



**Spark Street Advisors**

Data Driven Strategies

# KEY ACTIVITIES

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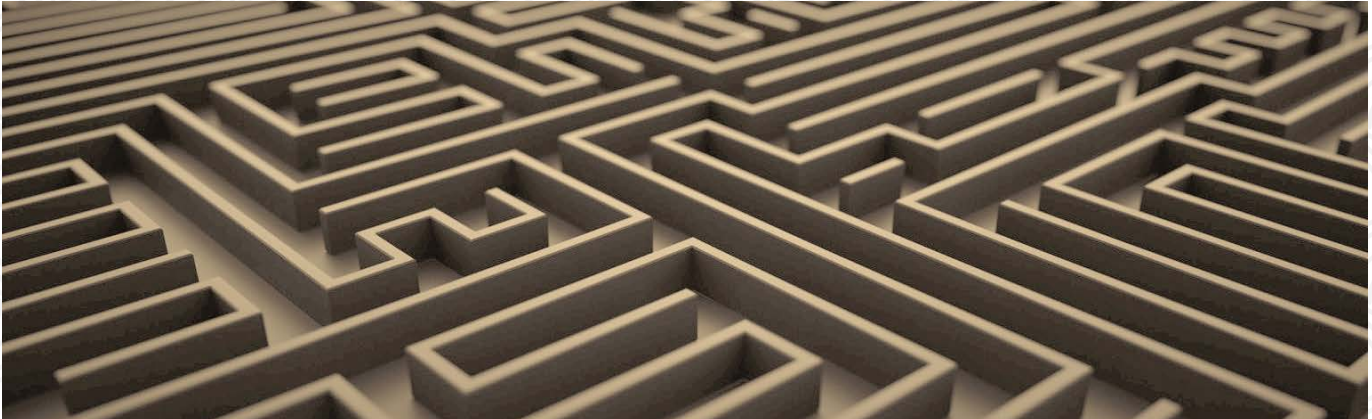
2024



Spark Street Advisors is a strategic advisory firm that brings together evidence and excellence in analytical thinking to improve effectiveness and outcomes, maximize the impact of investments, and drive the intersection between strategy, policy, and advocacy. Operating for nearly a decade, our clients include multilateral organizations, the private sector, philanthropy, and civil society organizations. With extensive experience in strategy development, managing and assessing multi-stakeholder initiatives, business planning, advocacy, and research, we leverage qualitative, quantitative, and mixed-method approaches to generate actionable insights.

Our team consists of professionals from around the globe with specialized knowledge in public health, data science, artificial intelligence, impact research, product development, performance management, and advocacy. Fluent in languages including English, French, Spanish, Arabic, Hindi, Russian, and Portuguese, we are equipped to support projects across diverse cultural and linguistic contexts. This report highlights our major activities and achievements in 2024.

# STRATEGY AND POLICY DEVELOPMENT



In 2024, Spark Street supported the following organizations in strategy development, program planning, evaluation, and policy-driven research.

## Bill & Melinda Gates Foundation (BMGF)

- Scoping review of strategies for reaching out-of-school girls with HPV vaccination
- [Country assessment tool](#) and [Ethiopia country review](#) to explore multisector adolescent work to increase HPV vaccination coverage among out-of-school girls

## Coalition for Epidemic Preparedness Innovations (CEPI)

- [Review of “learning organizations”](#) with analysis of key concepts, models, and enablers of learning that help organizations to adapt and develop
- Strategic support for CEPI mid-term review

## The Global Financing Facility for Women, Children and Adolescents (GFF)

- Refining impact model to measure return on investment

## Fondation Botnar

- Portfolio review of the foundation’s investment in young people’s health and wellbeing in 2020-2024
- Review of global and regional adolescent health and wellbeing ecosystem, with a focus on financing, policy advocacy, and research
- Eight country profiles on adolescent health and wellbeing, with an overview of epidemiology, policy context, and stakeholder engagement

## GWL Voices

- Analysis of women leaders in global health, including women’s representation in top leadership, experienced challenges, and enablers for achieving gender equity. The analysis will be included in GWL’s 2024 Women in Multilateralism report

### The Independent Panel for Pandemic Preparedness and Response (IPPPR)

- Contribution to the development of Helen Clark and Ellen Johnson Sirleaf's report: [“No Time to Gamble: Leaders Must Unite to Prevent Pandemics”](#)
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### Paris Peace Forum

