microfinance (TMF) to strengthen the link between cooperatives and financial institutions. This has allowed 21 farmers cooperatives to access loans. Lastly, SPARK's partnership with RICEM, a vocational training institute, led to the establishment of the Agri BDS network which aims to represent, build capacities, harmonise and coordinate the services provided to agricultural cooperatives, SMEs and other agricultural stakeholders in Rwanda. A total of 35 Agri-BDS providers have completed the course, graduated and established a network body of Agri-BDS professionals. As an exit strategy for CSP, trained Agri-BDS professionals were provided with a competitive incubation fund to pilot their new services to the targeted cooperatives. Moreover, training during the last phase of the programme focused on making the cooperative financially stable and not only reliant on external finances so they can keep being active and sustainable in the years to come.



Rwanda



Pieter Dorst, Head of Development Cooperation in the Embassy of the Netherlands

## Boosting cooperatives

SPARK Stories

In March 2017, a celebration for the conclusion of the CSP programme was held in Lemigo Hotel in Rwanda and was attended by 83 participants. Pieter Dorst, Head of Development Cooperation at the Embassy of the Netherlands, underlined the importance of lasting collaborations among cooperatives by saying: "CSP was a successful programme. Collaborations between cooperatives, the government institutions, development partners and the private sector are crucial in order to boost the business performance of cooperatives. We must all stand for a comprehensive entrepreneurial orientation within and among cooperatives."

## 4.7 The Human Safety Net for Refugee Start-Ups (THSN)

Refugees arriving in Europe need adequate reception. An increasing number of immigrants are trying to start their own businesses but need support in succeeding.

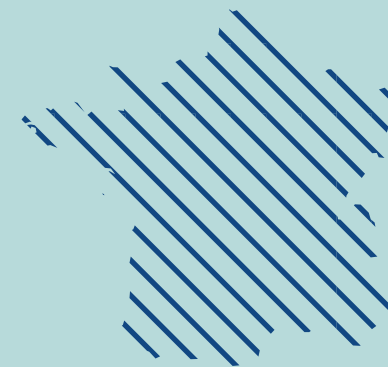
To help refugee entrepreneurs overcome these difficulties, and because entrepreneurship can have a positive impact on refugees' resilience, empowerment and participation in host societies, SPARK and Generali Group designed and initiated the Human Safety Net for Refugee Start-Ups programme. Launched in France and Germany in 2017, THSN gives refugees the skills and the resources to set up their own businesses and create jobs by offering tailored educational workshops, technical training and financial support to refugee entrepreneurs so they can become successful business owners.

### An emerging support to migrants and their future

The programme helps guide refugee entrepreneurs from a tentative idea to the setting up and growth of their business. Following an outreach campaign and candidates' selection, a first training phase focused on entrepreneurial skill-sets, ideation, and awareness of the local business environment, followed by supporting participants with feasible business ideas and creating business plans. Then, dedicated labs are set to refine and test business plans with experienced entrepreneurs and out-of-classroom services further strengthen refugees' capabilities. Finally, a take-off phase

includes mentorship from business coaches, access to co-working spaces and loans from financial institutions to cover start-up costs.

On the grounds of an active interest among refugees in starting businesses and overcoming the socio-economic difficulties they experience through their displacement, in the next year THSN aims to expand to other countries and initiate the establishment of the first start-ups both in Paris and Munich. A special focus will be placed on assisting already existing refugee SMEs to grow.



France



Refugee entrepreneurs during THSN meeting in Paris

## In pursuit of independence

### SPARK Stories

Hassan AbuZaid a refugee in Paris: "I have an energy company that I want to launch in Paris". Hassan is an entrepreneur who is currently taking his training courses with THSN and looks forward to pitch his company in front of a Business Plan competition jury in order to proceed in the pursuit of his ambitions.



## 4.8 Capacity Building for Gaziantep Chamber of Commerce

This programme started in 2017 as a response to the challenges posed by the surge in population in Turkey caused by the Syrian conflict and to strengthen and build Turkey's economic resilience.

Capacity Building for Gaziantep Chamber of Commerce established a Syrian Refugee Response programme in nine south-eastern Turkish provinces that consists of three principal pillars: infrastructure, economic inclusion and SME development. This year, an analysis of the Gaziantep Chamber of Commerce (GCC) has been implemented in order to assess its feasibility to strengthen the integration and resilience of Syrian entrepreneurs. Moreover, needs and characteristics of potential entrepreneurs in the refugee community that are willing to start up new businesses have been analysed. The assessment looked at 244 participants and has shown that most of them have a sufficient level of Turkish language and that 67% are willing to set up a business with a local citizen partner. This indicates a tendency towards integration and cohesion.



Student at Harran University  
Turkey



# 5 Organisation

## 5.1 Monitoring, Evaluation, Lessons Learnt and Quality Assurance

SPARK implements an ISO 9001 Quality Management System to ensure we provide to our beneficiaries high quality services, leading to the desired impact for them and their communities.

Within this system, we implement monitoring, evaluation and learning procedures in our programmes, backed up by innovative and sector specific IT solutions. In doing so, we steer implementation to meet beneficiaries' needs, be accountable to donors and the general public and constantly learn ourselves in the process.

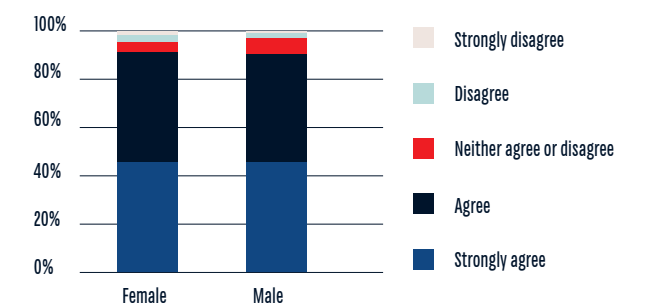
### Monitoring

SPARK in 2017 continued its data-driven programmes management approach, by using its in-house developed monitoring systems, which keep track of the results of its programmes. The organisation also introduced the usage of Google applications, such as Google Forms and Sheets, in order to facilitate data collection and offer more real-time data reporting. Furthermore, data from SPARK-supported-MSMEs is constantly updated in the organisation's Salesforce platform.

### Evaluation

In 2017, SPARK conducted various external programme evaluations and internal surveys, in order to identify the relevance, effectiveness, efficiency, impact and sustainability of its interventions, as

well as the satisfaction of its beneficiaries with the services that they receive. More specifically, in 2017 SPARK conducted a mid-term evaluation for its ABIN programme and final evaluations for its ABC and MEP programmes. Moreover, in 2017 SPARK conducted 34 surveys, in order to identify the satisfaction and perception of its beneficiaries with the support-received. The following graph provides an example of the information collected and analysed through these surveys by SPARK, within its HES programme:



Overall, on a scale from 1 to 5 (with 5 showing high satisfaction) SPARK beneficiaries graded the support they received in 2017 with an average score of 4.1.

Research

In 2017, SPARK developed research initiatives with institutes and research centres. One of the research topics that we are currently focusing on is the connection between employment and stability, in order to empirically validate our assumption that job creation leads to stability in conflict affected states and develop in-depth knowledge on the factors that affect this presumed causality. Empirical knowledge on this causality has been provided in 2017 by the joint research project conducted by SPARK and the International Security and Development Center. The research concluded that investing in both education and employment can lead to stability since jobs create opportunities, both economic and social.

Learning and Improvement

SPARK’s ambition is to be an innovative learning and adapting organisation to provide its beneficiaries the best possible services while having the desired impact for its target groups. Organisational learning is essential in this, which is why ample attention has been put on developing a Lessons Learnt Database. The database is fed by the internal and external evaluation activities mentioned above and presented by thematic area.

Analysis of the Lessons Learnt Database is discussed within the organisation, and leads, if necessary, to the restructuring of programmes/projects. These lessons learnt are also discussed within our local partner’s network to ensure they also benefit from the updated knowledge on best practices and considerations in promoting entrepreneurship and higher education development in conflict affected states. Lastly, these lessons learnt are also shared broadly with

external stakeholders and actors in the international development sector, during relevant meetings and workshops, spreading the obtained knowledge and thereby contributing to the effectiveness of the sector. The main lessons learnt that SPARK identified in 2017 are: integrate, monitor and institutionalise conflict sensitivity in all programme’s Management, Monitoring & Evaluation systems; a good programmatic practice for operating in conflict affected states is to implement interventions based on the field staff knowledge of the conflict’s dynamics. However, it is also critical to document and institutionalise this knowledge, as well as to monitor end evaluate through relevant indicators how and whether interventions are actually conflict sensitive.

The sustainability of MSMEs in conflict affected states is limited, therefore SPARK conducts in-depth research to identify factors that positively influence the success, sustainability and resilience of MSMEs. Important findings include ensuring interventions are context sensitive, flexible, focus strongly on capacity building, set up networks for new entrepreneurs (for example through incubators) and improve access to finance.

To disseminate the lessons learnt, SPARK organises exchange visits for staff and partners across countries to facilitate learning and programme adjustments. By implementing multi-country programmes we identified that sharing lessons learnt across various country teams promotes the effectiveness and efficiency of our programmes.

5.2 Communication

2017 marked the 5th anniversary of SPARK’s main conference, IGNITE. This year’s edition was entitled ‘Rebuilding Futures’. SPARK was honoured to receive Her Majesty Queen Máxima, in her capacity as UN Secretary General’s Special Advocate for Finance for Inclusive Development, who opened the event.

IFC, Al Fakhoora, Knowledge Management Fund and the City of Amsterdam were the main IGNITE partners. The Young Advisory Group and Ink Strategy also brought the conference to life by partnering on key elements, such as the Rebuilding Futures Startup Competition and visualisations of solutions and lessons learned throughout the day’s activities.

Over **350** international guests attended IGNITE and came together to better understand and share ideas on entrepreneurship development and higher education in fragile states, as well as involve the private sector in these fields. Companies and international organisations such as Generali, IKEA Foundation, TENT, Global Entrepreneurship Network, UNHCR and the University of Aleppo participated, in addition to multiple international NGOs, policy makers, academics, as well as refugees, and entrepreneurs and small businesses from fragile states. Over the course of 5 years, SPARK has succeeded in establishing an annual, international conference on economic empowerment and higher education in fragile states and is becoming a thought-leader within this niche field.

In 2017, SPARK consolidated its media performance in (online) magazines and newspapers. The social media performance improved significantly compared to 2016 (see table) due to more active online campaigns, which engaged more followers on Facebook, Twitter and Instagram. However, the improvements are still largely dependent on the IGNITE conference.

Year	Facebook Likes	Twitter Followers	Instagram Followers	SPARK Website Views	IGNITE Web Page Views
2014	2721	650	0	41763	4192
2015	3279	1117	0	44191	6035
2016	4532	1559	200	49748	10570
2017	9490	2269	686	92614	6614

Communications in 2017 also began to decentralise. Several staff dedicated to communications, both supporting programmes and SPARK’s communication in general, have been employed across regional offices. This development will continue into 2018 and will result in a more efficient approach to communications, and an increased output of higher quality.

# 5.3 Board of Directors and Supervisory Board

Board of Directors (1)			
Yannick Du Pont	Michel Richter		
Supervisory Board (2)			
Name	Position	Joined	Occupation
Edo Offerhaus	Chairman	2015	Managing partner, OrangeMountain
Hans Huygens	Secretary	2015	Managing partner, Tellingq
Dukagjin Pupovci	General Board member	2009-2017	Executive Director of the Kosovo Education Center and Professor at the University of Prishtina, Kosovo
Tamar Schrofer	General Board member	2017	Programme coordinator Develop2Build, Netherlands Enterprise Agency (RVO)
Frank Knaapen	General Board member	2017	Project leader, Dutch Ministry of Foreign Affairs

(1) Yannick du Pont holds four other positions without receiving remuneration for these. He is a board member of the Foundation Max van der Stoep and the Littlebitz Foundation, member of the advisory board of the Centre for Theory of Change in New York and sits on the steering committee of the Netherlands Knowledge Platform Security & Rule of Law. Michel Richter is (unpaid) director of the Stichting voor Bewaring van IGNITE Fund.

(2) Supervisory Board (SB) members hold their position for a maximum of four years, with the possibility of reappointment for one more period of a maximum of four years. SB members do not receive any compensation (other than out-of-pocket expenses on behalf of SPARK). Further details on the remuneration of the SB and the BoD can be found in the Financial Report and the remuneration policy is available online.

## Report by the Supervisory Board

SPARK’s Supervisory Board (SB) supports the organisation in the pursuit of its mission and its continuous striving for quality, transparency and innovation in all its activities. The SB’s main responsibilities are to supervise the BoD and to ensure that SPARK’s activities are in line with its mission statement. In 2017, the tenth year of its existence, the SB, the BoD and the Adviser to the Directors held four formal Supervisory Boards meetings.

Long-standing SB members Marjolein Lem and Dukagjin Pupovci stood down from their board memberships after both having served the maximum of two four-year terms. In September 2017, Tamar Schrofer and Frank Knaapen joined as new board members. They can draw on many years of working experience in international development, as well as in the private and public sectors.

The SB adheres to the Code Wijffels, the SPARK Statutes and the regulations of the SB. In line with CBF regulations, the SB established a Supervisory Board Accountability Statement (available at: [www.spark-online.org/about-us/organisation](http://www.spark-online.org/about-us/organisation)). The accountability statement specifies how:

- The SB executes its supervision of the BoD’s work;
- The SB monitors the organisation’s spending of funding in relation to the impact attained by its work; monitoring criteria are cost-efficiency and effectiveness of activities;
- The SB monitors whether the organisation communicates with and provides information to its stakeholders in a transparent manner. This

- includes control of SPARK’s implementation of recommendations and its complaints management.
- In 2010, SPARK introduced an evaluation mechanism for the SB. The SB self-evaluates its own decisiveness, its monitoring performance and the clarity and transparency of its relationship with the BoD.

