

Spark Street
ADVISORS
Data Driven Strategies

SUMMARY OF KEY ACTIVITIES

2023

Spark Street Advisors is a strategic advisory firm that brings together evidence and excellence in analytic thinking to improve effectiveness and outcomes, maximize the impact of investments, and drive the intersection between strategy, policy, and advocacy. Our clients include multilateral organizations, the private sector, philanthropy, and civil society organizations.

We are experienced in managing, implementing, and evaluating multi-stakeholder initiatives. Our analytic capacities include quantitative, qualitative, and mixed-method approaches. Our independent research has been seminal in informing global public health discourse, including, for example, the development of an independent monitoring structure for the new Pandemic Treaty.

The practice draws on professionals worldwide with expertise in public health, and data science, artificial intelligence, impact and outcomes research, product development and introduction, performance management, monitoring and evaluation, and advocacy. We work in multiple languages, including English, French, Spanish, Arabic, Hindi, Russian, and Portuguese.

This report summarizes our key activities and accomplishments in 2023.

PROJECTS



Spark Street supported the following organizations on strategy development, outreach, and research:

Global Institute for Disease Elimination (GLIDE)

- Strategy recalibration for the remaining period of 2021-2024 Strategy
-

Bill & Melinda Gates Foundation (BMGF)

- Global mapping of organizations with adolescent and HPV vaccination programs to inform reaching out-of-school girls
 - Strategic support for developing multi-sectoral partnerships to strengthen the HPV program
-

WHO Quality assurance, norms, and standards (QNS)

- Retrospective review of QNS' progress since its establishment in 2019
- Support for new proposal development

Human Reproduction Programme (HRP)

- “Big Ideas” paper on disruptive ideas, trends, and technologies in SRHR created to help envision the HRP’s future strategy
 - Social media training
-

World Bank Health and Nutrition and Population (HNP)

- Development of a new Framework and Theory of Action to help inform a common vision for the HNP Global Practice, continues in 2024
-

Fondation Botnar

- Development of Fondation Botnar’s approach to adolescents and young people’s wellbeing, strategic areas of focus, and ways of working
 - Mapping of private sector foundations and champions focused on adolescent health and wellbeing to inform partner engagement for the Global Forum for Adolescents (GFA)
 - Support for the development of partner commitments and an associated event at the Clinton Global Initiative meeting in September 2023
 - Assessment of wellbeing indexes, including publishing a report “Measuring What Really Matters: Beyond GDP and GNI for a holistic view of national wellbeing”
-

Paris Peace Forum and Market Access Africa

- Assessment of the potential applicability of the FIFA model to global health in the context of pandemic prevention, preparedness, and response
-

United Nations University International Institute for Global Health (UNU-IIGH)

- Four case studies to summarize their work across gender, implementation research, COVID-19, and decolonizing global health
- Donor mapping for resource mobilization
- Social media training

The Alliance for Health Policy and Systems Research (AHPSR)

- Technical and editorial support to refresh the 2021 Strategic Plan
-

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

- Review of impact model
-

Coalition for Epidemic Preparedness Innovations (CEPI)

- Strategic support for monitoring and evaluation
-

Stop TB Partnership

- Social media training
-

WHO Regional Office for the Eastern Mediterranean (EMRO)

- Social media strategy development and training
-

WHO Immunization, Vaccines and Biologicals (IVB)

- Development of Tuberculosis (TB) Access Vaccine Roadmap that prepares a pathway to the global introduction of TB vaccine for adult and adolescent target population
-

Boston Consulting Group (BCG)

- Strategic advice around TB vaccine deployment
-

Primary Health Care Performance Initiative (PHCPI)

- Support for exit planning

REPORTS AND POLICY BRIEFS

Spark Street developed the following reports and policy briefs related to health metrics and wellbeing and pandemic prevention, preparedness, and response (PPR):

- Nassiri-Ansari T, Lehtimaki S, Schwalbe N, UNU-IIGH. Measuring What Really Matters – Beyond GDP and GNI for holistic view of national wellbeing. Kuala Lumpur: United Nations University International Institute for Global Health. January 2024. doi.org/10.37941/RR/2023/9.
- Spark Street Advisors, UNU-IIGH. Independent Monitoring for the Pandemic Accord: Policy Brief. Kuala Lumpur: United Nations University International Institute for Global Health. 18 October 2023. <https://bit.ly/IndMonBrief>.
- Spark Street Advisors, UNU-IIGH. Independent Monitoring for the Pandemic Accord: A Proposal for Action. Kuala Lumpur: United Nations University International Institute for Global Health. 16 October 2023. <https://doi.org/10.37941/RR/2023/2>.
- Spark Street Advisors, UNU-IIGH, and Pandemic Action Network. Briefing papers for UNGA78 [Universal Health Coverage and Pandemic Prevention, Preparedness and Response](#). 15 April 2023.
- Spark Street Advisors, UNU-IIGH, and Pandemic Action Network. Briefing papers for UNGA78 [Tuberculosis Prevention and Care and Pandemic Prevention, Preparedness and Response](#). 15 April 2023.

