



spark
ignites ambition

3rd IGNITE! Conference

Doing Business in Fragile States

November 11th 2015
Beurs van Berlage

Satta Gardiner-Lewis
Dohim Printers Inc., Liberia

Siatta Gardiner-Lewis, Elohim Printers Inc. (front page)

Liberia

By marrying competitive prices and excellent service with sound business management, Siatta Gardiner-Lewis has grown her start-up business Elohim Digital Graphics & Printing Services into a leading printing business in Liberia. Siatta's business acumen has created secure job opportunities for her fellow Liberians.



Kushtrim Sogojeva, TROKIT

Kosovo

Kushtrim Sogojeva began his online strategic branding and design agency TROKIT in 2007. TROKIT works with businesses to renovate their identities. By reconceiving identity design and executing modern marketing strategy TROKIT works to create firm modern brands for their clients to help them connect with potential customers.

SPARK welcomes you to the third annual IGNITE! conference, entitled *Doing Business in Fragile States.*

Since 1994 SPARK has been supporting SMEs and higher education in fragile states. Over the years we have worked with many inspiring initiatives, some of whom we have invited to join us at our third international IGNITE! conference.

This year, we examine the role which business plays in fragile and conflict environments, and how we, as companies, universities, development organisations, and government actors can better understand, and thus comprehensively facilitate, a more inclusive business environment.

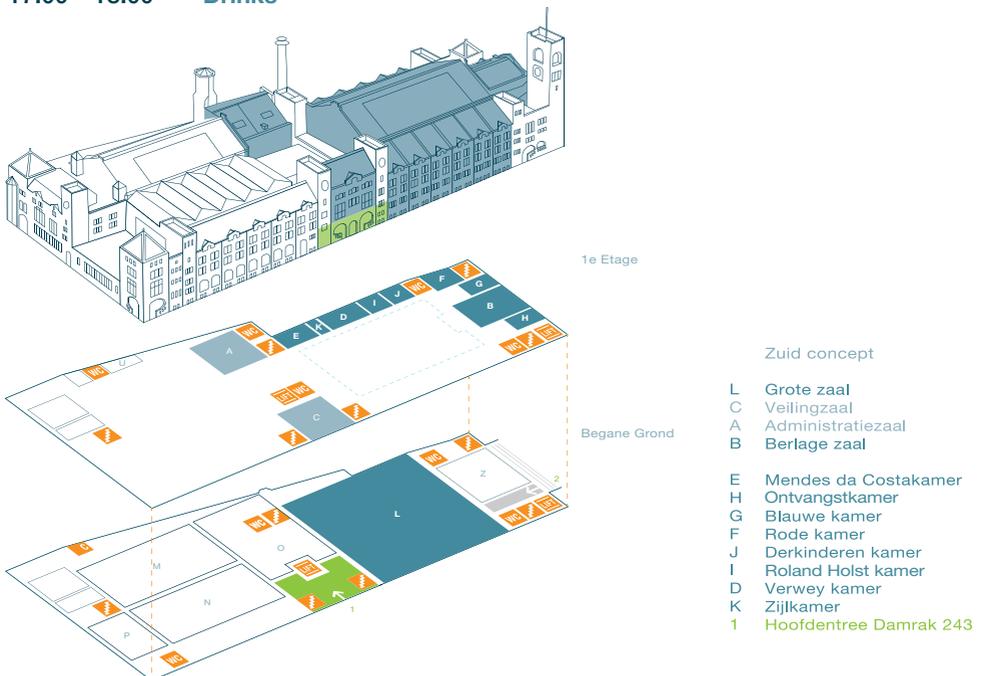
As always local SMEs from fragile states play a key role at our conference. At the heart of this work are the entrepreneurs who we support. They are the pioneers of our programmes; providing feedback on what works and doesn't work in their local contexts, and providing invaluable advice on content modification. They are experts in the field of entrepreneurship in challenging and at times inhospitable business environments; their endeavours help prepare potential ground for wider business investment with larger international organisations. Finally they provide role models for local entrepreneurs and jobs for local populations.

The IGNITE! programme reflects SPARK's entrepreneur-centric vision. Each of our workshops focus on ways in which policymakers, private investors and development organisations can work together with entrepreneurs to overcome the obstacles they face to help create an open economic environment which supports stability and economic inclusion for its population. This conference is about bringing together all the actors necessary to achieve this.