The members of the BoD are appointed by the SB. The BoD’s two current members are

- Yannick du Pont (Director)
- Michel Richter (Co-Director)

The SB is charged with the performance assessment of the members of the BoD. The assessments review the BoD’s performance on organisational targets as well as personal ambitions and management style. The SB monitors an efficient and effective execution of the multi-year plan and, based on that, the annual plan. The main targets of the annual plan are approved by the SB, while the other activities fall under the supervision of the Board of Directors.



In 2017, the SB approved, decided on and/or discussed:

- Annual Account and Report 2016
- SPARK's Multi-annual Strategic Plan 2017-2022 (Plan 2022)
- Guiding the International Business College Mitrovica into independence after years of operation as part of SPARK
- SPARK's withdrawal from its activities in equity investments through the IGNITE Fund
- Hiring Deloitte as accountants to replace Dubois for auditing SPARK's annual accounts and projects
- Financial outlook and budget 2017
- Financial outlook and budget 2018
- The recruitment of additional board members in 2018

Besides the formal SB meetings, several informal meetings were held to discuss operational and strategic issues and the progress of projects.

Yours faithfully,  
SPARK Supervisory Board Members,  
Amsterdam April 2018

## 5.4 Code of Conduct and Social Responsibility

SPARK works daily to create jobs and enhance access to higher education in fragile and conflict affected regions. Especially when working post-conflict and fragile environments, the adaptation to the local context is of the utmost importance for SPARK to ensure that its programmes and financial contributions do not cause any unintended harm. All our programmes especially target refugees, women, youth and marginalised groups to contribute to increasing equality and inclusion in the society.

Maintaining high standards of ethical conduct requires the active commitment of all related parties. For example, all SPARK staff sign a Code of Conduct (CoC) to promote a desired behaviour. The CoC contains clauses, for example, prohibiting of harassment, discrimination and corruption, as well as awareness for environmental protection. It also safeguards the autonomy of local partners (e.g. trainers, experts and local development organisations) and allocates prime decision-making power to them to avoid the dominance of SPARK in its projects.

## 5.5 Looking Ahead to 2018

In 2018, SPARK will focus on its core competences in the fields of MSME development and higher (vocational) education in the Middle East and North Africa (MENA) in order to become a leader in the niche market in which the organisation operates.

In 2018, our attention will shift to actively supporting those enrolled in higher education programmes to starting or growing Micro, Small and Medium sized Enterprises and prepare them to enter their labour markets. As for preparing the ground for the reconstruction of Syria, we will scale our activities to equip our students with the skills required to work in a complex post-conflict environment. Job creation and creating economic growth is also the core of our work in Jordan, Libya, the Palestinian Territories, Somalia & Tunisia, where sizeable programmes are dedicated to supporting youth with entrepreneurial activities and provide alternatives to migration.

In the new year, while certain programmes, such as CSP, will draw to an end, others will be launched and scaled up. No new country offices will be started and new activities will be designed as to complement and scale the existing ones. A new wave of thousands of students will enter higher education. THSN, after its initial months of operation will progress and work towards the establishment of refugees' first businesses both in Paris and Munich. As for IEO, access to finance will be made more easily available to potential entrepreneurs and summer courses will be implemented not solely on entrepreneurship but

on a broader range of business subjects. In 2018, a new journey in Rwanda will start where SPARK will try to increase access to finance and productivity of farmers and in Liberia, a new programme will be launched in order to increase the CSO capacity in addressing amongst others social and economic development.

Finally, 2018 will mark the kick-off of the first year of the Multi-annual Strategic Plan 2022, which includes an internal reform agenda. The first actions as part of the implementation of the new strategy will include the launch of a management team and a new operation model for reducing the complexity of the organisation by running fewer, but larger programmes in fewer countries and thus focusing efforts and increasing results. The new year will also bring on board new partnerships with the private sector, philanthropists and partners from the Gulf region such as the Islamic Development Bank. Through co-creation of new activities with new partners, we expect to increase the number of beneficiaries we reach, but also to bring on board inspiring ideas & innovation in developing and implementing our work.

## 5.6 Complaints Procedure

SPARK acknowledges the importance of complaints and the insights that they provide for improving service and quality of our work. A proper and swift dealing with complaints is important to maintain a reliable and trustful position towards stakeholders. On these grounds, SPARK actively provides beneficiaries with information on how to submit a complaint.

In 2017, the majority of complaints received were part of the Higher Education for Syrians programme, which is plausible since the programme currently, supports the vast majority of SPARK's beneficiaries and scaled rapidly in 2017. Discontent was generally frequent on the amount of information given to the beneficiaries on scholarships. Also delays in receiving living allowances drew criticism. Given these complaints, SPARK in 2017 upgraded the functions of its SIS (Student Information System), in order to ensure a more robust management of the stipends that it offers to its scholarship recipients. Finally, an additional upgrade has been made to the system in order to offer a more efficient handling of complaints that are expressed by scholarship recipients.



## 5.7 Investment Policy

SPARK's investment policy is focused on maintaining the value of the capital sum and is risk-averse. Financial resources should be available in the short term in order to carry out SPARK activities, as well as to guarantee the continuity of the organisation.

SPARK does not invest in shares, bonds or real estate. Liquid assets that are not required for activities in the short term are transferred to a savings account and an investment account with ING Bank. These funds can be retrieved directly from the aforementioned accounts. In 2017, the interest on these accounts was 0.00125% and 0.02497% respectively.

## 5.8 Fraud prevention and correction

SPARK is committed in preventing and addressing fraud and corruption within the organisation and among its outsourced to local partners and external contractors activities.

In order to do so, in 2017 SPARK implemented its Financial Administration and Controlling Process, its Planning, Monitoring, Evaluation, Reporting and Learning Process, its Partner Selection and Contracting Process, its Complaints Handling Process (which includes a Whistle-blower Policy) and its HR Recruitment Procedure. The implementation of these processes and procedures provide control measures and documented information to SPARK to prevent, detect, report on and correct incidents of fraud and corruption within the organisation and its interventions. In 2018, SPARK will introduce a comprehensive Anti-fraud and Corruption Policy, which will combine the control measures of the aforementioned processes and procedures, promoting efficiency and effectiveness in preventing and addressing fraud and corruption within the organisation and its interventions.

## 5.9 SPARK BoD Remuneration

SPARK's Supervisory Board has established the level of the directors' remuneration and the level of other remuneration components. These remuneration levels are evaluated and updated periodically. The last evaluation of the directors' remuneration levels was done separately for each SPARK Director, by the Supervisory Board in May 2017. Verification of these evaluations could be done by the Supervisory Board member Hans Huygens.

With the determination of the directors' remuneration levels and the establishment of the remuneration, SPARK follows the Directors Remuneration Policy for Charity Organisations (see also [www.goededoelennederland.nl](http://www.goededoelennederland.nl)), which is in line with the Wet Normering Topinkomens (WNT) norm.

The policy sets the maximum standard for the annual remuneration of the directors, on the basis of weighting criteria. These weighing criteria for SPARK have been reviewed by SPARK's Director Yannick Du Pont. This led to a so-called BSD-score of 490 points, which corresponds to Salary Group I, with a maximum annual gross salary of 129,559 EUR (1 FTE/12 months). The calculation of the BSD-score is based on the sum of scores in the following three criteria:

- Size Criterion with score of 185: SPARK is in the Large (Groot) category;
- Complexity Criterion with score of 145: SPARK is in the Fully Implementing Organisation (Volledige

uitvoerende organisatie) category;

- Organisational Context Criterion with score of 160 (80+80): SPARK is in the Independent Implementing (Zelfstandig opererend) and the Policy Defining (Uitvoerend / Beleidsbepalend) categories.

The actual annual gross salaries of the directors, which were relevant to the review according to the applicable maximum, are for Yannick Du Pont (1 FTE/12 months) 102,058 EUR and for Michel Richter (0.8 FTE/12 months) 72,928 EUR. These salaries are within the applicable maximum level.

The annual salary, vacation pay and pension contribution for Yannick Du Pont 110,127 EUR and for Michel Richter 77,811 EUR stayed inside the maximum level of 181,000 EUR per year that was included in the policy.

The levels and the composition of the remuneration of SPARK's Board of Directors are explained in the annual financial statements and more specifically, in the statement of income and expenditure.

## 5.10 Financial Policy and Financial Results

SPARK has ended the fiscal year 2017 with a positive result. According to the financial policy this operational result will be added to the continuity reserve of SPARK.

### Financial Result 2017

As compared with the approved budget for 2017 SPARK has generated 5% less income in 2017. This is mostly due to delays in the implementation of some projects and as a consequence not all planned funding was claimed. However, this was partly compensated for by income through new projects acquired in the course of 2017. The sources of income have further diversified, increasingly consisting of funding from private foundations and multinational corporations, next to institutional donors such as the EU and the Netherlands Ministry of Foreign Affairs. In 2017 under expenditure occurred on programmes such as LEAD, EIO and HES. Under expenditure in the field of private sector development is primarily due to the EIO project activities being over-budgeted as compared to planned activities for 2017. For the HES project in the field of higher education, significant under expenditure occurred due to the implementation of one activity being delayed (implementation of additional services to students) in favour of a less costly activity (intake and enrolment of students). Also, the Turkish law prohibited paying tuition fees to universities, which required re-programming of a substantial amount of Higher Education designated funds. SPARK expects that all

under expenditure will be resolved through budget revisions and project extension of limited duration in 2018 and 2019. The project budgets will thus remain available in 2018.

### Continuity reserve

SPARK aims to have a continuity reserve that can assure continuation of operations in case of a drastic reduction in donor funding or a major incident. The continuity reserve has reached €1.218.926, and is considered sufficient to serve this purpose. In determining the maximum of the reserve, SPARK takes the “Richtlijn Reserves Goede Doelen” of Goede Doelen Nederland into account (maximum 150% of the annual costs of the working organisation). SPARK made several calculations during 2012 to determine the needed & desired level of the general reserves and discussed a policy concerning the reserves with the Supervisory Board. The main guidelines to determine the height of the reserves are as follows:

- SPARK does not aim for large savings as financial resources should serve our final beneficiaries as much as possible.
- SPARK is a project organisation and funding is project-based. Most field offices focus on project management and implementation and do not provide

any internal and global support services. Therefore, SPARK field offices are not part of the annual organisational costs.

- SPARK focuses on acquisition of new projects rather than building reserves. Early investment in developing new projects and fundraising helps the organisation to prevent sudden drops in income. As a consequence, the continuity reserve only moderately increased over the past years.

### Loan Guarantee Fund Reserve

Access to finance is essential for businesses to grow, but lacking for entrepreneurs in SPARK’s target countries. Therefore, besides training, coaching etc. financial support is provided through SPARK programmes and subsequently budgeted for in many programme budgets of entrepreneurship programmes. If this is the case, donors have agreed that access to finance is provided through loans rather than grants in high risk environments, and that repaid loans shall help the fund to revolve thereby facilitating the disbursement of new loans, whereas defaults are eventually reported as project costs. The loans are disbursed through financial institutions in SPARK’s target countries. In the period 2007 - 2017, SPARK was party to 16 contracts. Few direct loans were provided to businesses in Afghanistan, Kosovo and Liberia. However, most of the funds are cash collaterals deposited at local micro-finance institutions or banks for a fixed period. Common practice in these facilities is that MFIs/banks disburse and manage loans from their own funds and the deposit minus administrative costs and defaults, plus gained interest on the deposit (or from the entrepreneurs) is returned to SPARK after a certain period. The balance in SPARK’s annual accounts

therefore does not take into account the disbursed and repaid amounts by entrepreneurs.

Access to finance funds that remain are either to be returned to the donor, or are added to the LGF Reserve, depending on what the donor has agreed to with SPARK. The fund size is directly linked to the total amount based on guarantees agreed on with the financial institutions disbursing the loans. The total fund size reached €1.119.580 in 2017. Most of the allocated loan guarantee funds are freely accessible as the ownership of the funds is with SPARK. They have been presented as a fund, since SPARK will continue to use them for the same objective. Loan guarantee funds facilitated under the ABC Programmes are still owned by the donor. After the project period has ended the donor will decide if their ownership can be transferred to SPARK.

### Allocated Fund for IBCM

An allocated fund was established for the International Business College in Mitrovica during the project with the aim to facilitate the transition towards financial sustainability of the college, and to use it for any (future) project costs. In 2017 the IBCM Fund had been fully depleted. In June 2017 SPARK officially closed the IBCM following non-adherence by the Kosovar Government of prior written assurances they would take over the financial operating costs of the institution. The European Union, however, responded by taking over financial obligations of the Government of Kosovo from July 1st, 2017 which enabled the institution full operations for another 4 yearst. By mid-2018, IBCM has thus become a fully legally independent entity financed by own income



and the European Union. In 2018 SPARK will work towards transferring the campuses (which are still legally owned by SPARK) to local ownership under a separate foundation, whilst IBCM will undertake to repay the remainder of the debt SPARK incurred keeping the IBCM open in 2017 over the next years.

### SPARK Fundraising methods

SPARK has a dedicated programme development and fundraising unit. A team of three staff, under the guidance of one of SPARK's directors is designing and applying for on average 80 opportunities each year. The majority of these are tenders for multilaterals such as the European Union in which SPARK is a junior partner and for bi-lateral governments, especially the Netherlands Ministry of Foreign Affairs. Three increasing types of donors are multinational corporations such as Generali, private foundations such as Asfari as well as donors based in the Gulf. In 2017 SPARK started approaching the Dutch National Lottery which materialised in a grant of 1 million euro, commencing in 2018. SPARK encourages individuals to donate. SPARK calls upon such individuals to donate via our news letters, websites and in contacts with wealthy management professionals. SPARK does not invest in campaigns to get financial support from the general public, and therefore the income from this source is marginal. As such, the percentage of costs on fundraising compared to the volume of the project portfolio is considered efficient. Given the focus on tendered project funding, the objectives to be implemented with acquired funding are clearly defined in contracts with the respective donors.

