



**10<sup>TH</sup> ANNIVERSARY**  
**Spark Street Advisors**

ANNUAL REPORT  
2025

2026 marks the ten-year anniversary of Spark Street Advisors, an opportunity to reflect on the firm's beginnings and the work it has conducted over the past decade. Founded to bring evidence and analytical rigor to complex policy challenges, Spark Street has worked with a wide range of partners to strengthen strategy, governance, and accountability across the global health landscape.

Over these ten years, we have had the pleasure of supporting multilateral organizations, philanthropy, civil society, and the private sector through periods of challenge and change. This work has spanned diverse areas of global health and development, from access to vaccines and adolescent health to global governance, to child protection and the development of the pandemic agreement.

This moment of reflection follows an extremely challenging year for global health. The dismantling of the U.S. Agency for International Development (USAID) in February 2025, funding cuts by national governments, and overall declining trust in public institutions and science had far-reaching consequences across the sector. At the same time, 2025 saw renewed debate and initiatives aimed at reforming the global health architecture. Through our newly launched Substack, [Global Public Health Insights](#), we reported on and analyzed these developments, providing a critical, independent perspective on key developments in global health governance and pandemic prevention and preparedness.

As Spark Street Advisors enters its second decade, it does so in a very different global health context from when it was founded. We began our work following the launch of the Sustainable Development Goals (SDGs), when commitments to global health were backed by growing resources. As the 2030 SDG deadline approaches, the global health landscape has shifted almost beyond recognition.

Against this backdrop, the work we do at Spark Street Advisors continues to focus on bringing evidence and analytical excellence to improve effectiveness and outcomes, maximize the impact of investments, and operate at the intersection of strategy, policy, and advocacy. We draw on qualitative, quantitative, and mixed method approaches to generate actionable insights. Our team is globally distributed, multilingual, and has expertise spanning public health, data science, artificial intelligence, impact research, product development, performance management, and advocacy. We remain dedicated to supporting partners navigating complex and uncertain environments.

This report highlights Spark Street's key activities and accomplishments in 2025. We thank you for your partnership and look forward to working together in the decade ahead.



# OUR STRATEGY AND POLICY ADVISORY WORK



In 2025, Spark Street provided technical, strategic, and analytical support to funders, multilateral organizations, and partnerships, strengthening strategy, policy, and program delivery.

Our work in global health focused on supporting data-driven, strategic decision-making for public-private partnerships (e.g., Gavi, the Vaccine Alliance), advocacy organizations (e.g., Global Women Leadership Voices), UN agencies and partnerships (UNICEF, UNFPA, the Partnership for Maternal, Newborn and Child Health), and philanthropic organizations (e.g., the Gates Foundation). We conducted technical reviews and developed strategic approaches, funding applications, and accountability frameworks, with jointly defined objectives, milestones, and key performance indicators.

Spark Street supported Gavi, the Vaccine Alliance, to strengthen organizational responsiveness under Gavi 6.0. We delivered ongoing policy, strategy, and landscape analysis for senior leadership and to operationalize grant reforms through developing country-facing guidance and communications materials. We also developed country case studies for Gavi priority countries, assessing the impact of U.S. funding cuts on national immunization programs and broader health systems.

We engaged with a range of global partnerships and research initiatives on strategy, governance, and equity. This included working with Global Women Leadership Voices (GWL) on women's leadership in global health. We examined representation, barriers, and enablers for gender equity in multilateral global health organizations, with [findings](#) launched during the World Health Assembly. We collaborated with UNDP/UNFPA/UNICEF/WHO/World Bank Special Programme of Research, Development and Research Training in Human Reproduction (HRP) on the potential use of Artificial Intelligence for research capacity strengthening in low- and middle-income countries. And for the Partnership for Women's, Children's and Adolescents' Health (PMNCH), we developed a [Theory of Action and a Monitoring, Reporting, Evaluation, and Learning Framework](#) for the 2026–2030 Strategy, including [key performance indicators](#) validated with the PMNCH Board.

We supported UN agencies on strategy, investment, and program integration. For the United Nations Population Fund (UNFPA), we developed investment resources for the WomenX Collective, outlining product pathways and investor entry points from development through scale. We helped UNICEF develop a [Theory of Change and results framework](#) for their updated Strategy for Health (2016–2030), provided strategic analysis to support the integration of HIV programming across health and other sectors, and supported the Supply Division resource mobilization.



# PARTNERSHIPS

Spark Street collaborated with numerous partners on advocacy activities, including calls to action, press statements, and research.