Thank you for joining us today! We look forward to your participation.

Time schedule

08:15 – 08:45	Registration
08:45 – 09:00	Welcome by Bart Krull – host of the day
09:00 – 09:10	Opening speech by Yannick du Pont
09:10 – 09:25	Thierry N'Doufou
09:25 – 09:40	Melissa Johns
09:40 – 10:00	Break
10:00 – 11:20	Workshop Round 1
11:20 – 11:35	Coffee Break
11:35 – 12:00	Debate Trade & Aid with Roelof van Laar and Joost Taverne
12:00 – 12:20	Christiaan Rebergen
12:20 – 12:40	Presentation Research Competition Winners
12:45 – 13:45	Lunch
13:45 – 14:00	Research Competition Pitch
14:00 – 14:20	Hania Bitar
14:20 – 14:40	Aiad Koudsi
14:40 – 15:00	Chid Liberty
15:00 – 15:15	Coffee break
15:15 – 16:35	Workshop Round 2
16:40 – 17:00	Closing Ceremony
17:00 – 18:00	Drinks



Programme

Opening speech by Yannick du Pont, SPARK Director

Video portrait of Teddy Gacinya (entrepreneur, Rwanda) by Monty Wates

09:00 – 09:10

Keynotes – Round 1

Room Grote Zaal (L)

09:10 – 09:40 & 12:00 – 12:20

Challenges of Entrepreneurship in Fragile States

Thierry N'Doufou (CEO of Qelasy)

Technology perhaps most accurately embodies the innovative essence of entrepreneurship, and when technology rules the present, education cannot live in the past. N'Doufou explains how by fusing technology and education, a culture of social and economic success can be imbued in a generation, which holds the potential to renovate an emerging country's economy.

A Help or a Hindrance? Governments Supporting Entrepreneurship on the Ground

Melissa Johns (Doing Business Team at World Bank)

Johns will detail examples of successful government interventions to improve the business environment in fragile states. New areas of attention on policies affecting women entrepreneurs as well as citizen engagement in government policymaking provide an optimistic perspective on the

future for today's fragile states whilst highlighting the need for continued reform.

Building a Future for Young People in Fragile States: Making it Work – a Dutch Approach

Christiaan Rebergen (Director-General for International Cooperation of the Netherlands Ministry of Foreign Affairs)

How does the Dutch focus on Aid, Trade and Investments contribute to provide a future for young men and women in fragile and conflict affected states? What are new developments, especially facing the recent conflict related migration? And how will the Netherlands address these issues?

Workshops – Round 1

(10:00 – 11:20)

Entrepreneurship for Stability: Fiction?

Room Derkinderen kamer (J)

Guest speakers Gemma van der Haar (WUR), Teddy Kaberuka (WfWI) & Johan te Velde (DoubleLoop)

Moderator Tom Buitelaar (The Hague Institute)

Fragile and conflict affected countries often face many simultaneous and often overwhelming difficulties, which pose a considerable challenge to development aid donors trying to implement programmes that enhance stability in fragile states. Because of the complexity of linkages between economic indicators and measures of stability it is difficult to evidence that resources spent on economic interventions are successful. Organised by The Hague Institute, this workshop discusses such challenges, specifically the relationship between employment and business creation programs, and their role in enhancing stability.

The Fragility Compass: Orienting Employment in Fragile Settings

Room Rode kamer (F)

Guest speakers Aminata Maiga (ILO DR Congo) & Oliver Jütersonke (CCDP)

Moderator Donato Kiniger-Passigli (ILO), assistance from Jörn Fritzenkotter (ILO)

This interactive workshop will be opened by the International Labour Organization presenting the 'Fragility Compass' and its accompanying analytical framework.

Panelists will review the Fragility Compass' application and the 'Fragility Project Portfolio' in DRC, CAR and Afghanistan, advocating the relevance of workers' organisations in conflict-affected and fragile situations. These examples will illustrate how employment projects can be designed and implemented for specific country contexts. In groups participants will apply the Fragility Compass and Project Portfolio to a chosen country in a fragile situation. The session concludes with group results being shared.

