SPARK MICROGRANTS
Annual Report 2018
Spark is on a mission to enable rural villages to be in control of their own futures.
FROM THE FOUNDER

Dear Friends,

Thank you for building a bold movement for community-driven change with us in 2018. Outrage the world over built throughout last year as we witnessed a dramatic decline in civil liberties and a tension-ridden rise in inequity mutually fueling the global governance crisis. While the world grappled with this reality, Spark worked persistently to open spaces for citizens to drive positive local change.

Spark’s Facilitated Collective Action Process (FCAP) builds the civic and economic power of families in villages facing rural poverty. In 2018 we launched a global community of practice uniting leading civil society organizations and emerging nations to employ the FCAP and uplift families in six countries across sub-Saharan Africa.

In 2018, while many nations turned inward, Spark stead fast in supporting communities facing rural poverty across sub-Saharan Africa and facilitating south-south learning.

While refugees faced violence at home and rejection from new regions, Spark invested in refugee welcoming and support amidst one of the largest refugee crises in Africa.

In Burundi, where government and non-profit programs rapidly receded, Spark supported communities facing some of the world’s harshest poverty.

Perhaps most notably, we worked hand in hand with the Government of Rwanda to launch one of the most ambitious local governance initiatives on the continent. Together, opening positions for youth leaders and designing a streamlined village planning and action process that doubles household income and citizen to government collaborations for those most engaged.

I could not be more proud of what we are achieving together. I hope you are too.

Let’s keep it up,

Sasha Fisher
Co-Founder & Executive Director, Spark MicroGrants

KEY ACHIEVEMENTS OF 2018:

223
COMMUNITY PARTNERS REACHED

194,705
INDIVIDUAL LIVES REACHED

$1,216,478
RAISED TOWARDS LOCALLY DESIGNED PROJECTS
Spark has developed a unique facilitated collective action process (FCAP) in which women and men, young and old, meet and drive local change. The Spark process combines community organizing and local granting to equip communities with both the capacity and resources to drive their own development. Through weekly meetings, each village democratically elects a leadership team, defines community goals and plans a project, such as a farm or a school. Spark then provides $8,000 in seed funding to make these project ideas a reality. With a track record of success in the field, Spark has received requests from governments, civil society institutions and international NGOs to scale the Spark approach to thousands of communities, enabling each to take control of their future.

**SPARK'S VILLAGE-STRENGTHENING MODEL**

1. **COMMUNITY BUILDING**  
   - 1 MONTH
   - Community develops a vision statement and elects a project leadership committee.

2. **GOAL SETTING**  
   - 2 MONTHS
   - Community determines a shared goal and votes on a project that will help them reach that goal.

3. **PROPOSAL DEVELOPMENT**  
   - 2 MONTHS
   - Community develops a project proposal and opens a communal bank account.

4. **TECHNICAL REVIEW**  
   - 1 MONTH
   - Community reviews the project proposal with a local technical advisor and completes project-specific trainings.

5. **MANAGEMENT SUPPORT**  
   - 6 MONTHS
   - Community is supported with an $8,000 seed-fund to implement their project.

6. **FUTURE ENVISIONING**  
   - 24 MONTHS
   - Community builds partnerships with local organizations and government officials and develops a village plan for future projects.
BY THE NUMBERS

**REACH**

To date, Spark has partnered with **223** communities, impacting **194,705** lives.

**FEMALE LEADERSHIP**

**44%** of elected leaders on FCAP project committees are women.

**FEMALE PARTICIPATION**

At FCAP meetings in Burundi, Uganda, and Rwanda between 2016 & 2018, an average of **57%** of speakers were women.

**INDEPENDENT PROJECTS**

Two years after implementation, **71%** of Spark communities have launched independent projects (not including savings groups).

**COMMUNITY MOBILIZATION**

On average, Spark communities contribute **22%** of the project's total budget.

**STIMULATED CIVIC ACTION**

In 2018, nearly **200** Spark community members, including 98 women, ran for election this year in Uganda, with 78% elected.
2018 HIGHLIGHTS

APRIL
Burundi Program Expansion
Spark's Burundi team launched the FCAP in the province of Bururi, in southern Burundi. Spark is now supporting locally-led development in two Burundian provinces, the other being Makamba Province.

Obama Fellow
Spark's Executive Director was selected by the Obama Foundation to join the inaugural 2018 Fellows class. The two year fellowship offers training, leadership development, and a powerful network to amplify impact and inspire a new wave of civic innovation.