- Resilience Action Network International (formerly the Pandemic Action Network)
- The Elders
- The Global Preparedness Monitoring Board
- The former Independent Panel for Pandemic Preparedness and Response
- The Panel for a Global Public Health Convention
- Four Paws
- O'Neill Institute for National and Global Health Law, Georgetown University
- United Nations University International Institute for Global Health

# OPEN ACCESS EXPERTISE AND THOUGHT LEADERSHIP

Spark Street is committed to making its research and analysis publicly accessible through peer-reviewed publications and research reports. We share findings via social media, lectures, and active engagement with partners. In 2025, the bulk of our efforts focused on the WHO Pandemic Treaty, pandemic prevention, preparedness, and response, and developing theories of action to track progress. Thanks to a global advocacy effort and commitment by Member States, the Treaty was adopted by the WHO in May 2025. We also worked to push for change on gender justice and maternal health, including contributing to the Lancet Commission on *Achieving Gender Justice for Global Health Equity* and developing a concept for “impact hubs” to accelerate progress toward zero preventable maternal deaths by 2030.



## PEER-REVIEWED PUBLICATIONS

Nina Schwalbe, Susanna Lehtimäki, Elliot Hannon. Securing independence in global health oversight - The OPEN Framework. Health Affairs Scholar. 2025; 3(12). doi: 10.1093/haschl/qxaf231. 27 November 2025.

Daniel D. Reidpath, Brian Wahl, Nina Schwalbe. Humility is critical in science communication: lessons from the UN's recent report on child mortality estimates. Global Health Research and Policy. 2025; 10(25). doi.org/10.1186/s41256-025-00444-8.

Nina Schwalbe. The lessons New York still has not learned from the Covid vaccine rollout. STAT News. 28 July 2025.

Taran K Deol, Elliot Hannon, Susanna Lehtimäki, Matthew M Kavanagh, Nina Schwalbe. Adoption of pandemic treaty is historic: Compliance and accountability must now follow. PLOS Glob Public Health. 2025; 5(8): e0004969. doi.org/10.1371/journal.pgph.0004969.

Nina Schwalbe, Susanna Lehtimäki, Elliot Hannon. The Pandemic Treaty: A forensic review of process and pitfalls. Global Public Health. 2025; 20(1). doi.org/10.1080/17441692.2025.2522916.

Nina Schwalbe. Pandemic treaty is a win for multilateralism and global health. BMJ 2025; 389 :r970 doi:10.1136/bmj.r970.

Hawkes S, As Sy E, Barker G, Baum FE, Buse K, Chang KY, Cislighi B, Clark J, Connell R, Cornell M, Darmstadt GL, Grilo Diniz CS, Friel S, Gupta I, Gruskin S, Hill S, Chiaying Hsieh A, Khanna R, Klugman J, Koay A, Lin V, Moalla KT, Nelson E, Robinson L, Schwalbe N, et al. Achieving gender justice for global health equity: the Lancet Commission on gender and global health. The Lancet. 2025; 405(10487):373-1438. doi.org/10.1016/S0140-6736(25)00488-X.

Mary-Ann Etiebet, Anne-Marie Slaughter, Lia Tadesse Gebremedhin, Gordon LaForge, Alaa Murabit, Nina Schwalbe. An 'impact hub' approach to transforming global maternal health outcomes by 2030. Brookings Institution. 20 February 2025.

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## REPORTS, POLICY BRIEFS, AND STATEMENTS

Guilherme F Faviero, Nina Schwalbe. Civil society must be inside the room for the WHO Pandemic Agreement negotiations. 27 November 2025.

Clara Greiner, Nina Schwalbe, Susanna Lehtimäki. Initiatives on Reimagining Global Health Architecture – A Primer. 09 October 2025.

Juan Pablo Gutiérrez, Brian Wahl, Susanna Lehtimäki, Nina Schwalbe. Global Health Equity Considerations of Political Decisions: Trump, The US, and Immunization. 19 September 2025.

Spark Street Advisors, Georgetown University O'Neill Institute Center for Global Health Policy and Politics. Zero-Draft Framework for Tracking Implementation of the Pandemic Agreement. 21 May 2025.

Susanna Lehtimäki, Nina Schwalbe. [Spotlight Women in Global Health Leadership](#). 19 May 2025.

Spark Street Advisors, Panel for a Global Public Health Convention, AHF Brazil. [Submission on Article 11](#). 09 April 2025.

Spark Street Advisors. [Joint Letter - Concerns related to Technology Transfer in the Pandemic Agreement](#). 01 April 2025.