PUBLICATIONS

Spark Street published a number of articles on primary health care, PPR, and independent monitoring for the pandemic agreement:

- 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. *The Lancet*. Volume 12, Issue 1. [doi.org/10.1016/S2214-109X\(23\)00515-6](https://doi.org/10.1016/S2214-109X(23)00515-6). January 2024.
- Meier BM, Finch A, Schwalbe N. Shaping Global Health Law through United Nations Governance: The U.N. High-Level Meeting on Pandemic Prevention, Preparedness and Response. *Journal of Law, Medicine & Ethics Global Health Law Column Series*. [doi:10.2139/ssrn.4608525](https://doi.org/10.2139/ssrn.4608525). 29 November 2023.
- Hanbali L, Hannon E, Lehtimaki S, McNab C, Schwalbe N. Independent monitoring and the new pandemic agreement. *BMJ Global Health*. 2023;8:e013348. [doi:10.1136/bmjgh-2023-013348](https://doi.org/10.1136/bmjgh-2023-013348).
- Aars OK, Schwalbe N. Bold moves for vaccine manufacturing equity. *The Lancet*. Volume 402, Issue 10404. [doi:10.1016/S0140-6736\(23\)01414-9](https://doi.org/10.1016/S0140-6736(23)01414-9). 2 September 2023.
- Schwalbe N. [We cannot give up on the global pandemic treaty](#) *Financial Times*. 31 August 2023.
- Lal A, Schwalbe N. Primary health care: a cornerstone of pandemic prevention, preparedness, response, and recovery. *The Lancet*. Volume 401, Issue 10391. [doi:10.1016/S0140-6736\(23\)00963-7](https://doi.org/10.1016/S0140-6736(23)00963-7). 19 May 2023.
- Hanbali L, Lehtimaki S, Hannon E, McNab C, Schwalbe N. Independent monitoring for the pandemic accord: a non-negotiable provision. *The Lancet*. Volume 401, Issue 10376. [doi:10.1016/S0140-6736\(23\)00126-5](https://doi.org/10.1016/S0140-6736(23)00126-5). 31 January 2023.

OPEN LETTERS/ CALLS TO ACTION SIGNED BY SPARK STREET

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

Pandemic Action Network

- [Call to Action to World Leaders in 2023-24 on Pandemic Prevention, Preparedness, and Response](#). 13 September 2023.
- [Calling for Action and Accountability: A Political Declaration from the UN's High-level Meeting on Pandemic Prevention, Preparedness, and Response](#). 4 May 2023.

The Elders/ Independent Panel for PPR

- [A Joint Letter to all WHO Member States: Now is the time to agree on a pandemic accord which safeguards everyone from pandemic threats](#). 13 October 2023.

Global Health Council (GHC)

- [GHC Fiscal Year 2024 \(FY24\) House State and Foreign Operations and Related Programs \(SFOPS\) Sign On Letter](#). 11 July 2023.



PANELS AND PRESENTATIONS

Spark Street was invited to participate in a range of global panels and presentations on PPR, independent monitoring, and global health:

- “Impacts on ongoing pandemic responses and routine immunization”. Organized by Consortium of Universities in Global Health. 2 November 2023, Online.
- “Independent Monitoring for the Pandemic Agreement - next steps.” PAN Briefing. 25 October 2023.
- “An Introduction to Pandemic Governance” at [Academic Medical Education](#). Organized by Daniel Kuritzkes, Michel Kazatchkine, and Jeffrey Lazarus. 28 September 2023, Online.
- “Behavioral independence: pipe dream or possibility in global health?” Banbury Center. 11 October 2023, Cold Spring Harbor, NY.
- [Devex: @UNGA78](#) “Boosting Health Accountability Mechanisms” with Nina Schwalbe, Lawrence Gostin, and Blessina Kumar. 21 September 2023, Online and New York, NY.
- Briefing for Member States on HLM. Organized by The Elders, Spark Street, and Pandemic Action Network. 9 June 2023, New York, NY.
- [“Securing Political Leadership at the UN High-Level Meeting on PPR”](#) Panel discussion organized by [Spark Street Advisors](#), Pandemic Action Network, and the Independent Panel for PPR. 24 May 2023, Online and Geneva, Switzerland.
- [Intervention at UNGA Hearing on PPR](#) by Nina Schwalbe. 11 May 2023, New York, NY.

MEDIA COVERAGE

Spark Street was quoted and mentioned by global media outlets throughout the year:

Health Policy Watch

- Cullinan K. [Bumper Week for Pandemic Negotiations](#). 5 December 2023.
- Cullinan K. [Researchers Propose ‘Soft Incentives’ to Encourage Countries to Implement Pandemic Agreement as Tedros Urges ‘Consensus.’](#) 9 November 2023.
- Anderson S. [UN Draft Pandemic Declaration Offers ‘Little Hope’ for Strengthening Global](#). 1 September 2023.
- Cullinan K. [COVID’s Failures Must Never be Repeated, Stakeholders Tell UN Pandemic Meeting](#). 9 May 2023.