JULY
Sector Saturation in Rwanda
Spark trained 42 new Local Government Facilitators, the beginning of our full sector saturation in Rwanda! Since then, the Spark Process has been implemented in every village in the Rukozzo Sector, with the help of our partners in the district government.

A New Partner in Uganda
Spark partnered with Community Empowerment for Rural Development (CEFORD) to pilot the FCAP in refugee and host communities in the West Nile Region of Uganda.

AUGUST
Spark's Community of Practice
Spark launched our new community of practice, an alliance of partner organizations implementing the FCAP to support rural communities as they take control of their own futures.

NOVEMBER
USSD Development Begins
Spark's Rwanda team launched a pilot to explore the potential for integrating USSD, a technology that enables communication by phone without Internet, into our model for 2019. You can read more on the promising results from this pilot on page 15.

DECEMBER
Baseline Evaluation Completed
In December, Spark completed our first external evaluation with the support of Ignosi Research and Lois Fisher, an independent impact evaluation consultant.
EXECUTIVE DIRECTOR SELECTED FOR 2018 OBAMA FELLOWS

Recognizing Spark's pioneering approach to community development, last year the Obama Foundation selected Spark MicroGrants' Executive Director and co-founder Sasha Fisher to join the inaugural 2018 Fellows class. Sasha will join 20 Fellows selected from more than 20,000 applicants from 191 countries to participate in a two-year program that brings together leaders from around the world focused on creating transformational change in response to the world’s most pressing problems. The Obama Foundation selected Sasha Fisher to continue Spark MicroGrants’ work on using community organizing and catalyst grants to foster democratic and economic development in rural Africa and beyond.

“We need civic imagination at this moment and the Obama Foundation is catalyzing this movement forward. With the Obama Foundation, we will bolster our work in strengthening community-led systems and redefining global development at the grassroots” - said Sasha Fisher.
SPARK'S COMMUNITY OF PRACTICE

In an effort to better foster local and regional partnerships, Spark has formed a new Community of Practice to better foster local and regional partnerships, and to promote and share the processes, learnings, and values inherent in community-driven development initiatives. In August, Spark invited representatives from all of our partner organizations to join us in Kigali for the first gathering of this new Community of Practice. These partners, working across development, governance, vulnerable population protection and advocacy, stand united in the belief that communities should drive their own futures.

Spark's Community of Practice brings together organizations using Spark's Facilitated Collective Action Process (FCAP) and adapting it to their regions, to as many villages as possible, sharing tools and best practices for it's use and building a body of knowledge and evidence around its efficacy. We also educate and support groups and donors looking to reorient their work to be community driven.
SCALING IN RWANDA
In Partnership with Local Government

In the 25 years since the genocide of 1994, the Rwandan government's focuses on reconciliation and national development have seen significant success, with the economy growing steadily each year and Rwandans enjoying over two decades of relative peace and stability. Having accomplished so much at the national level, the government is now working to balance the last twenty years of national-level planning and programming with a new focus on local initiatives and bottom-up development. Spark was founded in Rwanda in 2010 to support these efforts, and as we enter our 9th year of operation in the country, our programs are stronger than ever.

In 2018, Spark's Rwanda team achieved their goal of a full sector saturation, partnering with all 21 communities in the Rukozo sector in July. To do so, the Spark team trained 42 new Youth and Village Facilitators on the implementation of the FCAP - our largest training yet! Thanks to this effort, every village in the Rukozo sector received access to financing for local projects, and are now implementing their projects, ranging from tea plantations to pig rearing.

Spark has also formed a new District Task Force in partnership with the District of Rulindo, thereby allowing Spark and our government partners to share learnings and address challenges together on a quarterly basis.

NEW TOOLS IN DEVELOPMENT
The Rwanda program also completed a pilot of our new SMS-based community feedback tool, which allows Spark to share messages, notifications, and questions directly with community partners. Given the promising results from this pilot, the team aims to integrate SMS training into the 2019 FCAP, using USSD technology to ensure all community partners can respond regardless of their phones (more on this technology on page 15).
Uganda is now home to over 1 million refugees from South Sudan, Eritrea, DRC, and Somalia, and while countless governmental and non-governmental organizations work to support the urgent needs of these communities, few have focused adequate attention on community building and local autonomy. In 2018, to fill this programming gap and to help bridge the divide between refugee and host communities, Spark partnered with CEFORD (Community Empowerment for Rural Development) to pilot implementation of the FCAP in the West Nile sub-region. CEFORD staff have now received three trainings on the implementation of the FCAP, and four communities have been selected to pilot the project.