Nina Schwalbe. [Why we need a pandemic treaty now](#). 31 March 2025.

Spark Street Advisors. [Spark Street Advisors' submission for the resumed 13th Session of the INB \(INB13\)](#). 17 February 2025.

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## OPEN LETTERS AND CALLS TO ACTION

[Details Matter: Getting to Work on PABS Text – Joint Statement](#). 25 November 2025.

[Transparency, Observer Status, & Multilateralism – IGWG3 Statements](#). 8 November 2025.

[Start With Purpose and Advance Results – Joint Statement](#). 8 September 2025.

[Build a Process for PABS Progress – Joint Statement](#). 8 July 2025.

[Working Together to Advance the Promise of the Pandemic Agreement – Joint Advocacy Letter](#). 11 June 2025.

[Celebrating the Adoption of the Pandemic Agreement – Joint Statement](#). 20 May 2025.

[Keep Up the Good Work – Joint Statement](#). 16 May 2025.

[A Commitment to Pandemic Action – Joint Statement](#). 15 April 2025.

# PANELS, INTERVIEWS, AND PRESENTATIONS

Global Health Advocates. [Health Diplomacy in Action: What to Expect from France's G7 Presidency?](#) Interview. Online. 10 December 2025.

ITAD. [Global health after the breakpoint: Evidence for what comes next.](#) Panelist. Online. 2 December 2025.

14<sup>th</sup> World Congress of the World Society for Pediatric Infectious Diseases. "Global health – The state we're in". Keynote. Bangkok, Thailand, and online. 28 October 2025.

Fudan University Global Health Summer School. "Intergovernmental Negotiations for a Pandemic Accord – the State of Play." Lecture. Shanghai, China. 30 June 2025.

Fudan University. "Global Health Diplomacy in the New Reality." Seminar. Shanghai, China. 29 June 2025.

Devex CheckUp @WHA 78. ["Pandemic treaty: The deal is done — now what?"](#) Geneva, Switzerland, and online. 22 May 2025.

ABC Radio National - Big Ideas. [Are Donald Trump and US politics bringing global health to its knees?](#) Online and radio. 28 April 2025.

Radford University. "A wicked problem: the Pandemic Agreement." Keynote Speaker, Wicked Festival. Radford, Virginia, USA. 15 April 2025.

Rt. Hon. Helen Clark, Independent Monitoring Roundtable. "Monitoring for pandemic threats: How will we know we're safe?" Online. 8 April 2025

Australian Global Health Alliance. [New world order and disorder in global health – A special conversation with Nina Schwalbe.](#) Melbourne, Australia, and online. 25 February 2025.

Devpolicy Talks. [Global health in crisis: a conversation with Nina Schwalbe.](#) Online. 08 March 2025.

YLE Radio - The Everyday Life of World Politics. [Will the US Constitution and democracy survive the Trump storm?](#) Online. 22 February 2025.



# INFORMING PUBLIC UNDERSTANDING OF GLOBAL HEALTH ISSUES

In its role as a think tank, Spark Street serves as a credible, evidence-based source of insight for experts and the general public. We are regularly cited in global media and actively use social media to extend our reach and influence.

## MEDIA COVERAGE

### NPR

- Emanuel G. [Canada loses measles-free status, raising alarms among experts](#). 11 November 2025.
- Emanuel G. [After cutting billions in health aid, U.S. unveils new global health strategy](#). 19 September 2025.
- Gharib M. [A judge orders a temporary thaw to Trump's foreign aid freeze. What will that mean?](#) 14 February 2025.
- Emanuel G, Carlson R, Tanis F. [How will Trump's return to the White House change the face of global health?](#) 17 January 2025.

### Health Policy Watch

- Cullinan K. [African Countries Affirm Support for Multilateral Pandemic Agreement Amid Pressure to Make Bilateral Deals with US](#). 11 November 2025.
- Cullinan K. [Countries Say YES to Pandemic Agreement](#). 16 April 2025.
- Cullinan K. [In Final Days of Pandemic Talks, Countries Urged to Budget for 'Both Bombs and Bugs.'](#) 07 April 2025.
- Cullinan K. [With 10 Days of Talks Left, It's 'Now or Never' for Pandemic Agreement](#). 17 February 2025.
- Cullinan K. ['Advance Equitable Pandemic Agreement', Civil Society Groups Urge Ahead of Final Negotiations](#). 14 February 2025.
- Cullinan K. [Despite Waiver, Many US-Funded HIV Programmes Remain Paralysed; Trump Orders Face Protests, Lawsuits](#). 05 February 2025.