Financial Times

- Jack A. [Lessons not learnt from Covid-19](#). 14 September 2023.
- Murray S. [The dark side of digital devices for children and how to beat it](#). 31 January 2023.

Politico

- Collis H. [Morning Health Care: WHO replenishment model? — US hoarding Ebola drugs — Barriers to care](#). 25 May 2023.
- Furlong A. [Countries jeopardize Pandemic Treaty](#). 22 May 2023.
- Furlong A. [How countries are throwing away their best chance to prevent the next pandemic](#). 19 May 2023.

Devex

- Jerving S. [Pandemic treaty draft lacks accountability](#). 22 September 2023.
- Lei Ravelo J. [Advocates say the UN pandemic meeting was a dud. What’s next?](#) 21 September 2023.
- Lei Ravelo J, Chakamba R, Jerving S. [Devex CheckUp: UNGA’s pandemic declaration — historic or disappointing?](#) 21 September 2023.
- Jerving S & Lei Ravelo J. [Deep dive: Is the global health architecture changing?](#) 17 August 2023.
- Lei Ravelo J. [Pandemic treaty zero draft wins NGO approval, compliance will be key](#). 2 February 2023.
- Lei Ravelo J. [What to watch at WHO’s executive board meeting](#). 27 January 2023.



SOCIAL MEDIA

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

Daily tweeting; bi-monthly LinkedIn posting.


- Creation of LinkedIn newsletter [“Spark Street Advisors News.”](#) The first edition of the newsletter gained 91 subscribers, with an engagement rate of 9%.
- Over 840K impressions on Twitter and 50K impressions on LinkedIn.
- Twitter coverage on the Mpox (monkeypox) outbreak in the Democratic Republic of the Congo (DRC) reached approximately 121K impressions (see screenshot below), [24 November 2023.](#)
- Twitter coverage on negotiations for a new Pandemic Agreement reached approximately 14K impressions (see screenshot below), [21 November 2023.](#)
- Twitter coverage on Political Declaration on PPR reached approximately 40K impressions (see screenshot below), [20 September 2023.](#)
- Twitter coverage from intervention at UNGA on PPR reached approximately 24K impressions (see screenshot below), [11 May 2023.](#)

Nina Schwalbe @nschwalbe

🔥 The WHO has just published a release on the Mpox (monkey pox) outbreak in Democratic Republic of the Congo (DRC)

The case fatality rate is nearly 5%, and already 600 people have died.

While there are effective vaccines, they are not available to those in DRC.



The People's Vaccine and Winnie Byanyima

7:17 PM · Nov 24, 2023 · 121.7K Views

Nina Schwalbe @nschwalbe

Member States have begun negotiating a new #PandemicAccord for approval at the World Health Assembly in May 2024.

It's a pivotal moment for the agreement's future.

In this week's @LancetGH, we explain how accountability can be baked into the text from the get-go.



Member States have begun negotiating a new pandemic agreement for approval at the World Health Assembly in May 2024.

2:42 PM · Nov 21, 2023 · 14.1K Views

Nina Schwalbe @nschwalbe

With the knock of a gavel, the @UN_PGA just declared the adoption of the declaration on Pandemic Preparedness and Response.

No discussion. Less than 3 seconds to object.

A moment of history in the blink of an eye.

#PPRHLM



Pandemic Action Network

3:19 PM · Sep 20, 2023 · 39.4K Views

Nina Schwalbe @nschwalbe

Accountability for Pandemic Preparedness and Response is not Geneva or New York – it's about Geneva AND New York.

And Cape Town and Rio. And Stockholm and Bangkok.

It's about everyone everywhere.

It's about taking responsibility at the highest level of government.



UNGA Hearing on Pandemic Preparedness, Prevention and Response

9:30 PM · May 11, 2023 · 23.8K Views

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:

- The MailChimp listserve has a total of 700 subscribed contacts.
- [Blast](#) was sent to all subscribers, sharing the Independent Monitoring for the Pandemic Accord: Policy Brief and Independent Monitoring for the Pandemic Accord: A Proposal for Action documents. Recipients included Geneva Missions, journalists, and any other interested parties.
- Newsletter sent on 29 November 2023 ([“Pandemic Governance: End Of Year Round Up”](#)), which reached 284 interested stakeholders (open rate of 45.3%).
- Newsletter sent on 15 September 2023 ([“Pandemic Governance: UNGA and beyond”](#)) which reached 321 interested stakeholders (open rate of 57.2%) (30.3% of whom clicked the link to follow Spark Street on Twitter)
- Newsletter sent on 15 July 2023 ([“Pandemic Governance: May - June Round Up”](#)), which reached 307 interested stakeholders (open rate of 54.1%).
- Newsletter sent on 31 March 2023 ([“Pandemic Governance: A Summary of Recent Developments”](#)), which reached 148 interested stakeholders (open rate of 54.4%).

HOW TO FOLLOW SPARK STREET

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SPARK STREET PEOPLE 2023

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Susanna Lehtimaki, Portugal

Kiva Allotey-Reidpath, UK

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Anne Cortez, Philippines

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Dante Licon, Switzerland

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