## 5.11 Budget 2018 Summary

Income 2018 in Euro		
Income from Companies	815.097	
Income from Government Grants	17.574.963	
Income from other Non Profit Organizations	3.004.810	
Income for Services	247.180	
<b>Total income</b>		<b>21.642.051</b>
Expenditures 2018 in Euro		
Spent on objectives	16.866.088	
Personnel costs	3.522.213	
Offices cost	399.754	
Finance	197.275	
Communication and Acquisition	254.300	
Other Organisation costs	283.500	
<b>Total Expenditures</b>		<b>21.523.130</b>
<b>Result 2018 in Euro</b>		<b>118.920</b>

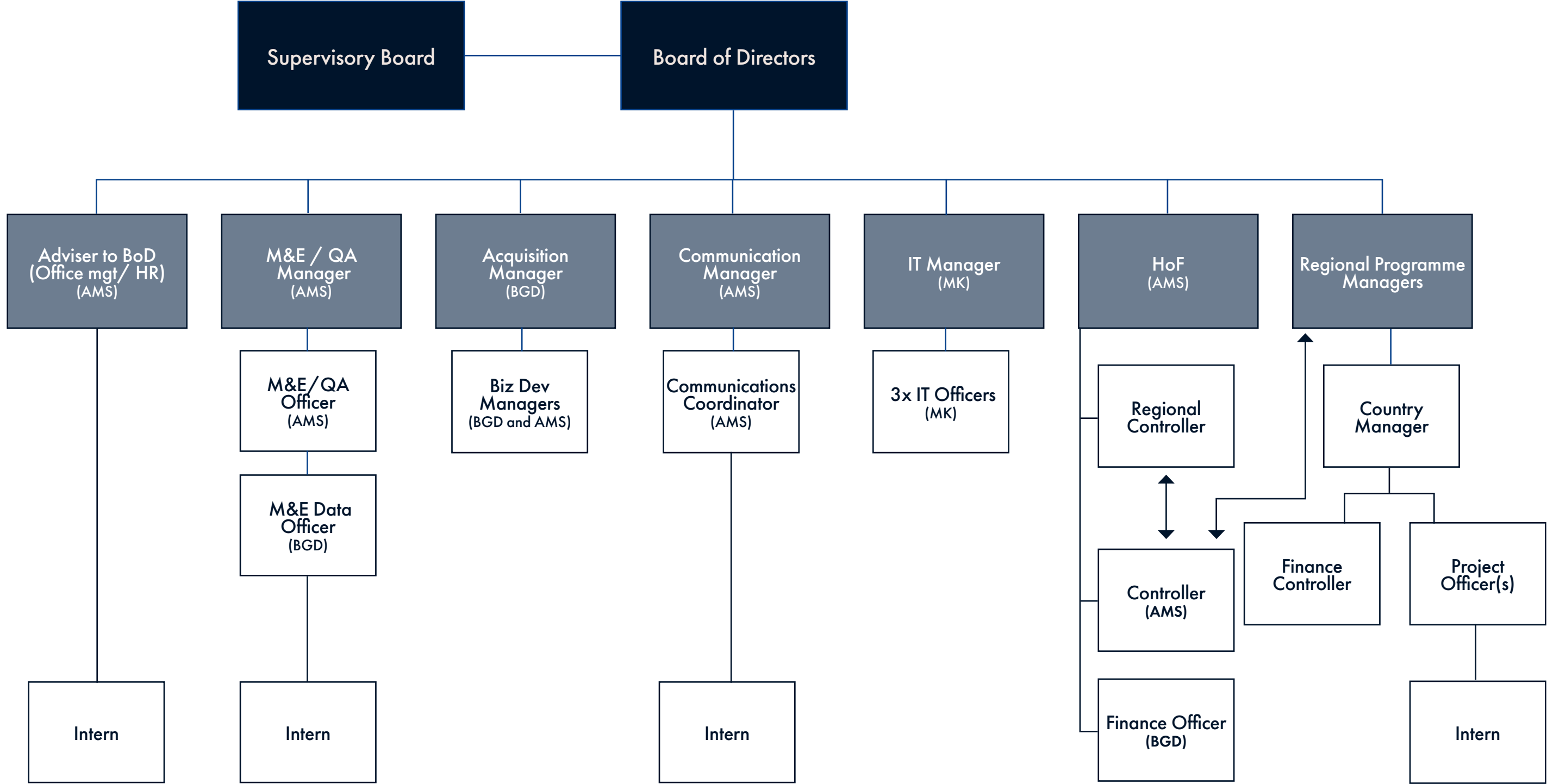




Ancile Horimbere  
Burundi



5.12 Organisational Chart



AMS – Amsterdam    BGD – Belgrade    MK – Makedonia/Macedonia

## 6. Risk Analysis

General and Programmatic Risks	Probability	Impact	Impact description	New development as compared to last year	Problem	Mitigation Strategy
Loss of added value as development organisation	*	***	Declined (financial) support for SPARK mission	Lower than last year as new international attention for our focus areas and countries	Private sector development has received increasing attention, this could result in a decrease in SPARK's relevance	Learning, innovation and continuous development of distinctive approach.
Limited span of control due to broad geographical and programmatic scope in very challenging environments	**	**	Lack of results	As last year	There is tension between donor's inclination to reduce implementation costs and SPARK's experience of comparatively high costs inherent in working in FCAS.	Reduce # of countries with field office as well as small scale projects; Identify and make use of economy of scale opportunities
Insufficient capacity of local partner organisations	***	**	Lack of sustainable results and financial irregularities and erratic reporting on the part of partner organisations	As last year	Building local capacity takes time, while funding local partners have an interest in fast job creation to rapidly increase the level of stability	Two-tier approach of implementation activities and capacity building of local partners; rigid selection criteria.
<b>Financial Risks</b>						
High dependence on a limited number of donors	*	***	Weaker organisational sustainability	The donor portfolio has become more diversified	Traditionally, SPARK has received substantial funding from NLMFA. The NLMFA constitutes the large part of our annual budget.	Increase ticket size of new acquired non NLMFA donors and continue diversification of donor portfolio.
Fraud within the organisation or among partners	**	**	Lost funds, financial and reputational damage for SPARK	As last year	Due to low level of rule of law and often high corruption levels, fraudulent activities can occur.	Rigid implementation of Partner and Sanctions Policy; payments only in instalments. Stronger and more finance staff based in the field close to operations.
* = low                      ** = medium                      *** = high						

General and Programmatic Risks	Probability	Impact	Impact description	New development as compared to last year	Problem	Mitigation Strategy
IBCM financial sustainability	**	**	Closure of large programme without sustainability. Students affected.	New international funds announced for the coming 4.5 years. IBCM now independent	Government of Kosovo slow to deliver on promised operational financial support to IBCM	IBCM is now independent and directly negotiation a new 4.5 year grant. Encourage IBCM and donors to work with GoK on the five year funding plan & backup plan and hire a new director that can attract now subsidy income.
Rapid scaling leads to implementation challenges	***	**	Delays in target attainment & overworked staff	As hoped, programmes have grown rapidly leading to rapid budget increase. This creates pressure on the teams to implement timely.	Pressure on teams to deliver results on time. Challenging to recruit and on-board staff and attain results as per deadlines	Head of HR prioritising hiring and on-boarding of project implementation staff. Increased support of director for project implementation by mobilising SPARK wider network. Additional staff hired in the local offices.
<b>FCAS specific Risks</b>						
Start-up of new and unregistered operations	*	*	Delay in compliance with local regulations incurs a risk of fines. Absence of bank accounts results in higher transaction fees and added workload	Fewer new operations started, more registrations in place. Only one remaining to be solved.	After a conflict, countries often experience chaotic circumstances making registration a lengthy process. Fortunately, SPARK's activities are not of a political bent, so barriers can be overcome as registration is not controversial.	Open communication and high level of transparency towards host government. Open dialogue with donors. Pro-active lobby effort to speed up registration.
Staff security - health issues, safety, kidnapping	***	***	Financial and reputational damage for the organisation. Psychological and physical harm for employees.	As last year	In FCAS there is an increase potential for employees being mugged, attacked or kidnapped.	Security policy and staff training; adequate response measures; insurance.
* = low                      ** = medium                      *** = high						



General and Programmatic Risks	Probability	Impact	Impact description	New development as compared to last year	Problem	Mitigation Strategy
Organisational Risks						
High staff turnover	**	**	Investment in staff capacity is lost and a substantial amount of time has to be spent on training and recruiting new staff.	As last year	Limited budget is available. In addition, short contract durations are not exceeding the projects durations in order to limit financial risks.	Internal trainings and identification of opportunities for development; handover procedure. Create higher financial buffer to retain staff in moments of downturns. Scale existing programmes to allow for better remuneration and longer duration of contracts
Limited fundraising/ acquisition activity	***	***	Weaker organisational sustainability and means to achieve mission	As last year	Improving acquisition capacity is important for development of SPARK's project portfolio. Especially since SPARK turnover is increasing in 2018, the acquisition targets will rise as well to retain programme on equal or higher level.	Business Development Unit in Belgrade expanded and two person MENA unit created under them; recruitment of staff with new skills in donor base diversification and unsolicited proposal writing; training.
Field Office Sustainability	***	*	Non-earmarked budget (SPARK own equity) lost; field experience, expertise and capability lost	With the ending of a number of programmes this risk increased in Sub-Sahara countries as well as in Kosovo and Yemen.	The lack of funding due to ending programmes and possibly unsuccessful acquisition in certain countries may lead to staff de-motivation, and temporary or permanently closing of offices infrastructures and ending of staff contracts.	Ensure internal knowledge sharing across countries/ programmes and continued programme development. Ensure fundraising by country staff themselves and with the support of Belgrade Office. Otherwise early (announced) closure of field offices and revert to on-distance operations in countries that close out field office structures.
* = low <span style="margin-left: 100px;">** = medium</span> <span style="margin-left: 100px;">*** = high</span>						



Rami Farhan  
Lebanese International University





Student at Gaziantep University  
Turkey



## Summary of SPARK programmes

Programme	Donor	Duration	Objectives	Country(ies)	Main Activities	KPIs/ Programme	Values	Budget Spent in 2017
(ABC) Agri Business Creation	NLMFA	2013-2018	To strengthen human security through rapid rural job creation in fragile states.	Yemen	Value Chain and Agri-Business development activities carried out by SPARK and its local partner organisations, which include business development service organisations, farmer associations and cooperatives, higher vocational schools and financial institutions to ensure capacity building on business skills for partners and direct beneficiaries and provide access to finance for start-ups and growing businesses.	• # of potential entrepreneurs trained	788	1.118.385
				• # of potential female entrepreneurs trained		374		
				• # of MSMEs created		143		
				• # of (permanent) jobs created		580		
				• # of seasonable jobs through white sorghum cooperative support and linkages to Brarudi/ Heineken		20.296		
(ABIN) Burundi Agribusiness Incubation Network	NLMFA	2014-2018	To establish a network of agribusiness incubation centres and help marginalised groups in rural areas to start agri-businesses in order to improve their livelihoods in Burundi.	Burundi	The Establishment of Agribusiness Incubation Centres for in-house expertise, external services and strategies for value chain and entrepreneurship development for targeted provinces. Capacity Building for improving agribusinesses’ competitiveness and access to technological innovations, finance and market linkages. Creation of a network of entrepreneurs, private and public institutions, experts and investors that forms a platform for innovation, promotion and visibility of successful entrepreneurship.	• # of entrepreneurs that have participated in the incubation program	121	487.938
						• # of entrepreneurs that have emerged from the processing programme	25	
						• # centres established	2	
						• # of agri-entrepreneurs provided with access to finance.	20	
(SMEF) Consulting Services for the Establishment and Management of a Somali Small and Medium Enterprise Facility	The World Bank	2016-2018	To support Small and Medium Enterprise (SME) development in Somalia. The Project covers launching, operationalizing and managing Somali SME Facility, a facility to provide technical assistance, training and coaching to entrepreneurs, investors, Business Development Services (BDS) and Technical and Vocational Education and Training’s (TVET) providers.	Somalia	Designing course materials, consultancy services and a mobile service strategy. Conducting coaching services, on-site advisory services, mentoring and coaching young entrepreneurs. Supporting BDS providers (training of trainers). Organizing business plan competitions, promoting business linkages through ‘matchmaking’ services and B2B events. Market assessment, TVET capability assessment, market scanning. Developing SMEF client, service provider databases and M&E system.	• not applicable as main implementation body is BDO	Determined at the end of the project period	126.402
(BYB) Boosting Your Beliefs	NLMFA	2017-2018	To counter (online) radicalisation of young men and women and contribute to an environment which builds young people’s resilience, paves the way for a future workforce and subsequently diminishes the risk of future radicalisation and violent extremism.	Iraq (KRG)	“Outreach to vulnerable youth and assessment of skills needed. Designing curricula and training materials. Organisation of boot camps and ToT. In-depth training and coaching (coding, IT technology, communication, leadership and entrepreneurship). Finalise business plan for digital workforce. Create and provide tech training to the digital workforce. Content analysis and skills assessment. Website creation. Round tables and other dialogue events for multi-stakeholders, media engagements. Organising internships. Lobby and advocacy activities (campaigns).”	• # of youth recruited	20	72.030