- [Assessment of the potential applicability of the FIFA model](#) to global health in the context of pandemic prevention, preparedness, and response<sup>1</sup>
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### UNDP/UNFPA/UNICEF/WHO/World Bank Special Programme of Research, Development and Research Training in Human Reproduction (HRP)

- Review of cosponsor engagement, including joint areas of work and added value
  - Mapping of sexual and reproductive health and rights research priorities in literature that are based on rigid research prioritization processes
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### United Nations Children's Fund (UNICEF)

- Support for the Strategy for Health refresh, including developing a Theory of Action and monitoring framework, and in-house positioning of cross-cutting areas<sup>2</sup>
  - Strategic support for the global HIV Programme, including a review of strategic priorities, partnerships and positioning, and cross-sectoral collaborations<sup>2</sup>
  - Facilitation of a retreat for Programme Group leadership on the development of the next Strategic Plan
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### United Nations Population Fund (UNFPA)

- Business Plan for the [WomenX Collective](#)
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### World Health Organization (WHO)

- [Global framework to prepare for country introduction of new TB vaccines for adults and adolescents<sup>1</sup>](#)
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### World Bank Health, Nutrition, and Population (HNP)

- Framework and Theory of Action to outline strategic vision, focus areas, goals, objectives, principles, and key actions to drive results at scale<sup>1</sup>
- Key Performance Indicators

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<sup>1</sup> Continued from 2023

<sup>2</sup> Continues in 2025



# PARTNERSHIPS

Spark Street engaged partners in advocacy, including calls to action, press statements, research, and events:

- Pandemic Action Network (PAN)
- The Elders
- The Global Preparedness Monitoring Board (GPMB)
- The Panel for a Global Public Health Convention (PGPHC)
- The former Independent Panel for Pandemic Preparedness and Response (IPPPR)
- United Nations University International Institute for Global Health (UNU-IIGH)
- O’Neill Institute for National and Global Health Law, Georgetown University

## PROVIDING OPEN ACCESS EXPERT OPINION

Spark Street is committed to making its research and reporting publicly accessible. We publish in peer-reviewed journals and through research reports. We disseminate our results through social media, lectures, and active engagement with partners. While we address a range of issues in our work, our advocacy focus this year was on pandemic prevention, preparedness and response, and the WHO Pandemic Treaty.

## PEER REVIEW

- Christine McNab, Els Torreelle, Ayoade Alakija, et al. [Mpox: Neglect has led to a more dangerous virus now spreading across borders, harming and killing people. Leaders must take action to stop mpox now.](https://doi.org/10.1371/journal.pgph.0003714) PLOS Glob Public Health. 2024; 4(10): e0003714. doi.org/10.1371/journal.pgph.0003714.
- Ndembi N, Dereje N, Rahman F, Djoudalbaye B, Aluso A, Schwalbe N, et al. [The pandemic agreement: Achieving an African win for health security inequity.](https://doi.org/10.4102/jphia.v15i1.618) Journal of Public Health in Africa. 2024;15(1), a618. doi.org/10.4102/jphia.v15i1.618.