Gaza: Doing Business from the Rubble

Room Verwey kamer (D)

Guest speakers Mohammed Skaik (BTI), Nasser Al Faqih (UNDP), Coen van Haeringen (PUM) & Anas Rajab (Elmazad)

Moderator TBC

Gazan entrepreneurs are physically isolated and most of them never set foot outside of Gaza; often lacking a safe working space and constant access to electricity. And yet this tumultuous strip of land continues to generate hope and innovation. This workshop explores this innovative community's struggle for success. Experts, including business representatives and the Palestinian Federation of Industries (PFI), will discuss how Gaza's entrepreneurs could have a significant global impact, who can help and to what extent, detailing methods of connecting Gazan entrepreneurs with larger markets.

Inclusive Finance for Entrepreneurs

Room Mendes da Costa kamer (E)

Guest speakers Mirwais Momand (Mido Dairy), René Kim (Steward Redqueen), Nicola Armacost (Arcfinance) & Ben White (VC4Africa)

Moderator Assaitou Ba (AfDB)

What is the policy agenda for inclusive finance, what is achieved, and what needs urgent advocacy for improved access to finance for small businesses and young entrepreneurs in fragile states? Experts, financiers, and entrepreneurs will discuss the challenges and solutions together, including guidelines for inclusive finance from organizations such as the UN. What are the experiences of local entrepreneurs and partners in fragile states, and what are the continuing challenges and solutions for the future? In short: how can we better facilitate finance for young entrepreneurs in these regions?

Libya: Reconstructing the Pieces

Room Ontvangstkamer (H)

Guest speakers Mustafa El Sagilzi (LPRD) & Abdelnasr Abouzkeh (Libya Enterprise)

Moderator Arjen Berkvens (FMS)

After initial post-Gaddafi hopes of a new era of democratic governance and economic development, 2014 saw Libya regress into civil strife. Under UN leadership a National Unity Government will hopefully be

established, leading to new opportunities. Despite disagreement over many issues, government actors are unified in their awareness of the urgent need to reconstruct Libya's economy. The SME sector will play an important role here, helping diversify Libya's oil dependent economy. The economic integration of combatants who remain divided across numerous militias is especially important to establishing stability. This workshop examines how entrepreneurship can achieve these two objectives.

Entrepreneurship & Migration

Room Berlage Zaal (B)

Guest speakers Roelof van Laar (PvdA), Robert Kloosterman (UvA), Raheil Aziz (SPARK) & Michael Newson (IOM)

Moderator Khaalid Hassan (SPARK)

High hopes in Europe can transform into real opportunities back home; yet how can the necessary opportunity structures be established in the countries of origin to prevent migration? This workshop will tackle two key aspects of migration to Europe: the causes of migration and return migration. The power of entrepreneurship will be highlighted in this workshop as a potential solution to this, for example through SPARK's Migrant Entrepreneurship Programme. Given the correct resources, bright and ambitious youths can create incentives to stay through sustainable business development. The subject will be debated by experts in the field and migrant entrepreneurs.

Social Impact through Spill-over Effects: Liberia's Special Economic Zones

Room Blauwe kamer (G)

Guest speakers Eva Morales (Cambridge University), Christopher Sveen (CISL), Chid Liberty (L&J), Richard van Hoolwerff (SPARK) & Thierry N'Doufou (Qelasy)

Moderator Bart Krull (Social Enterprise)

This workshop examines how the implementation of a Social Enterprise Special Economic Zone in Liberia could motivate foreign investors to address social and economic development goals through spill-overs which promote SDGs such as employment, education and equality, whilst supporting the economic revitalisation of post-Ebola Liberia. University of Cambridge presents research illustrating the attitudes and actions of actors involved in SESEZ. Entrepreneurs from the SESEZ discuss how such investment has provided opportunities which create significant social value. The workshop concludes with a discussion on maximising sustainable finance and social impact through foreign direct investment.

Mini Value Chains: The Alternative?

Room Roland Holst kamer (I)

Guest speakers Budyang Bugga (Agroplan), Mokhtar Alkhanshali (Mocha Mill) & Machiel Spuij (Fairtrade Farmers Support)

Moderator Lauren Servin (SPARK)

Value Chain development is an increasingly common poverty alleviate intervention. However, in fragile contexts traditional value chain development programmes must be re-envisaged to account for the

complete absence of rudimentary supply chains as well as weak governments and no infrastructure. This workshop explores the development of mini-chains, driven by entrepreneurs acting as the chain's catalyst. In fragile contexts, how can NGO's reorient their business support services to mentor strong entrepreneurs, and prepare them to start enterprises capable of acting as the linchpin of a value chain, linking the flow of raw materials to the market?