Programme	Donor	Duration	Objectives	Country(ies)	Main Activities	KPIs/Programme	Values	Budget Spent in 2017
(BTC) Consultancy Services for the Implementation of Start-Up Business Incubators in Palestine	Belgian Development Agency	2016-2018	To facilitate the creation of MSMEs through incubation and to enhance their skills in becoming more competitive and financially sustainable.	Palestine	“Conducting entrepreneurship awareness among potential entrepreneurs. Training and coaching potential entrepreneurs to translate their ideas into viable businesses. Capacity building to incubator Managers and business Advisors. Facilitating access of start-ups to existing seed funds”	<ul style="list-style-type: none"> <li>Not applicable as main managing body is BS Europe</li> </ul>	Determined at the end of the project period	143.691
Circular Migration and Brain Gain: Supporting Migrant Entrepreneurs	Netherlands Ministry of Foreign Affairs	Jan 1, 2014 – March 31, 2017	Given the overall objective and the strategic decisions, the following three results of the programme were identified: 1. Strengthening the capacity and improving business services of partnering Business Support Organizations (BSO s) and financial services of partnering Financial Institutions (FI s) and relevant government institutions in target countries as well as NL partner migrant organisations; 2. Increasing economic development in countries of origin through supporting migrant entrepreneurs to start enterprises in the countries of origin, so creating new jobs; 3. Supporting existing migrant SMEs in NL to start a branch or sister facility or form a joint venture in their country of origin, so creating new jobs.	The Netherlands, Afghanistan, Ghana, Iraq, Morocco, Somalia, Surinam	Tailored capacity building interventions for partner organisations in NL and BSOs and FIs in target countries Strengthening the support of key government institution(s) for migrant entrepreneurs Campaigning together with partner migrant organizations for entrepreneurship among specific target country related migrant communities in the Netherlands Providing a package of business support services provided to winning business ideas of(potential) migrant entrepreneurs, leading to a full business plan competition Providing a package of continued business support services to winning business plans Campaigning together with partner migrant organizations among specific target country related business communities in the Netherlands to do business with/ in their country of origin Training and coaching of existing migrant SMEs in the NL in: joint ventures, negotiations, market studies, etc	<ul style="list-style-type: none"> <li># of businesses registered and with turnover</li> </ul>	71	174.352
						<ul style="list-style-type: none"> <li># of jobs created by business started in target countries</li> </ul>	113	
						<ul style="list-style-type: none"> <li># of jobs created by businesses expanding (SMEs in NL) in target countries, resulting from this program</li> </ul>	90	
						<ul style="list-style-type: none"> <li># of coaching and training days delivered for NL migrant organizations</li> </ul>	26	
						<ul style="list-style-type: none"> <li># of collective training days offered to government agencies</li> </ul>	15	
						<ul style="list-style-type: none"> <li># of starting migrant entrepreneurs that participated in business training modules</li> </ul>	165	
(CSP) Cooperative Support Programme	NLMFA	2013-2017	To accelerate agribusiness development by promoting rural economic growth and job creation, thus contributing to food security and stability.	Rwanda	“Value Chain development (Irish Potato, Maize, Beans and Horticulture) through supporting smallholder farmers cooperatives with entrepreneurship, cooperative and financial management, marketing trainings, proximity coaching, market and business linkages, and access to loans.Capacity building of Micro Finance institutions to understand Agri Financing. Development and provision of an accredited agri Business Development Services (BDS) course, creation of Agri BDS Network and organisation of Agri BDS business plan competitions.	<ul style="list-style-type: none"> <li># of cooperatives that have been linked to the market by signed supply contracts with off-takers</li> </ul>	42	206.389
						<ul style="list-style-type: none"> <li># of cooperatives supported with strategies to improve services to members, membership growth and retention</li> </ul>	16	
						<ul style="list-style-type: none"> <li># of tailor-made farmer contract management tools developed</li> </ul>	16	
						<ul style="list-style-type: none"> <li># of operational guidance manuals developed on financial and cooperative management</li> </ul>	10	
(DTT) Deradicalisation Training Teachers	NLMFA	2017-2018	To provide teachers with the skills needed to identify potential early stage radicalisation in youth and young adults, so that preventative or de-radicalisation measures can be taken.	Iraq (KRG)	Identification of pilot locations, schools / universities; teacher training in identifying potential radicalised students; mentoring programme for teachers; organize Workshop for Students; outreach programme.	<ul style="list-style-type: none"> <li># of teachers trained</li> </ul>	40	33.998
Capacity Building for Gaziantep Chamber of Commerce	EBRD	2017-2019	To strengthen the local SME support infrastructure by supporting the implementation of the EBRD Syrian Refugee. Response programme with Capacity Building activities in support of the GCC.	Turkey	Needs Assessment with project with the analysis of services, consultation and the finalisation of a recommendation report. Technical assistance to GCC with services development, support of organisational infrastructures and implmentation of traning courses for managment and personnel. Marketing strategy with a communication campaign, seminars, outreach and thematic workshops.	<ul style="list-style-type: none"> <li># of Syrian businesses interviewed</li> </ul>	78	26.951
						<ul style="list-style-type: none"> <li># of Syrian entrepreneurs investigated</li> </ul>	240	
						<ul style="list-style-type: none"> <li># of Syrian businesses coached</li> </ul>	20	
						<ul style="list-style-type: none"> <li># of technical assistance sessions with GCC held</li> </ul>	3	



Programme	Donor	Duration	Objectives	Country(ies)	Main Activities	KPIs/Programme	Values	Budget Spent in 2017
(EMEN-UP) Network for Migrant Entrepreneurs to Scale Up and Grow	EU	2017-2020	To contribute to the effective engagement of diverse European actors in improvement and promotion of existing schemes and lobbying for more opportunities for creation and growth of migrant enterprises.	Netherlands, Germany, Italy, Spain, United Kingdom	“Creation of a network for migrant entrepreneurship support. Organisation of events and peer-learning activities. Evaluation, improvement and further development of existing support schemes. Wider dissemination of information, guidance and advice. Participating in a broader European network and building a community. Horizontal Activities (pertaining to project management).”	<ul style="list-style-type: none"> <li># and diversity of member organisations represented in the Network</li> <li># and quality of strategic documents developed and adopted</li> </ul>	Numerical measurements available from 2018	86.466
EXXON	National Oil Company of Liberia (NOCAL)	Jan 1, 2017 - Oct 30, 2018	The purposes of this program are to increase: a) entrepreneurial spirit, b) knowledge, c) competitiveness, d) productivity of the Liberian SMEs, e) strengthen access to finance.	Liberia	Interview and test entrepreneurs, business plan support, access to finance, support in starting a business	<ul style="list-style-type: none"> <li># of entrepreneurs trained</li> <li># of loans awarded to entrepreneurs</li> </ul>	25 8	71.480
(HES) Higher Education for Syrianst	NLMFA	2015-2019	Access to education (bachelors, TVET, technical diplomas, short courses) for Syrian refugees and IDP's to prepare for post-conflict reconstruction of Syria and integration in host communities	Turkey	“Outreach campaign to refugees, establishment of online database platform and needs assessment. Partnership with the local education institutions and provision of scholarships. Provision of student services (e.g., facilitation of enrolment for refugees in local education institutions). Post-enrolment activities of Civic Leadership and Economic Empowerment courses.”	# of scholarships awarded	2014	8.197.729
				Lebanon		# of scholarships awarded to female	43%	
	EU MADAD	2016-2019		Jordan		# of scholarships awarded for Bachelor studies	612	
				Palestine		# of scholarships awarded for TVET Diplomas	744	
	AI Fakhoora	2016-2021		Iraq (KR-I)		# of scholarships awarded for TVET Certificates	658	
				Syria		# of students graduated	380	
(IBCM) International Business College Mitrovica	EU	2010-2018	“To create a sustainable truly inclusive higher vocational institution, producing young professional civil servants and business leaders in Mitrovica region; To improve employability through study programs with a heavy focus on practice and skills as well as facilitate graduates to start their own enterprises; To assist Kosovo on its path to EU integration by providing modern curricula in doing Business with the EU and training (future and existing) civil servants in EU Integration.”	Kosovo	Transition from SPARK to IBCM Facilitated	<ul style="list-style-type: none"> <li># Student enrolled</li> <li>Transition Agreed</li> <li>Transitional funding secured</li> </ul>	150 Yes Yes	526.481
(IEO) Improve Employment Opportunities	NLMFA	2017-2018	To reduce migratory and radicalisation tendencies amongst Syrian youth, and prepare for the reconstruction of Syria by creating employment and entrepreneurship opportunities.	Jordan	Providing business support services to aspirant entrepreneurs and existing MSMEs, consisting of training, coaching, access to markets and finance; Reinforcing entrepreneurship in higher education institutes by introducing and improving the quality of entrepreneurship curricula and an internship programmes; Building the skills set of Syrian and Jordanian youth relevant to the integration of Syrians in the host communities and the reconstruction of Syria through a scholarship programme and practice-oriented training programme.	<ul style="list-style-type: none"> <li># of applications of (M)SMEs</li> <li># of scholarships provided to beneficiaries for two-year higher vocational education in fields relevant to the reconstruction of Syria and the job market in Jordan</li> </ul>	743 100	1.717.746
(Jordan SME Growth) Jordan's Small and Medium Enterprise (SME) Growth Programme	EIB	2015-2018	To generate significant impacts for the Jordanian economy, build capacity within JEDCO (Jordan Enterprise Development Corporation) and provide evidence for MSMEs, investors and government that supporting high-growth potential MSMEs is a powerful tool for growth.	Jordan	Building capacity within JEDCO to manage coaching programmes and attract participants. Identifying, selecting and recruiting start-ups, SMEs with growth potential, and Jordanian and international coaches to provide support to SMEs and start-ups. Training recruited talent pool to enable them to effectively deliver the Jordan growth Programme. Establishing an entrepreneurship, start-ups and SME growth Observatory at JEDCO. Providing deal flow to existing and future investment funds. Establishing a legacy for Programme to enable its impact to continue post-project.	<ul style="list-style-type: none"> <li>not applicable as main managing body is BDO LLP</li> </ul>	Determined at the end of the project period	n/d

Programme	Donor	Duration	Objectives	Country(ies)	Main Activities	KPIs/Programme	Values	Budget Spent in 2017
(KEEN) Kosovo Education for Employment Network	EU	2016-2018	To contribute to the improvement of employability of vulnerable groups in Kosovo and their inclusiveness in both the education sector and the labor market, by promoting partnership and dialogue between civil society, government and the business sector. It also aims to increase alignment of education and training programs with labor market needs by enhancing participation of civil society organizations in decision making, policy development and policy monitoring at central and local levels, and by facilitating dialogue between education & training institutions and businesses.	Kosovo	Planning and implementing Capacity building strategies to strengthen KEEN network member organisations. Organising study visits for local civil servants and KEEN members. Conducting an Education and Labour study to establish what HE and VET institutions could do to improve employability of graduates.	• # of capacity development trainings organised	10	59.178
						• # of participants from NGOs trained	44	
						• # of municipalities where education strategic plans where developed	7	
						• # of participants from KEEN member organizations trained in organizational trainings	19	
(LEAD) Local Employment in Africa for Development	NLMFA	2016-2018	To reduce irregular economic migration and radicalisation of young people to contribute to the stability of Africa.	Libya	Support potential and existing entrepreneurs to start/grow their MSMEs. Strengthen business service organisations and financial institutions. Introduce or improve entrepreneurship modules in higher education institutions.	• # of businesses established	54	1.282.587
				Tunisia		• # of businesses expanded	413	
				Somalia		• # of jobs created	715	
						• # of business plans developed	666	
						• # of beneficiaries trained & coached	2343	
ReCoded	New York University	Jan 2016 - Aug 2016	Re:Coded is a blended learning program which aimed to certify 50-100 Syrian Refugee and IDP youth with hard, marketable computer programming skills as well as English language proficiency, and then to connect beneficiaries to private sector employment with local, regional, and global partners.	KRG Ira	Develop and contextualize content and materials Capacity building of Kasnazan Center in Erbil Provide intensive English training to more than 50 participants Provide coding program to more than 50 participants Organize graduation ceremony with local and international media attention Link the participants to private sector partners to work as free lancer Organize job fair for the participants in order to find a suitable employee	• # of student graduated	27	77 651
							77%	
(TBB) Talent Beyond Boundaries	TBB	2016-2018	To open a safe and legal pathway for refugees to be self-sufficient through international private sector employment.	Lebanon	Collaboration with governments to help identify the unique barriers skilled refugees face to legal migration, and working alongside them to create new pathways within their immigration systems. Engagement with international employers seeking to hire new talent and working to find suitable match within the Talent Catalogue. Preparation and training of refugees candidates with profiles that fit international employers’ hiring needs.	• # of refugees registered on the Talent Catalogue	>10000	174.360
				Jordan		• # of companies considering TBB candidates	20	
(THSN) Human Safety Net for Refugee Start Up	Generali	2017-2019	Equip refugee entrepreneurs with skills & tools to set up businesses & create jobs	France	“Outreach Campaign. Orientation training including introducing the refugees to entrepreneurial concepts and business approaches. Business training including advanced training on marketing and financial expertise while focusing on developing the business plans of the participants. Acceleration of start ups once the companies are launched, followed by recurrent coaching from the experts.”	• # of people applied for the Programme	187	342.004
				Germany		• # of participants received the orientation training in entrepreneurship	39	
							• # of participants received the advanced training in entrepreneurship	