- Wahl B, Butin G, Gombe S, Demiray A, Schwalbe N. [Beyond “business as usual”: Lessons from FIFA for fair benefit-sharing in global health.](#) Health Affairs Scholar. Published online 15 May 2024. doi.org/10.1093/haschl/qxae068.
- Nassiri-Ansari T, Schwalbe N, Lehtimaki S. [From Lemming to Leader: Moving beyond Gross Domestic Product \(GDP\) to bring health financing assistance into the 21st century.](#) PLOS Global Public Health. 2024;4(5): e0003135. doi.org/10.1371/journal.pgph.0003135.
- Schwalbe N, Nunes MC, Cutland C, Wahl B, Reidpath D. [Assessing New York City’s COVID-19 Vaccine Rollout Strategy: A Case for Risk-Informed Distribution.](#) J Urban Health. Published online 05 April 2024. doi.org/10.1007/s11524-024-00853-z.
- Schwalbe N, Hannon E, Gilby L, Lehtimaki S. [Governance provisions in the WHO Pandemic Agreement draft.](#) The Lancet. Published online March 22, 2024. doi.org/10.1016/S0140-6736(24)00585-3.
- Phelan AL, Schwalbe N. [Getting in Formation: WHO Constitutional Heads of Power and the Pandemic Agreement.](#) Opinio Juris. March 13, 2024.
- Meier BM, Finch A, Schwalbe N. [Shaping Global Health Law through United Nations Governance: The UN High-Level Meeting on Pandemic Prevention, Preparedness and Response.](#) Journal of Law, Medicine & Ethics. 2023;51(4):972-978. doi:10.1017/jme.2024.14.
- Schwalbe N, Hannon E, Lehtimaki S. [The new pandemic treaty: Are we in safer hands? Probably not.](#) BMJ. 2024 Feb 22;384:q477. doi: 10.1136/bmj.q477. PMID: 38387977.
- Hannon E, Schwalbe N, Lehtimaki S. [WHO member states are negotiating a pandemic treaty. But will countries follow the new rules?](#) Bulletin of Atomic Scientists. February 15, 2024.
- Lehtimaki S, Hannon E, Hanbali L, Soltan DF, Peek K, Nassiri-Ansari T, Schwalbe N. [Where there is a will, there is a way: Independent assessment of member state compliance with the pandemic agreement.](#) Lancet. 2024;12(1) E18-E19. doi.org/10.1016/S2214-109X(23)00515-6.

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## REPORTS, POLICY BRIEFS, AND STATEMENTS

- Spark Street Advisors. [Spark Street Advisors’ submission for the resumed 12th Session of the INB \(INB12\).](#) 02 December 2024.
- Spark Street Advisors. [Spark Street Advisors’ submission for the 12th Session of the INB \(INB12\).](#) 14 November 2024.
- Spark Street Advisors. [Spark Street Advisors’ submission for the 12th Session of the INB \(INB12\).](#) 08 November 2024.
- AVAC, Spark Street Advisors. [Analysis on the Pandemic Agreement.](#) 22 October 2024.
- Spark Street Advisors. [Briefing note on One Health in the Pandemic Accord.](#) 13 May 2024.
- Spark Street Advisors. [Spark Street Advisors’ line edits on the Pandemic Accord text.](#) 26 April 2024.
- Spark Street Advisors. [Briefing note on the WHO Pathogen Access and Benefit Sharing System \(PABS\).](#) 21 March 2024.
- Spark Street Advisors. [Spark Street Advisors’ submission for the 9th Session of the INB \(INB9\).](#) 19 March 2024.
- Spark Street Advisors. [Draft Pandemic Agreement - Questions for Negotiators.](#) 18 March 2024.

# OPEN LETTERS/CALLS TO ACTION

Spark Street advocated together with partners through open letters and calls to action on pandemic prevention, preparedness, and response, as well as budget allocation for international development.

## Pandemic Action Network (PAN)

- Keeping Up the Momentum At INB12 Continued - Joint Statement. 02 December 2024.
- Calling for Consensus Building and Action for Equity to Finalize a Meaningful Pandemic Agreement - Joint Statement. 01 November 2024.
- Call for Access to the Pandemic Agreement Negotiations - Partner Call for Action. 08 July 2024.
- Doubling Down: Ensuring a Transformative Pandemic Agreement - A PAN Call to Action. 16 February 2024.

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## Public Citizen

- Sign-on letter to the CEOs of Danaher and Cepheid - GenXpert Mpox Test. 13 November 2024.

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## The Elders/The Independent Panel for PPR/The Global Preparedness Monitoring Board (GPMB)/PAN/PGPHC

- The Intergovernmental Negotiating Body must improve modalities, inclusion, and transparency for negotiation of an effective pandemic agreement to prevent pandemics - Joint Statement. 10 July 2024.
- INB Joint Advocacy Letter. 30 January 2024.

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## The Independent Panel for PPR/The Elders/PAN/The Panel for a Global Public Health Convention (PGPHC)

- An urgent letter to the Co-Chairs and Vice-Chairs of the Intergovernmental Negotiating Body, the Working Group on Amendments to the International Health Regulations (2005), and to WHO Member States. 09 May 2024.

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## FOUR PAWS

- Open letter to WHO Member States. 24 April 2024.

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## United Nations Foundation

- 2024 World Immunization Week coalition landing page. 16 April 2024.