The Ultimate Incubator

Room Grote Zaal (L)

Guest speakers Gonne Beekman (WUR), Watipaso Mkandawire (AfDB), Marc de Klerk (SPARK), Dieter Kohn (ENCLUDE), William Dennis (BSC Monrovia), Siatta Gardiner-Lewis (Elohim Printers Inc.) & Bojan Mladenović (Herc International L.L.C.)

Moderator Annemarie van Mossel (BiD)

Starting a business is challenging; many business don't succeed in navigating through the vulnerable early stages of development. Operating from a post-conflict environment creates additional complications for entrepreneurs. Business incubators in fragile contexts create opportunities which respond to these problems, endeavouring to cultivate start-ups by providing training, investments, coaching and networking connections and other business development support services. This workshop discusses the lessons learned and recommendations based on SPARK's experiences implementing the MFS-II programme. Experts and local practitioners will participate, offering recommendations for future programming, particularly within the fragile contexts in which SPARK operates.



Ayah Mlatat, Alokhwah Sheep Farm

Occupied Palestinian Territories

After winning a Business Plan Competition Ayah Mlatat began an organic sheep farm on her family's land in Beit Foriek, West Bank. Ayah is now a leading female entrepreneur in her area and uses her success to encourage sustainability and promote healthy living through organic agricultural and environmental practices.





Norce Elysee Gatarayiha - Norelga Macadamia

Rwanda

Norce founded his business 'Norelga Macadamia' in 2005 after seeing a gap in the market; he was, and remains to this day, the sole macadamia processing business in Rwanda. His growing company provides the essential link between Rwanda's rural Macadamia farmers and market demands for the processed packaged product.

Trade & Aid

Plenary debate with **Roelof van Laar (MP, Labour Party) & Joost Taverne (MP, Liberal Party)**

Room Grote Zaal (L)

11:35 – 12:00

The Netherlands government has made strong strides towards trade and aid policies. With this new policy the Dutch government aims to eradicate extreme poverty within a generation, to promote sustainable and inclusive economic development worldwide, and to facilitate success for Dutch companies doing business abroad.

What are the first conclusions after three years of implementation of this new policy? Who benefits from this approach in practice? How can we describe the role of the private sector? Does this policy also work in fragile states? Can private sector development also be a means of preventing refugees from leaving their homes and coming to Europe?

Keynotes – Round 2

Room Grote Zaal (L)

14:00 – 15:00

Youth Now!

Hania Bitar (Director-General of PYALARA)

Youth deserve a place at the table! Bitar appeals for increased accessibility for youth engagement. If youth are to contribute in (re)building their conflict affected societies they must be enabled to participate in civil society, politics and the private sector. The challenge is: how can this be achieved in fragile regions?

become a casualty of conflict; disputed space left unoccupied due to fear and uncertainty. Since the war began in Syria, the economy has become a no man's land. Who controls what? Is investment in Syria a business engagement or a humanitarian cause?

Doing Business in No Man's Land (Syria)

Aiad Koudsi (Former Deputy Prime Minister of the Syrian Interim Government)

'No man's land' refers to territory which has

Bouncing Back from Ebola

Chid Liberty (CEO Liberty & Justice)

After building a new factory and launching 20 million dollar programs for American brands, L&J was forced to shut down due to the Ebola crisis. Instead of going out of business, L&J launched clothing brand UNIFORM to simultaneously restart production at the factory and send kids back to school



Budyang Emmanuel Bugga

Agroplan, South Sudan

After winning an agro-processing business competition Budyang Emmanuel Bugga began a vegetable oil extraction business, a unique venture in the South Sudanese market. By introducing sunflower production, Budyang has created a mini-value chain, linking local farming produce to a larger market and improving the local economic environment.