Programme	Donor	Duration	Objectives	Country(ies)	Main Activities	KPIs/Programme	Values	Budget Spent in 2017
Turkish Language Preparatory Programme	The Asfari Foundation	Jul 18, 2016 - Jul 31, 2017	Overall objective of this action was to mitigate the impact of refugee crisis on Turkish community in Gaziantep, contribute to the overall stability and mitigate likelihood of tensions bursting out between Turkish and Syrian communities. Specific objective of this action was to achieve changes in the lives of the Syrian and Turks through awareness rising, empowerment, job creation and income generating activities, and by developing their knowledge, skills and attitude to enable them to capitalize from their potential to be positive actors or change in their communities.	Turkey	Selection of group of 56 eligible participants from the group of Syrian students of disadvantaged background Enrolment at the certified TOMER agent in Gaziantep and organisation of classes Provision of monthly allowances to support students' transportation and meal costs. Organisation of psychosocial support activities	• # of graduated youth	52	98.078
UNDP Burundi	UNDP	Apr 26, 2017 - Jun 3, 2019	The project was drafted with the objective of contributing to social cohesion and peace building in the neighborhoods most affected by the 2015 socio political crisis.	Burundi	Business plan training Personal leadership development and financial management workshops	<ul style="list-style-type: none"> <li>• # of youth involved in programme</li> <li>• # of jobs created</li> <li>• # of youth trained on leadership</li> <li>• # of youth that have been engaged in starting a business idea</li> </ul>	600 309 60 74%	159.687
(YEEP) Youth Entrepreneurship and Employment Project	AfDB	2017-2020	The aim of the project is to promote youth entrepreneurship through improving their business skills and to improve youth employability by empowering them with relevant skills required by the job market.	Liberia	Establish an Entrepreneurship centre, Draft a 3 years strategic plan. Adapt and modify entrepreneurship course, Delivery of Intense business development class and competition. Facilitation of access to finance and Development of a graduate entrepreneurship programme.	<ul style="list-style-type: none"> <li>• Enterprise centre established and functional to offer entrepreneurship services to targeted youth</li> <li>• # of targeted youth successfully participated in NCCC's Graduated Entrepreneurship Programme</li> </ul>	Numerical measurements available from 2018	128.439
Youth on their way to the future	WarChild Holland	Jan 16, 2017 - Oct 20, 2017	Spark will create action oriented groups comprised of Syrian and Lebanese youth who gather to discuss challenges in setting up own livelihood activities (MSMEs) or finding meaningful employment. In the first phase, 300 individuals will receive 7 peer-to-peer workshops related to professional and personal development, employability skills, ecosystem mapping, public speaking and communication, business ideation, and business model canvas. The second phase consists of individual/team coaching sessions in basic financial literacy and marketing techniques that will be provided to the 100 beneficiaries that have portrayed the most motivation and have the most viable business ideas. In addition, each individual/team will receive 6 sessions tailored to support the specificity of their business ideas.	Lebanon	Selection of group of 56 eligible participants from the group of Syrian students of disadvantaged background Enrolment at the certified TOMER agent in Gaziantep and organisation of classes Provision of monthly allowances to support students' transportation and meal costs. Organisation of psychosocial support activities	<ul style="list-style-type: none"> <li>• # of youth (15-25) are supported in their professional growth and psychosocial well-being</li> <li>• # of youth that have been engaged in starting a business idea</li> </ul>	72 74%	91.038



# 7 Finance

## Balance Sheet

ASSETS	31 december 2017		31 december 2016	
	€		€	
<i>Fixed Assets</i>				
Tangible fixed Assets	63.982		69.241	
Financial fixed assets	859.780		985.643	
	923.762		1.054.884	
<i>Current Assets</i>				
Receivables & Accruals	2.850.413		3.043.614	
Cash & cash equivalents	10.209.239		7.492.734	
	13.059.652		10.536.348	
<b>TOTAL</b>	<b>13.983.414</b>		<b>11.591.232</b>	
<b>RESERVES AND LIABILITIES</b>				
<i>Reserves and funds</i>				
<i>Reserves</i>				
allocated reserves	-		-	
continuity reserve	1.218.926		1.013.801	
	1.218.926		1.013.801	
<i>Funds</i>				
allocated funds	1.119.580		1.289.334	
<i>Current Liabilities</i>				
Payables & Accruals	11.644.908		9.288.097	
<b>TOTAL</b>	<b>13.983.414</b>		<b>11.591.232</b>	

# Statement of Income and expenditures

	Realisation 2017 €	Budget 2017 €	Realisation 2016 €
<b>Income</b>			
Income from companies	413.484	266.785	-
Income from government grants	11.681.059	14.412.160	11.267.866
Income from other non profit organisations	2.424.771	1.047.731	1.032.178
Income for services	439.748	122.000	-
Other income	37.838		45.348
<b>Total Income</b>	<b>14.996.900</b>	<b>15.848.676</b>	<b>12.345.392</b>
<b>Expenditures</b>			
<i>Spent on objectives</i>			
Higher Education	10.715.246	11.441.391	7.983.412
Private Sector Development	3.333.879	3.813.797	4.432.385
	14.049.125	15.255.188	12.415.798
 Cost of income generation	 324.076	 362.670	 418.177
 Management and Accounting	 459.514	 356.120	 325.434
 <b>Total expenditures</b>	 <b>14.832.715</b>	 <b>15.973.978</b>	 <b>13.159.409</b>
 Balance before financial income/expense	 164.186	 -125.302	 -814.017
  Balance of financial income and expenditure	  128.815	  50.000	  52.664
Balance of income and expenditure	35.371	-175.302	-866.681
 Result cleared for mutations allocated funds			
Operational result Spark	205.125	-135.302	117.657
 <b>Distribution of result 2017 (2016)</b>			
Addition to/withdrawal from:	35.371	-175.302	-866.681
allocated reserve fixed assets	-	-	-
allocated loan guarantee funds	-79.973	-40.000	105.184
allocated fund IBCM	-89.781	-	-1.089.522
operational result (available for continuity reserve	205.125	-135.302	117.656

# Cashflow Statement

	2016 €	2015 €
<i>Cashflow from operational activities</i>		
Result	35.371	-866.681
Depreciation fixed assets (incl. cars)	34.954	47.214
<b>Gross cashflow from operation activities</b>	<b>70.325</b>	<b>-819.468</b>
 Mutation in current assets	 193.201	 -2.150.860
Mutation (decrease) in current liabilities	2.356.811	-780.217
<b>Net cashflow from operational activities (A)</b>	<b>2.620.337</b>	<b>-3.750.545</b>
 <i>Cashflow from investment activities</i>		
Investment in fixed assets	-33.032	-33.480
Disposal of fixed assets	3.337	-
Investment in financial fixed assets	125.863	-60.126
<b>Cashflow from investment activities (B)</b>	<b>96.168</b>	<b>-93.607</b>
 <i>Cashflow from financing activities ('C)</i>		
	-	-
 <b>Mutation in Cash and cash equivalents (A+B+C)</b>	<b>2.716.505</b>	<b>-3.844.152</b>
 Cash and cash equivalents 1 January	 7.492.734	 11.336.886
Cash and cash equivalents 31 December	10.209.239	7.492.734
<b>Mutation in Cash and cash equivalents</b>	<b>2.716.505</b>	<b>-3.844.152</b>

# Annex C - Statement of division of expenditures

Objectives	Objective		Costs Fundraising	Management & Administration
Costs of implementation	Higher Education Development	Private Sector Development		
Grants and contributions	9.662.488	2.699.085	-	-
Fundraising			247.625	
Publicity and Communication	-	-	-	-
Personnel Costs	916.367	552.553	72.265	434.355
Housing costs	55.825	33.662	2.743	16.488
Office and general costs	66.671	40.201	975	5.858
Depreciations	13.894	8.378	468	2.812
Total	10.715.246	3.333.879	324.076	459.514

Objectives	Total 2017	Budget 2017	Total 2016
Grants and contributions	12.361.573	12.635.889	10.219.171
Fundraising	247.625	300.400	197.123
Publicity and Communication	-	-	-
Personnel Costs	1.975.540	2.415.125	2.212.680
Housing costs	108.718	292.589	125.753
Office and general costs	113.705	294.975	371.038
Depreciations	25.552	35.000	33.902
Total	14.832.715	15.973.978	13.159.666
	94%		101%

% spent on objectives/total income taking loan guarantee fund deposits & repayments into account

An important cause of the deviation opposed to the budget 2017, is the underspending on Lead, IEO, ABIN and ABC. Underspend budget on these programs will be used in 2018. In addition, the difficult situations in Yemen, South Sudan and Burundi caused underspending for all programmes executed in those countries, mainly for direct activities.



# Explanation distribution of expenditures

SPARK has one office in Amsterdam (headquarter) and several field offices in the countries where the projects are executed.

SPARK’s programmes can be divided into two objectives: Higher Education (development) (HE) & Private Sector Development (PSD).

Under PSD SPARK tries to stimulate entrepreneurship and development in the private sector in post conflict areas / fragile states by, for instance, organising business plan competitions, trainings and sme financing facilities for young (starting) entrepreneurs. Coaching and other trainings aimed at partners for local capacity building are other PSD activities. In addition Policy Making activities are undertaken to influence local / regional / national policy makers to facilitate private sector development. In all our programmes local & regional partners are stimulated to work together as much as possible and to contribute to our projects.

Division of the expenditures relevant for SPARK (HE, PSD, Costs obtaining governmental grants and Management & Administration) takes place as follows:

Expenses which can be qualified as programme expenditures (for instance reimbursements to partners, rent of lecture rooms & training space, reimbursements to trainers, travel and accommodation expenses of participants and trainers, reading materials, partners activities etc.) are directly allocated to the objective HE & PSD. These expenditures are presented under “Grants and Contributions”.

Operational and organisational costs of the field offices (“Publicity and Communication”, “Personnel costs”, “Housing costs”, “Office and general costs” and “Depreciation”) are also directly allocated to the objectives. If a field office has worked on projects with different objectives, the expenditures are allocated towards the objectives HE and PSD based on the time spent (hour registration) on different programmes.

Operational and organisation costs of the Amsterdam office are allocated to the objectives using the time registration of all International (mostly Amsterdam based) Management, Administrative & Support personnel. An exception to this are the promotion expenses occurred in The Netherlands, and direct costs for obtaining grants and other income. These are directly allocated towards the objective “Costs Fundraising”. Project management, Finance and IT hours directly registered on projects / programmes, are allocated to the objectives HE and PSD.

Indirect hours regarding Finance, IT, Organisation and Personnel are allocated to Management & Administration (=overhead). Absence days were not taken into account when allocating, except when the total number of estimated working days was determined for the budget.

(Indirect) Hours regarding Fundraising Governmental grants are allocated to the objective “Costs Fundraising”.

# Accounting principles

## General

The annual accounts 2016 have been drawn up according to generally accepted accounting principles in the Netherlands and RJ 650 for Fundraising organisations. The accounts include the financial statements of Stichting SPARK in Amsterdam, The Netherlands, and the regional offices in Serbia, Kosovo, Macedonia, Liberia, Palestine, Burundi, Rwanda, South Sudan, Yemen, Turkey, Somalia, Iraq, Lebanon, Tunisia and Jordan.

## Principles of valuation

Assets and liabilities are stated at face value

	NL	Rwanda	Burundi	Liberia	Palestine	South Sudan	Lebanon	Jordan
furniture	25%	20%	20%	20%	10%	25%	-	-
computer hardware	33%	50%	20%	25%	20%	25%	20%	-
cars	25%	25%	25%	25%	25%	25%	n.a	20%

	Kosovo	Serbia	Yemen	Gaziantep	Somalia	Iraq	Tunisia	
furniture	20%	20%	25%	25%	33%	46-48%	20%	
computer hardware	20%	20%	33%	25%	33%	46%	33%	
cars	25%	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	

The costs of fuel and usage of the cars are allocated to the projects based on a kilometer registration.

## Financial fixed assets

In the period 2007 - 2017, SPARK has signed 16 contracts with local partners to manage loan guarantee funds which benefit the start ups established under the Private Sector development projects. The contributions to these funds in the total period 2007-2017 can be found in the explanatory

unless indicated otherwise. Transactions in foreign currencies are recorded using the rate of the transaction. Assets and liabilities denominated in foreign currency are converted at the exchange rate at the year-end.

## Fixed assets

The tangible fixed assets are stated at purchase value minus annual depreciations, calculated on the basis of estimated useful economical lifetime. The depreciation is a fixed percentage of the purchase price:

notes to the balance sheet. The participation is stated at its nominal value at year end, taking into account losses on loans and received interest. Costs of fund management are presented as expenditures in the Statement of Income and Expenditures. The loan guarantee funds were originally financed by the Dutch Ministry of Foreign Affairs through project

grants (MFS & BSCK). The ownership of the funds has been formally transferred to SPARK during 2011. SPARK pledged to keep using the funds for the same purposes as the original objective. Therefore, the funds are also presented as allocated reserve under the Reserves & Funds. Future losses on loans and costs of funds management will be deducted from these funds through the Statement of Income and Expenditures.

## Cash & Cash equivalents

All amounts presented under the Cash & cash equivalents heading, are directly accessible. Foreign currency accounts are valued at the EURO - foreign currency exchange rate per 31 December 2017.

## Reserves and Funds

SPARK can freely access the amounts presented under the Continuity reserve. Most of the allocated loan guarantee funds are freely accessible because the ownership of the funds is officially transferred to SPARK. We have chosen to keep presenting them as a fund, since we will continue to use them for the same objective. Loan guarantee funds provided to partners under the MFSII, ABC and Migration Programmes are still owned by the donors. After the project period has ended the donor will decide if their ownership can be transferred to SPARK. The annual accounts 2017 have been drawn up according to generally accepted accounting principles in the Netherlands and RJ 650 for

Fundraising organisations. The accounts include the financial statements of Stichting SPARK in Amsterdam, The Netherlands, and the regional offices in Serbia, Kosovo, Macedonia, Liberia, Palestine, Burundi, Rwanda, South Sudan, Yemen, Turkey, Somalia, Iraq, Lebanon, Tunisia and Jordan. Assets and liabilities are stated at face value unless indicated otherwise. Transactions in foreign currencies are recorded using the rate of the transaction. Assets and liabilities denominated in foreign currency are converted at the exchange rate at the year-end. The tangible fixed assets are stated at purchase value minus annual depreciations, calculated on the basis of estimated useful economical lifetime. The depreciation is a fixed percentage of the purchase price: SPARK AFR 2017

## Liabilities - partner obligations

SPARK has signed several contracts with partners, and herewith transferred certain project responsibilities and funds to them. The project grants presented under the income, as well as the expenses, include an amount for obligations towards local partners that SPARK has committed itself to transfer in upcoming years. These partners have the responsibility for the execution of (large) parts of the following projects: LEAD, ABC, IEO, MADAD and EMEN-UP.



# Accounting principles

## Foundation of determining the result

The result has been determined as follows:

Grants are recognised as income in the statement of income and expenditure in proportions of the progress of the project as well as project expenditure. Income and expenditure are recorded in the period to which they relate.

