



Remuneration Policy

Version	Date	Description of adaptation	Author
1	March 2016	initial version	MR
2	June 2016	Further elaboration	MR

Purpose

The SPARK Remuneration Policy provides directions and guidelines regarding fixed and variable remunerations in relation to the members of the Supervisory Board (SB), Board of Directors (BoD) and employees. Its purpose is to make sure that remunerations are in line with SPARK's values as well as the general expectations among peer organisations, donors and sponsors regarding remunerations at non-profit organisations in the development cooperation sector, whilst providing a reasonable level of financial compensation to SB, BoD and staff for their specific type of professional engagement. The Policy also regulates (variable) financial incentives and the remuneration of out of pocket and other costs advanced by the Supervisory Board (SB), Board of Directors (BoD) and employees.

Risks

- The Policy is designed to avoid too high project management costs at the expense of partners and beneficiaries in SPARK target countries as well as donors and sponsors;
- The Policy is designed to avoid conflicts of interest;
- The policy is designed to promote transparency towards stakeholders, donors and sponsors;
- The avoidance of incentives that are to the detriment of SPARK's obligation to conduct itself in the legitimate interests of beneficiaries, partners and other stakeholders, or other obligations evolving out of SPARK's mission.
- The Policy is to avoid reputational damage as the result of unreasonable or illegitimate remunerations.



Supervisory Board

SPARK's SB monitors and evaluates the BoD. Each member of the SB needs to be independent, as described in the Statutes of SPARK and in the established general profile for an SB member. The responsibilities, obligations and tasks of the SB are stipulated in the SPARK statutes.

Salary:

- SB members do not receive a salary nor performance based remunerations. SB members and operate on a *pro bono* basis.

Reimbursement of Expenses:

- SB members who have been invited to actively participate in an activity, for example speaking at a conference, are allowed to reclaim advanced expenses made in accordance with the guidelines and eligible costs for all SPARK staff elaborated on below under All Staff. The same count for the attendance of SB meetings at the SPARK office. Reimbursements are to be approved by a designated SB and BoD member.

Transparency:

Further details on remunerations received by the SB will be published in the SPARK annual reports.

Board of Directors

The BoD oversees daily operations and management of the organisation, as well as decision-making regarding policy, project development and innovation.

The responsibilities, obligations and tasks of the BoD are stipulated in the SPARK statutes.

Director: Yannick du Pont

Co-director: Michel Richter

Salaries:



- The members of the BoD receive salaries based on the Vereniging Fondsenwervende Instellingen (currently Goede Doelen Nederland) guidelines for NGOs with two directors.
- All remunerations within SPARK comply with the WNT2 (Wet normering bezoldiging topfunctionarissen publieke en semipublieke sector) standards.
- The SB determines and approves all BoD salary and non-salary remunerations.
- No bonuses are being applied to BoD remunerations.

Reimbursement of Expenses:

- BoD members are allowed to request reimbursement of expenses made in accordance with the guidelines and eligible costs for all SPARK staff elaborated on below under All Staff.
- Reimbursements are to be approved by a designated SB member.

Credit Cards en Debit Cards:

- The members of the BoD have one SPARK credit card and one SPARK debit card each. Credit and debit cards are primarily meant to facilitate travelling and participation at conferences. Member of the BoD are only allowed to make expenses that relate to their own (project related) activities, effective per 1 July 2016.
- Other project or organization related expenses which do not relate to BoD's own activities as above, and that cannot (easily) be covered by bank transfers are to be made through (max 2) designated SPARK credit and debit cards which are not in the name of BoD members.
- Similar to reimbursements and all other expenses made by the BoD, credit card and debit card expenses require the approval of a designated SB member.

Other Expenses made for the BoD:

- The organization makes expenses for the involvement of members of the BoD in programme management, monitoring, acquisition and programme development, attending conferences etc. All of these costs are to be approved by a designated member of the SB.

Transparency:

The salary amounts and any other remunerations made are mentioned in the specification of the Statement of Income and Expenditures of the annual financial report and posted online at the SPARK TranSPARKency website:



www.sparkonline.org/results/transparency

All employees

Salaries:

- No CAO (collective labour agreement) is being applied. All remunerations within SPARK comply with the WNT (Wet normering bezoldiging topfunctionarissen publieke en semipublieke sector) standards.
- No scale of salaries is being applied. Salaries are being determined based on a combination of variables including local salary and remuneration levels (in target countries), experience and education levels of employees as well as already existing salary levels for similar positions within SPARK.
- Bonuses of maximum on month gross salary per year are being applied to certain senior positions and are related to fundraising and acquisition targets.
- The BoD determines and approves all staff salary and non-salary remunerations.

Reimbursement of Expenses:

- Staff are allowed to request the reimbursement of expenses that involve eligible project activity or organization costs that have been advanced.
- Expenses are to be approved by the BoD.

The following typically eligible costs can be declared by employees, BoD and SB members, *provided that they can be justified as part of a project activity and/or acquisition and fundraising*:

- Advanced travel expenses (if these were not booked centrally via procurement), including train, bus etc tickets (2nd class), economy flight tickets, car travel (ad 19ct euro/km) and parking for work visits and meetings, fees for visa applications;
- Accommodation expenses;
- A per diem of maximum 30 Euros per day, depending on location as a contribution in daily subsistence costs during work travel to target countries only
- Incidental office supplies;
- Mobile telephone and internet costs (excluding internet use at home);
- In specific cases: lunch or dinner work meetings with primarily external parties
Note that total representation costs for the organisation as a whole has been budgeted at 2500 Euro in 2015);



Typically non-eligible expenses include clothing, daily subsistence which can already be covered by per diems during travel and any expense that has not been budgeted, i.e. project related or acquisition/fundraising related.

Transparency:

All declared expenses are reported at the SPARK TranSPARKency website:

www.sparkonline.org/results/transparkency