Workshops – Round 2

15:15 – 16:35

A Business Case for Peaceful Development

Room Blauwe kamer (G)

Guest speakers Andrej Kirn (WEF), François Lenfant (Lenfant Research) & Mokhtar Alkhanshali (Mocha Mill)

Moderator Achim Wennmann (CCDP)

Conceptions of conflict have evolved from traditional inter-state warfare to protracted regional and social instability. Investors are obliged to adapt accordingly to such landscapes and their corresponding business implications, with such environments threatening operational sustainability for specific investment projects. Entrepreneurial solutions are required which assure sustainability, return on investments, and ensure a contribution to human and social development. This workshop asks how we can envision a business case for peaceful development in fragile contexts, drawing on the work of the WEF's Global Agenda Council on Fragility, Conflict and Violence.

CSR and Doing Business in Fragile Environments

Room Rode kamer (F)

Guest speakers Bernedine Bos (MVO), Mark van Dorp (SOMO), Joost van Engen (HE) & Thierry N'Doufou (Qelasy)

Moderator TBC

When doing business in fragile states it is necessary to examine the role of Corporate Social Responsibility (CSR) policies in international business relationships with fragile states. In such contexts CSR policies

must reflect and respond to the environment and efforts made to maximise the potential positive impacts of securing stability.

Organised in collaboration with MVO CSR Nederland, this workshop, explores CSR and its practice. Representatives of local and international businesses will discuss their experiences with CSR in fragile states, before a wider group discussion on CSR policies and the potential role of private enterprises in peace building.

From the Shadows: Obligatory Solidarity

Room Derkinderen kamer (J)

Guest speakers Michael Grimm (Universität Passau), Gonne Beekman (WUR) & Shadi Saleh (Caspian Holdings)

Moderator Eleonora Nilissen (UNU-MERIT)

In fragile states a culture of sharing has developed which acts as a form of insurance, securing subsistence at all times. Such sharing requirements make saving and reinvesting into businesses difficult, and this 'forced solidarity' becomes counter-productive. Obligations to remit money and find jobs evolve into disincentives to productive activities, impeding economic development. This workshop investigates the effect of such obligations on the incentive and ability of entrepreneurs to invest capital back into their enterprises. Discussions focus on how to circumnavigate such social pressures so as to prioritise business interests and facilitate a productive economic environment.

Local Investment Management

Room Mendes da Costa kamer (E)

Guest speakers James R. Holmes (Ignite fund), Norce Gatarayih (NMR) Jasper Spikker (SPARK), Chid Liberty (L&J) & Watipaso Mkandawire (AfDB)

Moderator: Ben White (VC4Africa)

Investment markets in fragile states struggle to combine the local business contexts with conventional financing approaches seeking low risks and low management costs. An investment model is required which accommodates the local context with flexible management costs and higher risk appetite. This workshop discusses ways of aligning investors' interests and expectations with the realities of doing business in fragile countries, and seeks recommendations of strategy alterations for investors. Securing financing remains an impediment to business expansion for SMEs; context tailored investment strategies are critical for further private sector development and job creation.

Masterclass: Diplomacy in Fragile States by Pieter Feith

Room Grote Zaal (L)

Our societies increasingly feel the impact of emerging threats and challenges from external sources, with portrayals of mass migration providing the most dramatic manifestation of such frictions. From ethnic and religious conflict to corruption and organized crime, to economic recovery; crisis management addresses the full spectrum. Considering such complex environments, are

we sufficiently informed and prepared for the risks involved, to intervene in post-conflict situations? Which legal parameters exist, and how can they be exercised to achieve results? What role does civil society and free market enterprise play in this process?

Mentoring Entrepreneurs

Room Roland Holst kamer (I)

Guest speakers Toby Abbott, Lindsey Crouch (Virgin Unite), Sithabile Mangwengwende (PROWEB), Siatta Gardiner-Lewis (Elohim Printers Inc.) & Annemiek Stijnen (PUM)

Moderator Lindsey Crouch

Guiding ambitious entrepreneurs is critical to the development of fragile states, but how can one best guarantee success? When is it best for a mentor to both guide and subsidize? Experts will introduce Virgin Unite's experience in this field, offering alternative approaches within the field through renowned theoretical publications. Two Liberian entrepreneurs will share their experiences of being mentored, followed by Sithabile Mangwengwende of PROWEB Zimbabwe, a women's economic empowerment platform that was initiated by Virgin Unite. Sithabile will share experiences from her mentored administration of PROWEB, and by personally mentoring Zimbabwean entrepreneurs.