# PANELS, INTERVIEWS, AND PRESENTATIONS

- “Popfam Seminar Series: Pandemic Treaty - An Update on the State of Play.” Presentation organized by Columbia University Mailman School of Public Health. New York, New York, 21 October 2024.
- “79th UN General Assembly 2024 Side Event: Restrategizing Civil Society Engagement for Pandemic and Global Governance.” Panel discussion organized by Center for Indonesia’s Strategic Development Initiatives. New York, New York, 24 September 2024.
- “Disease Prevention & Control Summit.” Organized by University of Miami Public Health Policy Lab. Philadelphia, Pennsylvania, 05 September 2024.
- “Health systems and equity: Evidence-based dialogues: “Are we prepared for the next pandemic?”” Panel discussion organized by Center for Policy, Population and Health Research of the Facultad de Medicina - UNAM. Mexico City, 08 August 2024.
- “Transforming Evaluation by Global Institutions to Achieve the SDGs in Health.” Panel discussion organized by the Global Evaluation Initiative. Online, 05 June 2024.
- “Pandemic Agreement - an update.” Lecture, Johns Hopkins Bloomberg School of Public Health. Baltimore, Maryland, 13 May 2024.
- “The Pandemic Agreement’s State of Play: World Health Assembly 2024 Side Event” Panel discussion organized by Spark Street Advisors, PAN, GPMB, and the Independent Panel for PPR. Online and Geneva, 30 May 2024.
- “Pandemic Accord: Partial Failure or Partial Success?” Webinar and panel discussion organized by Brown University Pandemic Center. Online, 23 May 2024.
- “Political and Legal Debates Around a Pandemic Treaty.” Panel discussion organized by Georgetown University Law Center. Washington, D.C., 21 May 2024.
- “Respiratory Pandemics and Access to Medical Oxygen.” Panel discussion organized by The Every Breath Counts Coalition. Online, 30 April 2024.
- “Intergovernmental negotiations for a pandemic accord – the state of play.” Lecture, Spring School of Global Health, Global Health & Universal Health Coverage Course. Organized by the Institute of Global Health, University of Geneva. Online and Geneva, 15 April 2024.
- “An Introduction to the Pandemic Agreement.” Lecture, Columbia University. New York, 16 February 2024.



# INFORMING THE GENERAL PUBLIC ABOUT ISSUES THAT MATTER

Spark Street is an active and credible information source for both experts and the general public. We were quoted and mentioned by global media outlets throughout the year and use social media to expand our reach.

## MEDIA COVERAGE

### Politico

- Chiappa C, O'Neill R, Eccles M. Morning Health Care Newsletter. 14 November 2024.
- Peseckyte G, O'Neill R. [Legal Status of WHO Pandemic Deal still Unclear as Deadline Nears.](#) 07 March 2024.

### NPR

- Interview with Nina Schwalbe on NPR Morning Edition. [“How Will the Trump Administration Affect Efforts to Fight Global Pandemics?”](#) Online and radio, 13 November 2024.

### Health Policy Watch

- Cullinan K. [No Pandemic Agreement by December as Negotiators Need ‘More Time.’](#) 11 November 2024.
- Cullinan K. [New Pandemic ‘Lite’ Agreement Shifts Key Decisions to Post-Negotiation Forum.](#) 17 September 2024.
- Cullinan K. [Date Proposed for Special Session to Adopt Pandemic Agreement – But Strictly in Pencil for Now.](#) 10 July 2024.
- Cullinan K. [‘The World Has Won’: New International Regulations to Protect Against Pandemics Finally Approved.](#) 01 June 2024.
- Cullinan K. [As Consensus on Pandemic Agreement by Deadline Looks Impossible, What Are the Options?](#) 09 May 2024.
- Cullinan K. [Crucial Pandemic Agreement Stocktake Will Determine Direction of Talks.](#) 02 May 2024.
- Cullinan K. [Latest Pandemic Agreement Draft Keeps Equity Hopes Alive – But Defers Key Operational Decisions.](#) 17 April 2024.
- Cullinan K. [New Pandemic Agreement Draft Lands – And Finally, Text-Based Negotiations Can Begin.](#) 11 March 2024.
- Cullinan K. [Leaders Appeal for Effective, Binding Pandemic Accord to Protect All Countries.](#) 30 January 2024.