Spark’s Uganda program continued to implement the FCAP directly in existing partner communities, leading to the graduation of twelve of our communities. At year’s end, 87% of Ugandan communities were in green, indicating that they were meeting or exceeding expectations in relation to their village project and overall community cohesiveness.

Finally, the program produced a report on how to engage local government in the annual village planning process and better integrate village plans into those of the district. The report provided details on the local government planning process and levels of awareness and participation among existing partner communities. It also explores opportunities for future collaboration and cooperation with local government, which will be integrated into the 2019 FCAP for Uganda.

In 1993, the Ugandan government implemented the Community Action Programme (CAP), and later the Women Empowerment Programme (WEP) in the West Nile region, focusing on community mobilization and capacity building through service delivery, as well as the implementation of micro-projects. CEFORD was founded by locals of the West Nile to continue the important work of both WEP and CAP when the programs were phased out in 2000. 18 years later, CEFORD operates in all 8 districts of the West Nile Region.
In July 2015, Burundi’s president ran for a third term, leading to political instability and precipitating a steep economic decline, landing it on the bottom five countries globally ranked on GDP per capita and lowest on the 2016 happiness index. The country has suffered through recurrent social unrest, political crises, and civil war since the 1990s, and is home to thousands of repatriated families and internally displaced persons. This past year, the president of Burundi expelled all international NGOs from their country, placing communities and civil society groups attempting to support them at greater risk. Villages are sinking into isolation and lack critical resources to effect local change.

Spark MicroGrants is working hand in hand with local civil society to open opportunities for families in rural villages to work together and launch projects from farms to transportation projects.

Since 2016, Spark MicroGrants has implemented the FCAP, in communities located in the southern provinces of Makamba and Bururi. To date, twenty-seven communities in the Makamba and Bururi provinces are currently participating in or have completed the FCAP.

This year, Spark and our partners plan to reach thirteen new communities in these two provinces, giving Spark MicroGrants the opportunity to positively impact over 6,500 lives.

Ntakirutimana Esthella, a community leader in Kijima, Burundi, recently challenged the notion that land in Burundi can only belong to men. Having heard that a local widow and her daughters had been expelled from their home after the death of the husband, Esthella mobilized community members for a series of sit-in protests which, despite threats from the husbands family, succeeded in ensuring the family’s right to stay in their home.
Spark’s partners in West Africa, Advocates for Community Alternatives (ACA) and Village Development Fund (VDF), are employing the FCAP in adaptive ways by empowering communities recovering from the effects of extractive mining practices in Ghana and Liberia to stake legal claim to their lands.

All ACA communities received their second village grant disbursement, and have made steady progress in the implementation of their projects. ACA communities have started Village Savings and Loan Associations (VSLAs) to help mobilize community resources and provide sustainable alternative financing for future community initiatives.

ACA staff worked with Spark to assemble a new guide on community advocacy, outlining activities that can be completed in addition to existing FCAP activities to catalyze communities to take community-driven advocacy actions.

VDF continues their work with six communities that have agreed to come together and work as a single community to ensure the recognition and protection of collective rights to land and resources. Despite steady progress, challenges remain around program monitoring, as the Internet is often inaccessible and the communities extremely remote.

**FUTURE SCALING**

Spark and ACA are exploring opportunities to bring the FCAP to communities in Guinea, also devastated by the extractive practices of a South African mining firm. Site visits are planned for March and April, when the Spark team also plans to visit VDF and their community partners in Liberia.
Community Profile: 
BUNATSOMA, UGANDA

Background:

- Partnered with Spark in 2013, and graduated from the Spark program in 2016.
- Located 20 km from nearest market, and 15 km from nearest school.
- Project: Secondary School
- Through village savings groups, the community contributed 25% of total project costs.
- Since graduating, successful advocacy attempts have resulted in US$200,000 in government support for further school improvements and construction.

Located high on a hill in the Mbale District of Eastern Uganda, the village of Bunatsoma is made up of 240 households. Community members here grow coffee, carrots, potatoes, and passion fruit, which they sell at the market 20 km away in the valley.

When they partnered with Spark in late 2013, the people of Bunatsoma aimed to address the high number of local children dropping out of school due to the long daily commute, about 15 kilometers each way. They used their grant to construct a secondary school of their own, including an office building and two classrooms. Spark provided a grant of US$9,000 and the community used their new savings groups to contribute an additional US$3,000.