## Allocation of general organisational costs to the objectives

Operational and organisation costs of the Amsterdam office have been allocated to the objectives using the time registration 2017 of all Amsterdam personnel. For further clarification, please refer to the explanation provided under Annex C. In 2017, loan guarantee and credit fund costs have been visibly presented as part of the direct costs for the Spark mission in the Statement of Income and Expenditures.

## Income from own fundraising - Contributions in kind Other in kind contributions

The municipality of Mitrovica provided SPARK with free usage of land for the purpose of establishing the International Business College Mitrovica (IBCM). SPARK / IBCM has the right of usage for 10 years, until 2019. All (other) in kind contributions are stated at their fair value, however, in 2017 no such contributions were received.. The contributions are presented under Income from own fundraising and

under the particular cost sort / activity they relate to in the Statement of Income in Expenditures.

## Related parties and Related party transactions

In 2014 SPARK founded Stichting IGNITE (registered in Amsterdam under KvK number 61189561).

Stichting IGNITE is governed by a separate director.

SPARK has no power of control over Stichting IGNITE and thus its annual accounts do not have to be consolidated. The main goal of Stichting IGNITE is to stimulate entrepreneurship and local economies in post-conflict areas by means of, directly or indirectly, participating in or promoting of funds used for collective investments, and / or to make loans or other equity / debt instruments available to local entrepreneurs / small and growing businesses (SBGs). SPARK works with Stichting IGNITE to channel and monitor new investments / loans.

Funding originates from previous loan guarantee contracts (repaid loans + interest) under meanwhile ended programmes. In 2015 Stichting IGNITE received a grant of € 161,000 from SPARK to invest in new entrepreneurs. Part of the operational costs of Stichting Ignite have been covered through the grant from 2015. Stichting Ignite has been the sole investor in IGNITE FUND initiated by SPARK in 2014. IGNITE FUND is a mutual investment fund (FGR in Dutch) of which SPARK is the Fund Manager. SPARK requested Stichting IGNITE (and other investors) to invest in the fund in order to reach the envisaged 20mln fund size. IF invested in small and growing

businesses (SGBs) in fragile and conflict-affected states. IF utilized innovative equity investment tools to mitigate difficulties typically faced in valuations and investment exits for SGBs in frontier markets. Mostly due to a lack of other investors for the fund SPARK and Stichting Ignite decided to start dissolving the Ignite Fund mutual investment fund structure in 2017, including the exits from the two pilot investments. As a consequence, only with the facilitation of a small remaining loan guarantee fund portfolio, this made Stichting Ignite's role largely redundant and economically unviable. Therefore, Stichting Ignite will be dissolved as soon as remaining funds have been handed over. Early 2018, returned investments have been transferred back to the investor, Stichting Ignite. In turn, these and outstanding funds are being transferred by Stichting Ignite to local financial institutions in the fragile countries where SPARK operates, or directly to SPARK. These funds will thus remain available for access to finance instruments for small growing businesses.

# Explanatory notes Balance Sheet

ASSETS	31 december 2017		31 december 2016	
Tangible fixed assets	€		€	
Renovations		112		4.684
Furniture		14.083		15.381
Computer hardware		22.804		26.132
Cars		26.983		23.043
		63.982		69.241

Fixed assets	Total 2016	Renovations	Furniture	Computer hardware	Cars
Bookvalue previous year	€	€	€	€	€
Purchase value	421.651	36.072	71.687	200.903	112.989
Accumulated depreciation	-352.410	-31.388	-56.305	-174.770	-89.946
Book value 31 December 2015	69.241	4.684	15.381	26.132	23.043

Mutations					
Purchases	33.032	-	5.356	10.998	16.678
Disposals	-3.337	-	-	-	-3.337
Depreciation	-34.954	-4.572	-6.654	-14.326	-9.401
	-5.259	-4.572	-1.298	-3.329	3.940

Bookvalue year end					
Purchase value	451.346	36.072	77.043	211.900	126.330
Accumulated depreciation	-387.363	-35.960	-62.959	-189.097	-99.347
Bookvalue 31 December 2016	63.982	112	14.083	22.804	26.983

Fixed assets	31 december 2017		31 december 2016	
	€		€	
Fixed assets used for operations (renovations, furniture & hardware)		36.999		46.198
Fixed assets directly allocated to the objectives (cars)		26.983		23.043
Total		63.982		69.241

Financial Fixed assets	31 december 2017		31 december 2016	
Participation loan guarantee funds	€		€	
Balance 31 december 2016		985.643		925.517
Mutation 2017		-277.241		60.126
		708.402		985.643

Specification mutation 2017	
New loan guarantee contracts and new loans	47.106
Defaults	-80.834
Reimbursement and closed contract with banks / participants	-197.363
Interest, provisions and exchange rate differences	-46.151
Total mutation	-277.241

The financial fixed assets are directly allocated to the objective Private Sector Development.  
For the explanation of the usage of these funds, please see the description of the allocated revolving funds, under the Liabilities.

Loans (IBCM)		151.378		0
Total Financial Fixed assets		859.780		985.643

The financial fixed assets are directly allocated to the objective Private Sector Development.  
For the explanation of the usage of these funds, please see the description of the allocated revolving funds, under the Liabilities.

Current assets	31 december 2017		31 december 2016	
	€		€	
Prepaid Grants for donors		2.178.340		2.295.739
Accounts receivables and prepaid expenses		672.073		747.875
		2.850.413		3.043.614

<b>Prepaid Grants for donors</b>	<b>31 december 2017</b>	<b>31 december 2016</b>
€	€	
Project MFSII - NLMFA	-	214.370
Project IBCM - EU	-	500.000
Project IBCM - SDC	39.667	39.667
Project Scholarship database - King Badouin Foundation	-	6.396
Project ABC	1.036.660	306.661
Project HES	-	369.633
Project Al Fakhoora	875.973	-
Project MADAD EU	-	746.021
Project Diploma Acceptance 2 EU	16.855	16.855
Project LITR	-	13.107
Project Branson	25.433	25.433
Project Pico Cap	4.222	-
Project BiB	9.201	4.975
Project CARE	0	11.939
Project BCP	135	-
Project KEEN - EU	40.854	-
Project TBB&TBBX	33.602	40.683
Project MADAD	95.737	-
	<b>2.178.340</b>	<b>2.295.739</b>

<b>Accounts receivables and prepaid expenses</b>	<b>31 december 2017</b>	<b>31 december 2016</b>
€	€	
Prepaid expenses	28.170	680.521
Receivables from Partners	33.660	47.364
Other receivables	348.452	50.876
Loan (IBCM)	0	0
<i>Other receivables - Service contracts:</i>		
AfDB	128.439	-
BDO SMEF Somalia (service contract)	68.889	-
BTC OPT	23.246	-
EBRD (Tur)	26.951	-
Research project MMP	14.265	-
	<b>672.073</b>	<b>778.761</b>
Reserve uncollectable receivables (tuition)	-	-30.886
	<b>672.073</b>	<b>747.875</b>

<b>Cash &amp; Cash equivalents</b>	<b>31 december 2017</b>	<b>31 december 2016</b>
€	€	
Cash Amsterdam	475	204
Current & savings accounts The Netherlands	8.732.706	6.237.165
Cash abroad offices	16.094	22.301
Transfers underway	-	13.400
Current accounts abroad offices		
Kosovo	86.109	423.484
Serbia	46.943	21.263
Macedonia	1.848	1.821
Rwanda	404.231	310.751
Burundi	95.531	113.691
Liberia	35.625	21.574
Occupied Palestinian Territories	48.395	-
Somalia	370	3.992
Turkey	67.841	196.700
South Sudan	3.817	7.838
Yemen	20	8.159
Lebanon	66.051	41.453
Iraq	381	68.940
Jordan	602.802	-
	<b>10.209.239</b>	<b>7.492.734</b>

All liquidities are directly accessible.

<b>RESERVES AND LIABILITIES</b>	<b>31 december 2017</b>	<b>31 december 2016</b>
€	€	
Specification of General reserves		
Continuity reserve	1.218.926	1.013.801
Balance 31 December	<b>1.218.926</b>	<b>1.013.801</b>

<b>Continuity reserve</b>
€
Balance 31 December 2016
Mutation 2017
Balance 31 December 2017



General reserve

In order to ensure the continuation of the organisation, a minimum level of general reserve is necessary. When determining the maximum of the reserve, SPARK takes the “Richtlijn Reserves Goede Doelen” of Goede Doelen Nederland into account (maximum 150% of the annual costs of the working organisation). SPARK made several calculations during 2012 to determine the needed & desired level of the general reserves and discussed a policy concerning the reserves with the Supervisory Board. The main guidelines to determine the height of the reserves are as follows:

- SPARK does not aim for large savings because the focus should be on our final beneficiaries;
- SPARK field offices are not part of the annual organisational costs, because they are only

- relevant for as long as there are projects;
- SPARK focuses on acquisition of new projects rather than building reserves.
- The minimum annual costs of the organisation are calculated at approximately € 685.000 in 2012 / 2013 (with downsized Headquarter operations). After taking into account certain risks (amongst which staff disability), a sufficient level of reserve was therefore estimated at € 785.000 at the end of 2013 (realized € 803.852). In 2014, the reserves decreased to below the 2013 level but in 2015 and 2016 Spark was able to add to its reserves and reach a healthy size in general reserves. In 2017 EUR 205k was added to reach € 1,218,926. This is within the above mentioned limit (“richtlijn”) of 150% of annual costs of the work organisation.

Specification of allocated funds

Allocated reserve for IBCM  
Revolving Loan guarantee fund business start-ups

31 december 2017	31 december 2016
€	€
0	89.781
1.119.580	1.199.554
1.119.580	1.289.334

Allocated fund for IBCM

Balance 31 December 2016  
Addition from received tuition (NLMFA & students) funds  
Addition from received miscellaneous income  
Extraction to cover part of costs for 2017 & bad debts  
Balance 31 December 2017

89.781
92.600
42.640
-225.020
0

“The IBCM Fund was to be used to ascertain future sustainability of IBCM after donor relations with NLMFA would have ended. The aim was to use it for any (future) IBCM project costs. In 2017 the IBCM Fund is depleted fully.

In June 2017 SPARK officially closed the IBCM following non-adherence of the Government of Kosovo of prior written assurances they would take over the financial operating costs of the institution. The European Union, however, responded by taking over financial obligations of the Government of Kosovo from July 1st, 2017 until 30 June 2018. This one year bridging contract, facilitated by SPARK, enabled the institution to reopen. Moreover, with the new funding secured, IBCM was able to register itself as a non-profit independent higher education institution in Kosovo, on 16 March 2018. Unfortunately, the

government of Kosovo subsequently again did not manage to make available funding, as the proposed agreement to do so did not reach the required 2/3rds majority in parliament. The EU again stepped up to the challenge. On 27 July 2018, the EU and IBCM signed a new 2.4 million euro agreement, which will enable full operations of the IBCM for another 4 years, whilst some other EU bilateral donors have also shown potential interest to join the effort. By mid-2018, IBCM has thus become a fully legally independent entity financed by own income and the European Union and SPARK will now work toward transferring the campuses (which are still legally owned by Spark) to local ownership under a separate foundation, whilst IBCM will undertake to repay the remainder of the debt SPARK incurred keeping the IBCM open in 2017 in instalments of the next years.”

Revolving Loan guarantee fund Business Start-Ups

Balance 31 December 2016  
Mutation 2017  
Balance 31 December 2017

1.199.554
-79.973
1.119.580

In the period 2007 - 2017, SPARK was party to 16 contracts with local partners to manage loan guarantee funds facilitating access to finance to starting and growing businesses taking part in Private Sector development projects. Few direct loans were provided to businesses in Afghanistan, Kosovo and Liberia. However, most of the funds are cash collaterals deposited at local micro-finance institutions or banks for a fixed period. Common

practice in these facilities is that MFIs/banks disburse and manage loans from their own funds and the deposit minus administrative costs and defaults, plus gained interest on the deposit (or from the entrepreneurs) is returned to SPARK after a certain period. The balance in SPARK’s annual accounts therefore does not take into account the disbursed and repaid amounts by entrepreneurs.

#### Total loan guarantee fund mutation since 2007 can be summarized as follows:

Deposits into the funds:	2.099.181
Withheld management costs for banks:	-39.187
Received interest added:	147.174
Exchange rate differences / currency revaluations:	10.066
Deducted bankrupt / delayed loans:	-782.644
Loan amounts not used and returned (2016, 2017)	-144.478
Funds transferred to external parties	-170.435
	<b>1.119.676</b>

The revolving loan guarantee funds are € 411,274 higher than the counterpart financial fixed assets on the balance sheet. In the end of 2016 the difference at year's end was € 213,911. The difference is the result of an amount of € 197,363 received back and available for new loans. Since the start of the fund an amount of € 2,249,823 has been disbursed to entrepreneurs. Of this amount, € 1.868,126 has been paid back at the end of 2017. The entrepreneurs pay interest rates ranging from 5% declining to 15% nominal on unpaid principal. The Revolving Funds are directly allocated to the objective Private Sector Development.

#### Loan to IBCM

In 2017 only 89.000 euro only remained of total allocated fund for IBCM as managed by SPARK, and more funds were required to keep IBCM open until the end of the academic year 2016/2017. This is why the loan agreement was signed between SPARK and IBCM. According to the agreement, SPARK suppose to lend 197.000 euro to IBCM in order to enable institution to finalize academic year 2016/2017.

As of 31/12/2017 the sum of this loan is determined to be 151.379 due to cost effective management of IBCM. According to the formal agreement communicated to the chair of the IBCM supervisory board on 12.09.2018 the loan should be repaid over period of 4 years.