Syria: Early Recovery in a War Zone

Room Berlage zaal (B)

Guest speakers Ayman Tabbaa (SEF), Ghaith Tarabein (QRCS), Aiad Koudsi (SIG) & Abdelsalam Hajhamed (IACO)

Moderator Abraham Miro

This workshop addresses the complexities of doing business in Syria and seeks to understand the challenges preventing revitalization of essential services and SME's. A main focus of this workshop is the necessity of Economic investment in supporting early economic recovery and local economic development in war-torn Syria. Syrian Economic Forum chairman Aiad Koudsi and Ghaith Tarabein of the Red Crescent's Turkey Mission, discuss approaches to rehabilitating the country's basic infrastructure, such as medical services, electricity, water services, as well as alternative techniques for agricultural development and market production.

Value Chains in Fragile States: Success Factors for Job Creation

Room Verwey kamer (D)

Guest speakers Sacha Rwamibango (Heineken), Michel Botzung (IFC), Sarah Drost (Clingendael) & Alain Prenat (SPARK)

Moderator Assaitou Ba (AfDB)

This workshop discusses the necessities and opportunities to improve skills, techniques, and actors within value chains in conflict affected environments. Big agricultural opportunities exist for fragile states, where enabling environments, land, raw materials, technical skills and ambitious

entrepreneurs come together. This workshop identifies the special approaches and requirements necessary to achieve success in fragile contexts. Industry specialists lead discussions on the role of value chains in actively decreasing fragility in a county specific context, relating their successes and discussing the possibilities of fully functioning agricultural value chains in fragile contexts.

Youth Now! Youth Engagement and Participation

Room Ontvangstkamer (H)

Guest speakers Hania Bitar (PYALARA), John Abraham (NCRC), Egbert Pos (NIMD) & Lauren Servin (SPARK)

Moderator Emmely Benschop (THA)

Youth have the future; they are innovative agents of change. However, in many countries youth are excluded from active participation in their society, rarely holding influential positions in politics, public organisations or the private sector. Conflict affected environments render such circumstances especially problematic, for it is youth who can contribute to (re)building their societies and economies. This workshop brings together experts in (political) youth engagement to share experiences and propose solutions for increasing youth participation in the public and private sector, involving youth in political parties and enabling them to become successful policy makers.



Shadi Saleh, Caspian Holdings Co.

Liberia

Liberian entrepreneur Shadi Saleh of Caspian Holdings (since 2009) primarily focuses on waste management, water infrastructure, industrial imports and solar technology. Currently, Caspian holdings manages a full time waste management staff base of 350 individuals and 25 contract and part time staff members.



Speciose Byukusenge - Le Grenier bakery

Rwanda

Speciose Byukusenge is a Rwandan entrepreneur and founder of 'Le Grenier bakery'. Her bakery was established in 2013 and employs twelve staff. La Grenier has fast, high quality machines allowing Speciose to produce high quality pastry products for schools and her local, lower income, customers.

SPARK Research Competition

Room Grote Zaal (L)

Doing business: a social affair

12:20 – 12:40 // 13:45 – 14:00



Bogdan & Roxana Romanica

Last year the IGNITE! research competition, themed Entrepreneurship Development for Stability in Fragile and Conflict Affected States, was won by Bogdan and Roxana Romanica. The researchers conducted their field study in Kosovo. Their results suggest that business is inherently a social affair, and that when structured properly, personal social assets can be capitalized upon, becoming profitable business assets, especially in conflict affected

states. An entrepreneur is not merely a person, but rather through business becomes transformed into a social (relational) entity. The study suggests that entrepreneurs ought to be trained to develop their business' social infrastructure. Bogdan and Roxana will present their findings during the conference in the Grote Zaal.

This year's conference sees the continuation of the IGNITE! research competition, organised by SPARK in collaboration with Amsterdam Business School. The applicants of three selected research proposals on the theme 'Doing Business in Fragile States' will pitch their proposal to a jury, with the winner being announced during the conference's closing ceremony.

THANK YOU!

SPARK would like to thank everyone involved in organising this third IGNITE! Conference. It's been a pleasure and we hope to see you again next year!