Since graduating from the Spark program in 2016, the people of Bunatsoma have continued to improve their community and the lives of their families. In 2018, thanks to the advocacy efforts of their elected leaders, Bunatsoma received 805,197,924 Ugandan shillings from the government, equivalent to roughly US$200,000. This money is being used to construct 4 new classrooms, 3 new offices, a new staff room, a multipurpose lab, a library, and 14 pit latrines.
2019 Goals

In 2019, Spark will continue to provide expert training and set the groundwork for effective scaling with quality. To do so, we aim to achieve the following goals:

1) **Use our tools and trainings to enable partners to deploy the FCAP with a goal of 90% of communities in green (meeting/exceeding community project and cohesiveness expectations).** As part of this goal, Spark and our partners will launch the FCAP in 100 new communities, and in the interest of program sustainability, ensure that all partners contribute 25% management and field costs.

2) **Use regional coalitions and our new Community of Practice to create demand for the FCAP.** We will form coalitions for each country, and ensure that coalition members meet regularly and independently.

3) **Prove and share Spark’s impact and learnings.** We will launch a multi-year external evaluation that studies the link between facilitation and funding to civic engagement, income, and governmental improvements.

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**UGANDA**
Spark will support our new partner, CEFORD, to manage the FCAP with quality in ten new refugee and host communities. Additionally, we aim to engage local government in the FCAP in new ways and help them take further responsibility for community success.

**RWANDA**
Spark will support local government to independently manage the FCAP with quality in three new sectors. Both local and national coalitions will actively engage with FCAP implementation and strategy, with relevant learnings and impacts documented and shared.

**BURUNDI**
FVS-AMADE will independently manage FCAP activities and tools while working with community-based facilitators in thirteen new communities. Spark will also form a new national coalition to better unite the efforts of organizations and agencies working in rural development.
LOOKING FORWARD: Unstructured Supplementary Service Data

In 2019, Spark is piloting the integration of USSD, a simple technology that enables users of even the simplest phones to submit reports through a series of numbered menu options, into our reporting process in Rwanda.

With USSD technology, Spark will no longer need to equip all facilitators with smart phones capable of accessing the Internet. Instead, reports will be relayed by phone directly to and from the mobile service provider’s operating system, meaning communication will be faster and easier, and facilitators will no longer need to search for Internet service (which is often difficult to find in rural Rwanda). The use of this technology will allow Spark MicroGrants to cut costs as there will no longer be a need to purchase smart phones for field reporting. Spark has also created a payment plan to enable all facilitators to gain immediate access to these phones for reporting purposes.

PILOT DETAILS

Members of Spark’s Rwanda team have been preparing for this pilot since October 2018, and the first round of training was carried out in early February 2019. Although the pilot is still in its infancy, initial results are extremely promising:

- While facilitators say it used to take them 30 minutes to report, the average time for submitting reports via USSD from the first week of data collection is just 3.5 minutes.
- While there used to be a major time lag in receiving reports, in the first week of the pilot, 93% of USSD Visit Report Forms (VRFs) were received the day of the community meeting.
- In the first week, 90% of VRFs were filled on USSD, illustrating the accessibility and simplicity of this technology.
LOOKING FORWARD: 
2018 Baseline Evaluation and Midline Collection

In December, Spark’s Research, Evaluation, Learning & Monitoring (RELM) team finalized our 2018 Baseline Evaluation. The objective of the evaluation was to understand on a preliminary level potential effects of the FCAP in Rwanda by looking at characteristics of Spark communities and those of neighboring communities that did not participate in the Spark process. A household survey was administered to a group of 15 randomly-selected Spark communities across three districts and a group of 21 comparison communities in a sector adjacent to one of the Spark sectors. The evaluation of 2,680 households focused on four main outcome areas: civic engagement, inclusive livelihoods, sense of community, and uptake of Government of Rwanda social protection programs. Spark plans to conduct midline data collection for a follow up report.

**KEY FINDINGS**

- Spark’s Civic Action Index, a combined score of three measures of **cohesion and civic engagement**, was greater in Spark communities (151.6 Spark vs. 123.1 Comparison).

- The **value of stock animals was greater**, on average, among households in the Spark group ($116.71 Spark vs. $95.97 Comparison).

- Spark households used **formal saving methods** more often than Comparison households (62.1% Spark vs. 53.6% Comparison).

- **Lower levels of conflict and higher levels of conflict resolution** were found in Spark communities (74.9% Spark households vs. 68.8% in Comparison households reported “no conflicts” and 73.9% Spark households vs. 57.4% in Comparison households said “many” or “all” conflicts were resolved).