#### Current liabilities - Payables & Accruals

	31 december 2017	31 december 2016
	€	€
Grants received in advance	9.779.979	8.496.956
Partner obligations and payables	992.400	293.850
Shortterm debts & accruals	872.529	497.291
	<b>11.644.908</b>	<b>9.288.097</b>

#### Grants received in advance

Project IBCM - SIDA	-
Project Asfari Foundation	20.380
Project Taqeeem / IE - ILO	-
Project CSP Rwanda - NLMFA	-
Project Pico Cap - Humanity United	-
Project Migration - NLMFA	31.874
Project ABIN - NLMFA	5.322
Project SYRIN - NLMFA	-
Project LEAD - NLMFA	3.317.818
Project Access to Higher Education - NLMFA	1.593.108
Project Al Fakhoora	-
Project IEO - NLMFA	3.166.249
Project KEEN - EU	-
Project UNDP Burundi	16.384
Project ReCoded	10.700
Project EXXON - NOCAL	22.579
Project BYB - NLMFA	243.013
Project EME - EU	160.366
Project DTT - NLMFA	181.777
Project IPoVaF, AFR	377.592
Project HSN - Generali	43.494
Project THSN Global - Generali	76.078
Project THSN France - Generali	15.667
Project THSN Germany - Generali	42.492
Project IBCMEU - EU	151.062
Project YWE - NLMFA	304.022

	31 december 2017	31 december 2016
	€	€
	-	351
	20.380	31.282
	-	2.507
	-	73.365
	-	20.320
	31.874	317.372
	5.322	289.071
	-	513
	3.317.818	1.598.074
	1.593.108	-
	-	1.246.202
	3.166.249	4.883.368
	-	18.294
	16.384	16.236
	10.700	-
	22.579	-
	243.013	-
	160.366	-
	181.777	-
	377.592	-
	43.494	-
	76.078	-
	15.667	-
	42.492	-
	151.062	-
	304.022	-
	<b>9.779.979</b>	<b>8.496.956</b>

#### Partner obligations and payables

Programme LEAD	80.035
Programme MFS II 2011-2015	2.828
Programme CSP	10.849
Programme ABC	-
Project HES/ MAD	185.590
Project IEO	627.930
Project EME	85.168

	31 december 2017	31 december 2016
	€	€
	80.035	144.477
	2.828	6.095
	10.849	77.204
	-	66.075
	185.590	-
	627.930	-
	85.168	-
	<b>992.400</b>	<b>293.850</b>

Short term debts, payables & accruals	31 december 2016	31 december 2015
	€	€
Accruals	733.219	263.401
Creditors	15.741	90.698
Income tax, social security, pensions, severance	54.520	50.600
Vacation days & allowance	65.294	57.280
VAT	-	30.122
Prepaid tuition from IBCM students	2.667	5.189
Other short term debts	1.088	-
	<b>872.529</b>	<b>497.291</b>

The total amount of outstanding holidays 2017 is € 36,800 including field offices.

# Of Balance Sheet Commitments

The following programmes / projects relate to periods exceeding the year 2017:

Name	Donor	Period	project grant
Agri Business Creation (ABC) (extended)	NLMFA	1/7/2012-30/06/2018	€ 5.824.085
Burundi Agribusiness Incubation Network (ABIN)	NLMFA	20/11/2014-31/12/2018	€ 2.314.969
Improving socio-economic position of youth in Libya, Somalia, Tunisia (LEAD)	NLMFA	01/01/2016-31/12/2018	€ 7.497.775
Access to HE for Syrian Refugees and IDPs (MAD)	EU	15/08/2016-31/12/2019	€ 18.496.641
Access to Higher Education for Syrian refugees and IDPs	NLMFA	01/01/2017-31/12/2019	€ 3.920.635
Improving Employment Opportunities in Jordan (IEO)	NLMFA	01/12/2016-01/12/2018	€ 8.808.164
Dynamic Futures Programme: Syrian Refugees and Palestinian Expansion (AF)	Qatar Devt Fund	30/04/2016-29/04/2020	USD 8.000.000
Talent Beyond Boundaries (TBB)	TBB, US	01/06/2016-04/09/2018	USD 268.733
Kosovo Education for Employment Network (subcontracted by KEC)	KEC/EU	16/01/2016-27/12/2019	€ 128.743
Human Safety Net for Refugee Start Up (THSN, THSN France&Germany)	Generali	01/01/2017-31/12/2019	€ 497.962
Boosting Your Beliefs (BYB)	NLMFA	01/10/2017-30/09/2018	€ 350.048
Deradicalisation Training Teachers (DTT)	NLMFA	01/10/2017-30/09/2018	€ 239.750
The European Bank for Reconstruction and Development (EBRD)	EBRD	01/11/2016-30/06/2018	€ 54.650
Network for Migrant Entrepreneurs to Scale Up and Grow (EMEN-UP)	EU	01/10/2017-30/09/2020	€ 352.617
International Business College Mitrovica (IBCM)	EU	01/07/2017-30/06/2018	€ 685.278
Pathways to Business in my New Country (BCP)	Bpeace	01/11/2017-31/12/2018	USD 5.000
Youth Entrepreneurship and Employment Project (YEEP/AfDB)	AfDB	10/05/2017-10/05/2020	€ 329.163
Increasing access to finance services to enhance productivity, income and job opportunities for Irish Potatoes smallholder farmers in Rwanda (IPoVaF)	AFR	22/12/2017-21/12/2019	€ 596.447
Youth and Women Agribusiness Entrepreneurship Programme in South Sudan (YWE)	NLMFA	01/01/2018-30/06/2019	€ 937.805
Business in a Box Program (EXXON)	NOCAL	17/10/2016-30/06/2018	USD 99.985
Burundi Rural Entrepreneurship programme (UNDP BUR)	UNDP	26/04/2017-31/08/2018	USD 250.000

## Rental obligations

As of 11 May 2012 SPARK is located in the HNK building (formerly known as Y-tech building) in Amsterdam. The total expenses per year are € 33.000. The contract ended on 31 March 2015 was extended under the same conditions.

Spark's field offices rental obligations:	contract period	yearly obligation
Burundi	up to 31/12/2018	USD 10.200
Iraq	up to 19/10/2018	USD 8.670
Jordan	up to 31/12/2018	€ 21.981
OPT	up to 31/12/2018	USD 16.200
Rwanda	up to 01/05/2019	USD 25.200
Serbia	up to 14/12/2018	€ 7.064
Somalia	up to 30/04/2019	USD 6.000
Turkey	up to 31/07/2018	€ 2.847

Loan guarantee Funds / Loan obligations. All signed contracts have been paid out in full in 2017.  
\* the loans under the Migration programme are financed for 50% by the donor and for 50% by SPARK.



# Explanatory notes Statement of Income and Expenditure

INCOME	2017	2016
Income from companies	€	€
Generali (HSN, THSN, THSN Global, THSN France, THSN Germany)	342.004	-
EXXON BiaB, Nocal	71.480	-
	413.484	-
Income from government grants	2017	2016
	€	€
Grants NLMFA - MFS II, ABC, YEP, MIGR, CSP, CEEUS, SYRIN, HES, ABIN, AHE, LEAD, IEO, DTT, BYB, YWE, ReCoded	5.895.731	9.243.663
Grant SIDA / SDC / UK / MEST / EU - IBCM	-	757.844
Grants UNDP - Entreprise development Burundi / Yemen	159.687	331.924
Grants EU - Diploma recognition, KEEN, MADAD, IBCMEU, EME	5.451.282	799.853
Grant ILO - M&E / IE	-	41.667
Grants US - TBB, TBBX	174.360	92.914
	11.681.059	11.267.866
Income from other non profit organisations	2017	2016
	€	€
Grant King Badouin Foundation - scholarship database	6.925	11.556
Humanity United (Branson)	-	247.280
Humanity United (Pico Cap)	24.542	34.536
Asfari	98.078	52.507
MercyCorps, LITR	-	61.021
WCH	91.038	-
Grants IFC (WB)	4.227	49.749
Al Fakhoora, Education Above All	2.122.176	549.298
CARE NL	-	26.232
BCP, Bpeace	135	-
ReCoded, New Your University	77.651	-
	2.424.771	1.032.178
Subtotal of income raised	14.519.314	12.300.044

Income for the delivery of products and/or the provision of services	2017	2016
	€	€
AfDB (service contract)	128.439	-
BDO SMEF Somalia (service contract)	126.402	-
BTC OPT (service contract)	143.691	-
EBRD (Tur) (service contract)	26.951	-
Research project MMP	14.265	-
	439.748	-
Other Income	2017	2016
	€	€
IBCM other income (rent & training fees)	37.838	45.348
Total Income	14.996.900	12.345.392
EXPENDITURES	2017	2016
	€	€
Grants and contributions	12.361.573	10.219.171
Direct costs fundraising	195.830	185.546
Publicity and Communication	51.795	11.577
Personnel Costs	1.975.540	2.212.680
Housing costs	108.718	125.753
Office- and General costs	113.705	371.038
Depreciation	25.552	33.646
Bank fees, costs and interest		
TOTAL expenditures	14.832.715	13.159.410

## Grants and contributions

### Private Sector development programs

Remunerations 3rd parties involved in projects (partners, experts, trainers, teachers, etc)

Project travel and accommodation costs SPARK & 3rd parties

Capacity building of partners

Direct poverty alleviation

Policy making / Youth participation / Government legitimacy

Monitoring & evaluation costs

Loan Guarantee and Credit Fund costs

Own contributions students / participants / trainees

*Subtotal Private Sector Development*

### Higher Education programmes

Establishing International business College Mitrovica

Other Higher Education project costs

Own contributions students / participants

Provision for uncollectable tuition students

*Subtotal Higher Education*

**Total Grant and contributions**

2017	2016
€	€
654.520	593.758
103.377	57.910
1.084.358	826.952
267.586	868.673
100.668	97.980
361.741	424.237
126.985	22.705
-150	-2.550
<b>2.699.085</b>	<b>2.889.665</b>
3.475	1.886.945
9.751.613	5.531.110
-92.600	-117.706
0	29.157
<b>9.662.488</b>	<b>7.329.506</b>
<b>12.361.573</b>	<b>10.219.171</b>

## Direct costs fundraising

Feasibility studies and project acquisition

2017	2016
€	€
195.830	185.546
<b>195.830</b>	<b>185.546</b>

## Publicity and Communication

SPARK general - promotion and advertising

2017	2016
€	€
51.795	11.577
<b>51.795</b>	<b>11.577</b>

## Personnel Costs

### Amsterdam

Gross salaries including holiday allowances

Social security premiums & Pensions

Other personnel costs

Staff training (including field office staff)

### Field offices

Field office coordinating personnel

2016	2015
€	€
839.419	713.766
138.197	116.581
101.285	159.786
29.958	8.120
866.682	1.214.426
<b>1.975.540</b>	<b>2.212.680</b>

## Housing costs

Rent and utilities - Amsterdam office

Rent and utilities - field offices

2017	2016
€	€
42.092	41.244
66.627	84.509
<b>108.718</b>	<b>125.753</b>

**Office and general costs**

	2017	2016
<i>Amsterdam</i>	€	€
Office supplies, telecommunication & postage, other office costs	19.983	25.466
IT infrastructure services - maintenance	3.283	3.491
General evaluation and reports (not under direct Programme costs)	3.812	4.840
Organisational fees and memberships	7.975	11.871
Administration and auditing	48.533	46.088
Tax & legal advice	15.288	8.330
Quality assurance	4.122	3.122
Insurances	13.278	4.357
Representation	586	1.170
Contingencies	-101.903	234.926

*Field offices / projects*

Office supplies, telecommunication & postage, other office costs	42.110	70.864
IT infrastructure services - maintenance	2.716	7.985
Project evaluation and reports	136	1.364
Organisational fees and memberships	1.283	3.880
Administration and auditing	3.327	3.328
Tax & legal advice	61.366	27.402
Insurances	888	186
Representation	1.546	2.153
Other general expenditures (car costs)	5.591	4.467
Contingencies	-20.214	-94.251
	<b>113.705</b>	<b>371.038</b>

**Depreciation**

	2017	2016
<i>Amsterdam</i>	€	€
Depreciation fixed assets	7.179	9.143
<i>Field offices / projects</i>		
Depreciation fixed assets	18.373	24.503
	<b>25.552</b>	<b>33.646</b>
<b>Total expenditures</b>	<b>14.832.715</b>	<b>13.159.410</b>
<b>Balance before financial income/expense</b>	<b>164.186</b>	<b>-814.018</b>
<b>Balance of financial income and expenditure</b>	<b>128.815</b>	<b>52.664</b>
<b>Balance of income and expenditure</b>	<b>35.371</b>	<b>-866.681</b>
<b>RESULT CLEARED FOR MUTATION ALLOCATED FUNDS: SPARK OPERATIONAL RESULT</b>	<b>205.125</b>	<b>117.657</b>

**Financial ratios**

Total costs fundraising/Income raised	2,23%	3,81%
Total costs objectives/Total costs	94,76%	93,97%
Total costs fundraising/Total costs	2,17%	3,56%
Total costs management and accounting/total costs	3,07%	2,46%