## Devex

- Lynch C. [Donald Trump Won. What Does That Mean for Development?](#) 07 November 2024.
- Fallon A. [Soccer and Science: Can Global Health Learn from FIFA's Benefit Sharing?](#) 12 September 2024.
- Gawel A. [Devex Newswire: The 77th World Health Assembly is off to an inauspicious start.](#) 27 May 2024.
- Ravelo JL. [Latest Pandemic Treaty Draft Text Still has 'Many Weaknesses.'](#) 13 March 2024.

## Al Jazeera English

- Our photography was featured in Flatten the Curve, Episode 1: [Can a pandemic treaty end vaccine inequity in Africa?](#) 10 October 2024.

## Euractiv

- Kaminski M. [Pandemic Agreement Negotiations Receive 'a Solid Zero' for Transparency from Stakeholders.](#) 19 July 2024.

## Nature

- Lenharo M. [Hope for Global Pandemic Treaty Rises - Despite Missed Deadline.](#) 03 June 2024.

## The Washington Post

- Sellers FS. [The Pandemic cost 7 Million Lives, but Talks to Prevent a Repeat Stall.](#) 21 April 2024.

## Mandag Morgen

- Thunestvedt M. [The Aftermath of the Pandemic Can Determine Life and Death in the Future.](#) 21 April 2024.

## Think Global Health

- Searchinger C, Martinez A. [Pandemic Agreement Negotiations Begin Final Stretch: What To Expect.](#) 20 April 2024.

## Geneva Health Files

- Patnaik P. [Pressure Builds On Countries To Embrace Weak Pandemic Agreement, Operationalizing Equity at Risk with a Framework Approach.](#) 19 April 2024.

## BBC

- BBC Newshour, [Interview with Nina Schwalbe on BBC World News.](#) 29 March 2024.

## Lancet Editorial

- The Lancet. [The Pandemic Treaty: Shameful and Unjust.](#) 02 March 2024.

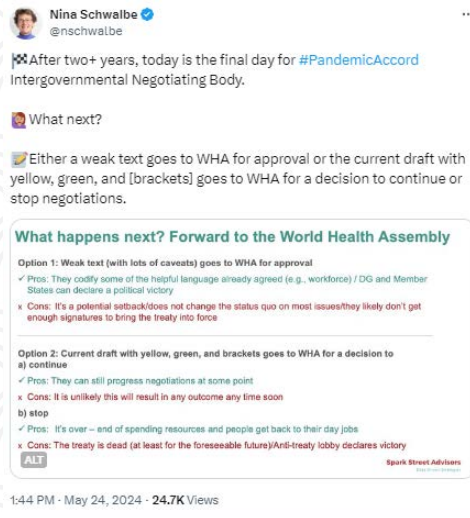
# SOCIAL MEDIA



Spark Street developed broad-reaching social media platforms, with a focus on Twitter, LinkedIn, and BlueSky.

## Daily tweeting; bi-monthly LinkedIn posting

- 740K impressions on Twitter and over 250K impressions on LinkedIn, with posts with the highest engagement reaching 22.5K, 23K, and 24.7K impressions on Twitter
- Two LinkedIn newsletters of “Spark Street Advisors News” had an average engagement rate of 10%
- Spark Street opened a Bluesky account, which gained 400 followers



# LISTSERVE

Spark Street engaged with its audience by developing a listserve on MailChimp, regularly sending newsletters related to PPR, independent monitoring, and other relevant developments.

- Spark Street maintains a MailChimp listserve, which has a total of 817 subscribed contacts. A total of 10 newsletters were sent in 2024, with an average open rate of 63%

## HOW TO FOLLOW SPARK STREET

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Newsletter

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# SPARK STREET PEOPLE 2024

Nina Schwalbe, USA

Susanna Lehtimaki, Portugal

Taran K. Deol, USA

Prakash Durairaj, India

Elizabeth Gardiner, USA

Lynda Gilby, Finland

Elliot Hannon, UK

Katherine Holland, USA

Neena Joshi, Denmark

Dante Licon, Switzerland

Tiffany Nassiri-Ansari, Malaysia

Tim Neilander, USA

Jessica Oyugi, Tanzania

Kimberley Peek, Portugal

Daniel Reidpath, Switzerland

Brian Wahl, India

Holly White, USA



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