### Global Health NOW, Johns Hopkins Bloomberg School of Public Health

- Global Health NOW: [A Temporary Dip in Global Hunger?; Why European Vaccine Policies Don't Fit the U.S.; and Remembering David Nabarro](#). 29 July 2025.

### The Telegraph

- Nuki P. [WHO formally adopts pandemic agreement after three years of negotiation](#). 20 May 2025.

### Inside Health Policy

- Osman M. [Citing Security Concerns, NIH Blocks Foreign Subawards As First Step In Broader Reforms](#). 02 May 2025.

### The British Journal of Medicine - News

- Taylor L. [Pandemic accord: global health game changer or empty promises?](#) 22 April 2025.



### The Future Media

- Editor. [WHO's Historic Agreement: A Major Step Towards Global Pandemic Preparedness](#). 18 April 2025.

### Devex

- Ravelo JL. [Countries reach historic pandemic treaty deal after prolonged stalemate](#). 16 April 2025.
- Lynch C. [Donald Trump Won. What Does That Mean for Development?](#) 07 November 2024.

### The New York Times

- Nolen S, Anthes E. [Countries Agree on Treaty Aimed at Preventing Global Health Crises](#). 16 April 2025.

### Reuters

- Le Poidevin O. [WHO members reach deal on how the world would tackle future pandemics](#). 16 April 2025.

### Science

- Kupferschmidt K. [Global pandemic treaty finalized, without U.S., in 'a victory for multilateralism.'](#) 16 April 2025.

### The Citizen Tanzania

- Reuters. [WHO member states reach agreement to tackle future pandemics](#). 16 April 2025.

### CNBC

- Reuters. [WHO says member states reach agreement to tackle future pandemics](#). 16 April 2025.

### CBC Canada

- Reuters. [WHO members agree on deal to tackle future pandemics](#). 16 April 2025.

### CNN

- Reuters. [Countries reach 'historic' agreement to tackle future pandemics, WHO says](#). 15 April 2025.

### Insight+

- Wright C. [Global health leaders urge Australia to stand up to the USA](#). 07 April 2025.

### Barron's

- Millard R. [WHO Chief Urges Pandemic Accord Action After US Withdrawal](#). 17 February 2025.

### Bloomberg

- Furlong A. [World Health Organization Urges Trump to Reconsider Exit](#). 21 January 2025.

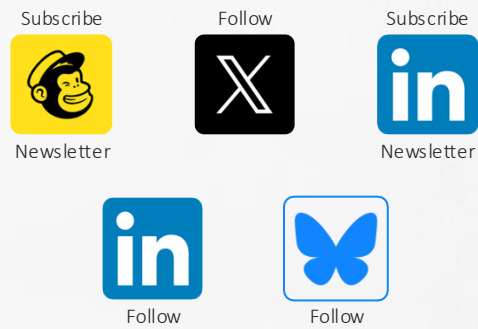


# SOCIAL MEDIA

Spark Street maintained an active social media presence across X, LinkedIn, the newly launched Bluesky, and Substack. On X, the account grew to over 3,000 followers, with content generating over 360,000 impressions and a 4.2 percent engagement rate, indicating strong audience interaction. On LinkedIn, Spark Street grew to over 700 subscribers and posts generated nearly 700,000 impressions, a more than twofold increase compared to the previous year. Through the new Bluesky account, we attracted nearly 1,300 followers.

We also launched our “Global Public Health Insights” Substack this year, which built an audience of over 1,300 subscribers, offering analysis on global health trends, governance, and policy developments, and pandemic prevention and preparedness. Through these platforms, we reached over one million people around the world.

## HOW TO FOLLOW SPARK STREET



## SPARK STREET PEOPLE 2025

|                             |                              |                                  |
|-----------------------------|------------------------------|----------------------------------|
| Nina Schwalbe, USA          | Anne Linn, USA               | Jonathan Reynolds, UK            |
| Susanna Lehtimaki, Portugal | Brian Wahl, India and USA    | Katherine Holland, USA           |
| Clara Greiner, France       | Daniel Reidpath, Switzerland | Mila Nepomnyashchiy, USA         |
| Kim Peek, Portugal          | Dante Licon, Switzerland     | Prakash Durairaj, India          |
|                             | Elizabeth Gardiner, USA      | Taran K. Deol, USA               |
|                             | Elliot Hannon, UK            | Tiffany Nassiri-Ansari, Malaysia |
|                             | Jay Varma, USA               |                                  |







**Spark Street Advisors**

Data Driven Strategies