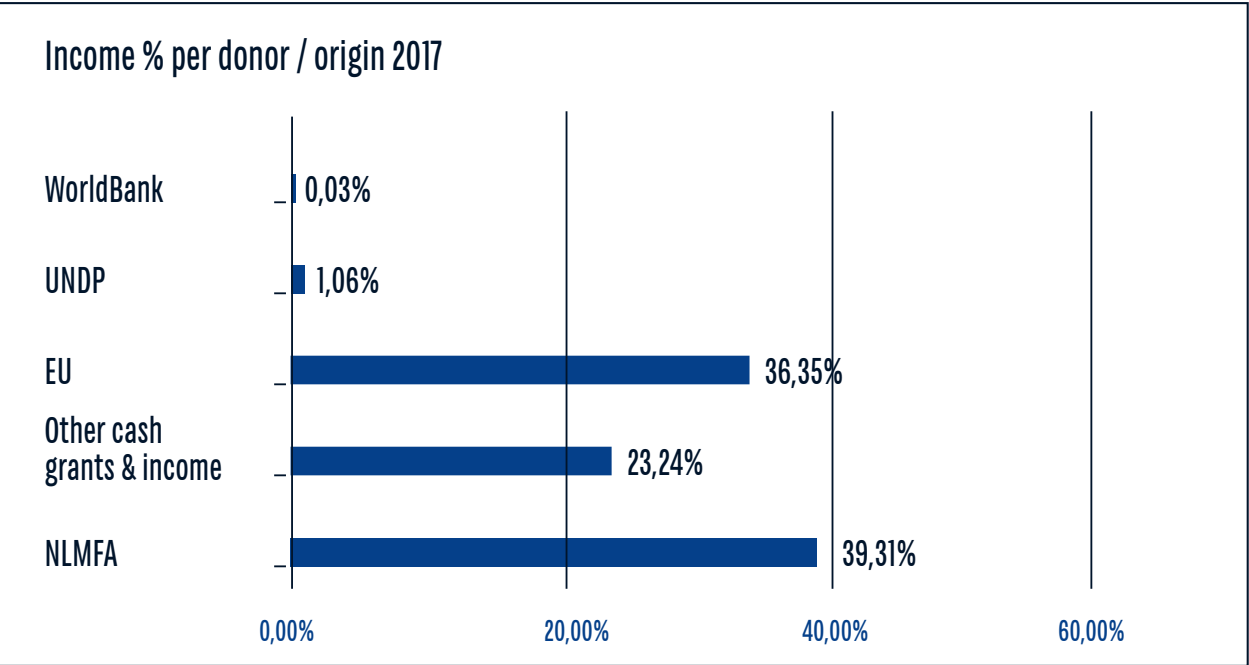


Percentages: per programme & donor  
and efficiency indicators

Income		2017	
Project (cash) grants from donors		€	%
GOVT	Grant ABC - NLMFA	730.515	4,87%
GOVT	Grant ABIN - NLMFA	502.793	3,35%
GOVT	Grant AHS - NLMFA	1.066.010	7,11%
ngos	Grant Al Fakhoora	2.122.176	14,15%
GOVT	Grant BiB, WorldBank/IFC	4.227	0,03%
GOVT	Grant Burundi Rural Entrepreneurship - UNDP	159.687	1,06%
GOVT	Grant CSP Rwanda - NLMFA	187.262	1,25%
GOVT	Grant IEO - NLMFA	1.717.693	11,45%
GOVT	Grant KEEN - EU	59.178	0,39%
GOVT	Grant LEAD - NLMFA	1.282.587	8,55%
GOVT	Grant MAD - EU	5.000.700	33,34%
GOVT	Grant Migration - NLMFA	285.727	1,91%
GOVT	Grant TBB	174.360	1,16%
companies	Grant Generali HSN	342.004	2,28%
ngos	Grant WCH	91.038	0,61%
GOVT	Grant BYB	72.030	0,48%
companies	Grant EXXON	71.480	0,48%
GOVT	Grant DTT	33.998	0,23%
GOVT	Grant EME	86.466	0,58%
GOVT	Grant YWE	17.116	0,11%
GOVT	Grant IBCMEU, EU	304.938	2,03%
GOVT	Grant ReCoded	77.651	0,52%
		14.389.635	95,95%

Other income		2017	
		€	%
ngos	Grant Asfari	98.078	0,65%
ngos	Humanity United - Pico Cap	24.542	0,16%
ngos	King Baudouin Foundation - scholarship database	6.925	0,05%
other	Other income IBCM (rent & trainings)	37.838	0,25%
other	Other miscellaneous income SPARK	439.748	2,93%
services	Grant BCP	135	
		607.265	4,05%
		14.996.900	100,00%

Income & Percentages per donor / origin	2017	
	€	%
NLMFA	5.895.731	39,31%
Other cash grants & income	3.485.974	23,24%
EU	5.451.282	36,35%
UNDP	159.687	1,06%
WorldBank	4.227	0,03%
	14.996.900	100,00%



**2017 CALCULATION (AS DETERMINED BY DONOR) ON ACCRUAL BASIS**

Total 2017 grants NLMFA  
Non - NLMFA grants & contributions 2017 SPARK Total incl in kind

**Total income SPARK 2017**

2017	
€	%
5.895.731	39,31%
9.101.169	60,69%
<b>14.996.900</b>	<b>100,00%</b>
<b>14.996.900</b>	

**Other percentages of interest**

Overhead % (Management & Administration Costs / total costs)  
AMS organisational (personnel, office, fixed organisation) costs versus total costs  
AMS & fundraising costs versus total costs  
AMS labor costs versus total costs  
AMS + local office & labor costs versus total costs  
% spent on objectives/total expenses  
% spent on own fundraising/income own fundraising  
% spent directly on programmes (programme spending ration)

Realisation 2017	Realisation 2016
%	%
2,37%	2,87%
6,67%	9,20%
10,06%	11,68%
6,20%	6,60%
17,73%	22,65%
94,51%	93,85%
28,90%	35,29%
96,66%	100,44%

*The programme spending ratio is the percentage of total direct spending on the programs divided through*



Farmer at the Agribusiness Salon  
Burundi

List of Abbreviations

<b>ABC</b>	Agri Business Creation
<b>ABIN</b>	ABIN, Burundi Agribusiness Incubation Network
<b>AHE</b>	Acces to Higher Education
<b>Asfari</b>	Trainings for young Syrian and Turkish entrepreneurs
<b>AF, Al Fakhoora</b>	Dynamic Futures Programme: Syrian Refugees and Palestinian Expansion
<b>Branson scholarships</b>	Liberian Entrepreneurs receiving Branson scholarships
<b>BIB</b>	Business in a Box Program
<b>BYB</b>	Boosting Your Beliefs
<b>CSP</b>	Cooperatives Support Programme, Rwanda
<b>CEEUS</b>	Cours d'été de l'Entrepreneuriat à l'Université de Sékou
<b>CARE</b>	Mano River Union Research: Women's Empowerment and Business Development
<b>Dairy Value Chain</b>	Dairy value chain Development, Yemen
<b>Diploma Acceptance 2</b>	Diploma Acceptance - phase 2 Higher Education
<b>DTT</b>	Deradicalisation Training Teachers
<b>EMEN-UP</b>	Network for Migrant Entrepreneurs to Scale Up and Grow
<b>EXXON</b>	Business in a Box
<b>HES</b>	Access to education for Syrian refugees and IDPs, Syria

<b>HSN</b>	Support refugee start-ups and SMEs in Europe
<b>IBCM</b>	International Business College Mitrovica (Kosovo)
<b>ILO IE Rwanda</b>	Impact Evaluation of Cooperative Support Programme in Rwanda
<b>IEO</b>	Improving Employment Opportunities in Jordan
<b>IPoVaF</b>	Increased access to financial services to enhance
<b>KBF Phase IV</b>	Maintenance scholarship database KBF
<b>KEEN</b>	Kosovo Education for Employment Network
<b>LEAD</b>	Improving social economic position youth in Libya, Somalia and Tunisia
<b>LITR</b>	IT Revolution Liberia
<b>MAD</b>	Access to HE for Syrian Refugees and IDPs to prepare for post conflict reconstruction of Syria and integration in host communities
<b>MFS II</b>	Medefinancieringsstelsel subsidie
<b>Migration (MIG)</b>	Circular Migration and Brain Gain: supporting migrant entrepreneurs
<b>MMP</b>	Mixed Migration Research
<b>PICO Cap</b>	Ignite Fund Liberia I program, with special attention on youth and women
<b>ReCoded</b>	Access to education for Syrian refugees and IDPs
<b>SSRT</b>	Scholarships for Syrian refugees in Turkey
<b>SYRIN</b>	Setting up a pilot Higher Vocational Institute for Syrian Students

<b>UNDP Bur</b>	Burundi Rural Entrepreneurship programme
<b>UNDP Yemen</b>	Yemen Beekeeping project financed by UNDP
<b>YEP</b>	Youth Engagement Programme
<b>TBB</b>	Talent Beyond Boundaries
<b>TBBX</b>	Talenat Beyond Boundaries Extension
<b>WCH</b>	War Child Holland/Youth on their way to the future
<b>YWE</b>	Youth and Women Agribusiness Entrepreneurship Programme in South Sudan

Donor Organisations:

<b>AFR</b>	Access To Finance Rwanda
<b>Asfari</b>	The Asfari Foundation, UK
<b>Al Fakhoora</b>	Education Above All Foundation, Qatar
<b>Denmark</b>	The Ministry of Foreign Affairs of Denmark (Danida)
<b>DFID / UKaid</b>	Department for International Development / United Kingdom aid
<b>EC</b>	European Commission
<b>EU</b>	European Union
<b>EU Aid</b>	EuropeAid
<b>Generali</b>	Assicurazioni Generali

<b>German embassy</b>	Embassy of Germany in Pristina, Kosovo
<b>HU</b>	Humanity United
<b>ILO</b>	International Labour Organisation
<b>ISDC</b>	International Security and Development Center
<b>KBF</b>	King Baudouin Foundation
<b>MercyCorps</b>	MercyCorps Scotland
<b>MEST</b>	Ministry of Education, Science and Technology, Kosovo
<b>NLMFA</b>	Dutch Ministry of Foreign Affairs
<b>NOCAL</b>	National Oil Company of Liberia
<b>New York University</b>	New York University
<b>UK/FCO</b>	United Kingdom Foreign & Commonwealth Office, British embassy in Kosovo.
<b>UNDP</b>	United Nations Development Programme
<b>WCH</b>	War Child Holland
<b>World Bank / WB</b>	World Bank



## Independent auditor's report

To management and the Supervisory Board of Stichting Spark

### REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS 2017 INCLUDED IN THE ANNUAL ACCOUNTS

#### Our opinion

We have audited the accompanying financial statements 2017 of Stichting Spark, based in Amsterdam.

In our opinion the accompanying financial statements give a true and fair view of the financial position of Stichting Spark as at December 31, 2017, and of its result for 2017 in accordance with Guideline 650 of the Dutch Accounting Standard Board and the rules of and following the Dutch Standards for Remuneration of Senior Officials in the Public and Semi – Public Sector Act (WNT).

The financial statements comprise:

1. The balance sheet as at December 31, 2017.
2. The profit and statement of income and expenditures for 2017.
3. The notes comprising a summary of the accounting policies and other explanatory information.

#### Basis for our opinion

We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing. Our responsibilities under those standards are further described in the "Our responsibilities for the audit of the financial statements" section of our report.

We are independent of Stichting Spark in accordance with the "Verordening inzake de onafhankelijkheid van accountants bij assurance-opdrachten" (ViO, Code of Ethics for Professional Accountants, a regulation with respect to independence) and other relevant independence regulations in the Netherlands. Furthermore we have complied with the "Verordening gedrags- en beroepsregels accountants" (VGBA, Dutch Code of Ethics).

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

### REPORT ON THE OTHER INFORMATION INCLUDED IN THE ANNUAL ACCOUNTS

In addition to the financial statements and our auditor's report thereon, the annual accounts contains other information that consists of:

- Management Board's Report
- Other Information

Based on the following procedures performed, we conclude that the other information:

- Is consistent with the financial statements and does not contain material misstatements.
- Contains the information as required by Guideline 650 of the Dutch Accounting Standards and the WNT.

We have read the other information. Based on our knowledge and understanding obtained through our audit of the financial statements or otherwise, we have considered whether the other information contains material misstatements.

By performing these procedures, we comply with the requirements the Dutch Standard 720. The scope of the procedures performed is substantially less than the scope of those performed in our audit of the financial statements.

Management is responsible for the preparation of the other information, including the Management Board's Report and the other information.

## **DESCRIPTION OF RESPONSIBILITIES REGARDING THE FINANCIAL STATEMENTS**

### **Responsibilities of management and the Supervisory Board for the financial statements**

Management and the Supervisory Board are responsible for the preparation and fair presentation of the financial statements in accordance with Guideline 650 of the Dutch Accounting Standards. Furthermore, management and Supervisory are responsible for such internal control as management determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

As part of the preparation of the financial statements, management and Supervisory Board are responsible for assessing the company's ability to continue as a going concern. Based on the financial reporting framework mentioned, management and Supervisory Board should prepare the financial statements using the going concern basis of accounting unless management either intends to liquidate the company or to cease operations, or has no realistic alternative but to do so.

Management and Supervisory Board should disclose events and circumstances that may cast significant doubt on the company's ability to continue as a going concern in the financial statements.

Supervisory Board is responsible for overseeing the company's financial reporting process.

### **Our responsibilities for the audit of the financial statements**

Our objective is to plan and perform the audit assignment in a manner that allows us to obtain sufficient and appropriate audit evidence for our opinion.

Our audit has been performed with a high, but not absolute, level of assurance, which means we may not detect all material errors and fraud during our audit.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. The materiality affects the nature, timing and extent of our audit procedures and the evaluation of the effect of identified misstatements on our opinion.

We have exercised professional judgement and have maintained professional skepticism throughout the audit, in accordance with Dutch Standards on Auditing, ethical requirements and independence requirements. Our audit included e.g.:

- Identifying and assessing the risks of material misstatement of the financial statements, whether due to fraud or error, designing and performing audit procedures responsive to those risks, and obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtaining an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control.
- Evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Concluding on the appropriateness of management's use of the going concern basis of accounting, and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the company to cease to continue as a going concern.
- Evaluating the overall presentation, structure and content of the financial statements, including the disclosures.
- Evaluating whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Supervisory Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant findings in internal control that we identified during our audit.

Den Haag, December 28, 2018

Deloitte Accountants B.V.

Signed on the original: M.A. van Dreumel



# Contact

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**[www.spark-online.org](http://www.spark-online.org)**

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**IGNITE Fund** [www.ignite-fund.org](http://www.ignite-fund.org)

Bank account information

**Account Holder** Stichting Spark

**Account Number** 655131957

**IBAN** NL62 INGB 0655 1319 57

**BIC** INGBNL2A

**Place** Amsterdam, the Netherlands

The texts, numbers and design of this Annual Report are checked by the staff, Board of Directors and the Supervisory Board of SPARK. Should you have questions or come across an error, please contact us at **[spark@spark-online.org](mailto:spark@spark-online.org)**