- Spark survey participants reported **greater participation in community meetings** (“never speak”) = (17.7% Spark vs. 25.4% Comparison).
FINANCIALS

Revenue

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<td>Individual</td>
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Expenses

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<td>Management and General</td>
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New and Renewed Support in 2018

Renewed Commitments

$100,000 +
- Child Relief International
- Woodcock Foundation
- Planet Wheeler
- Peery Foundation
- Segal Family Foundation
- Imago Dei Fund

$10,000 - $100,000
- DAK Foundation
- Rob O’dea
- World Centric
- Sall Family Foundation

New Commitments

$100,000 +
- Vibrant Village Foundation

$10,000 - $100,000
- Anonymous
- Anonymous
- Issroff Family Foundation
- T. Rowe Price Foundation
- Lucille Foundation
- Ripple Foundation
- West Foundation
- World Connect
2018 IMPACT PARTNERS

**Visionaries: $100,000 +**
- Child Relief International
- Imago Dei Fund
- Peery Foundation
- Planet Wheeler Foundation
- Segal Family Foundation
- Woodcock Foundation
- Vibrant Village Foundation

**Strategic Partners: $50,000-100,000**
- Anonymous Donor
- DAK Foundation
- Lucille Foundation
- Ripple Foundation
- Rob O’dea
- Sall Family Foundation
- World Centric

**Community Sponsors: $10,000-50,000**
- Amol Jain
- Anonymous Donor
- Anonymous Donor
- Gavin White
- Issroff Family Foundation
- Joseph Frumkin
- Marcy Engel
- Peter Sherris
- Sandra Wijnberg
- T. Rowe Price Foundation
- West Foundation

**Spark Advocates: Under $10,000**
- 11th Hour Foundation
- Allison Devore & Ross Levinsky
- Amanda Waitha
- Amy Joelson
- Anders Jones
- Andrew Bryant
- Ben & Wendy Goldberg
- Brian Hamilton
- Brown Gordon Family Fund
- Carlos Aponte
- Claudia Wornum
- Claus Cardinal
- Cynthia Brockwell-Carey
- Dale Melchar
- Daniel Baum
- Dena Lewittes
- Dr. Arthur Gray
- Eric Scholl
- Este Lauder
- George Sampas
- Globe Med
- Jamie Gates
- Jana Haimsohn
- Jason Lynn
- Jeffrey Pascoe
- Jennifer Sale
- Jim Kreissman
- James Meeks
- John Cullison
- Joshua Fogelson
- Julia Morgan Fund
- Ken & Sharon Kaufman
- Kris Macourt
- Lawrence Kaplan
- Lisa & David Issroff
- Lisa Jackson
- Louis Thompson
- Marianna Bruton
- Mark Cozad
- Mary Rose Grech
- Matt Smith
- Matthew Forti
- Neal Lesh
- Network For Good
- Rahul Barha
- Richard Sloan
- Sally Hayman
- Sarah Graizborn
- Soraya Srovonos
- Soyeon Laub
- Stacey Faella
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Comms & Fundraising Officer
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Partnerships & Development Manager
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Facilitator Trainer
Facilitator Trainer
East Africa Finance Manager
Operations Manager
Facilitator Fellow
Senior Facilitator Trainer
Senior Program Advisor
Manager of Knowledge Management
Curriculum Development Officer
Tech Training Officer
Finance Director
Senior Facilitator Trainer
Product Manager
Quality Assurance Officer
Research & Development Officer
Rwanda Program Manager
Finance & Operations Support Officer
Monitoring & Evaluation Manager
Uganda Country Director
Finance & Administration Officer
Partnerships Fellow
Monitoring & Evaluation Officer
Rwanda Country Director
Senior Facilitator Trainer
Facilitator Trainer
Finance & Administration Assistant
Monitoring & Evaluation Assistant
Facilitator Trainer
Facilitator Trainer
Burundi Program Manager
Burundi Program Director
Administrative Officer
Research & Learning Officer
Shakeel Padamsey
Angelique Rugoririrwera
Peter Shimali
Lucy Sutter
Benjamin Thomas
Chloe Tomlinson
Clarisse Tumukunde
Theogene Twizerimana
Albert Uwayo
Oyella Vento
Arthur Walera
Jen Weidman
Kabera Zekie
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Facilitator Trainer
Senior Facilitator Trainer
Knowledge Management Officer
Consultant
Strategy Director
Facilitator Trainer
M&E Intern
Rwanda Program Director
Senior Facilitator Trainer
Finance Assistant
Capacity Building Officer
Training & Learning Officer

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MEET THE SPARK TEAM