

# **Action for Global Health Strategic Review: Terms of Reference**

**February 2026**

## **Introduction**

Action for Global Health launched [our 2022-2025 strategy](#) in April 2022. As part of our 2024 strategic review, we decided to extend the strategy to 2029.

Our 2022-2029 strategy outlines our vision for a world where health equity is achieved. Our 2029 strategic goal seeks to achieve strengthened actions and commitments from the UK Government, which have positively contributed towards achieving health equity, resulting in more people accessing quality, affordable healthcare tailored to their specific health and wellbeing needs.

In line with this strategic shift, we developed ten health equity principles (see pages 11-12) to guide the implementation of our strategy. To embed these principles across all our work, we then developed an anti-oppression framework (to be implemented and launched later this year).

These principles included commitments to centre the voices and experiences of people with lived experience of health inequities and to extend and diversify the AfGH network membership (at all levels of the organisation). We have been expanding our membership to four target groupings; low- and middle-income country (LMIC) based organisations, regional health networks, UK diaspora groups and LMIC-based staff within our existing members. We have been changing our ways of working to better facilitate and integrate our expanded membership.

Our strategy outlines four strategic priorities:

- UK political, financial and programmatic commitments to global health equity (long-standing AfGH focus, baseline provided in our biennial [Stocktake Review](#))
- UK, climate change and global health equity (long-standing AfGH focus since 2020)
- UK and health systems strengthening (growth focus area since 2022)
- UK and social determinants of health (growth focus area since 2024)

## **Context**

We conducted our last strategic review in late 2023/early 2024. Since then, the sector has seen unprecedented changes. Since early 2025, global health funding and programmes have been hugely impacted by significant reductions in Official Development Assistance (ODA) across the US, UK and many other European donors. In the UK, the reduction in ODA from 0.5% to 0.3% and the consequences for global health funding and programming commitments are still being decided.

These actions have sparked and accelerated discussions around the future of financing for global health – including and beyond ODA allocations, the global health architecture and reform processes, and domestic / localised resourcing for health.

These actions constitute part of a series of wider, ongoing and interconnected shifts; greater geopolitical tensions and shifting alliances, increased conflict, growing anti-rights rhetoric, greater emphasis on

self-interest and economic outcomes, the emerging dominance of AI tools, widening economic inequality, and increased populism. It is increasingly challenging to cut through and enact change in this fast-moving (and often chaotic) context; existing approaches and messages are not achieving sufficient impact towards our goals.

## **Overview**

As part of our commitment to continual learning, we conduct regular strategic reviews (every two years) to assess and evaluate our progress to date and identify further ways to improve, adapt and accelerate our work for the remainder of the strategy. This strategic review will cover the period 2024-2026 and the learnings & recommendations will inform our 2026-2028 implementation.

We think this strategic review will be particularly critical to inform how we rethink, adapt, and reprioritise in response to the hugely changed context outlined above – so we expect this review to be particularly focused on providing learnings and recommendations to adapt our strategic approaches and implementation moving forward. It will be important for these recommendations to be pragmatic and grounded in a clear understanding of this new reality, where geopolitics, donor priorities, and our network membership are shifting significantly.

We would like the strategic review to use an epistemological lens and embed our principles into the methodology and analysis. As a network entity, it is critical that this methodology involves and consults the views of our expanded membership – particularly our LMIC members, people and communities with lived experience of health inequities, and our UK diaspora members - as well as wider stakeholders.

We expect the focus areas for the review to be developed consultatively with the appointed consultant, and would like to include the following areas for consideration:

- How the changing context and challenging environment is impacting AfGH, our members, the wider global health sector, and the achievement of our strategic goals
- AfGH's commitment and approach to decolonisation, redressing unequal power, and shifting narratives around global health
- Different scenarios on the future of the UK's role in global health and how this would impact the achievement of our goals
- How AfGH is engaging - and should engage moving forward - in architecture reform and future thinking dialogues and transitions
- Review of AfGH's branding and identity (particularly in response to the changing context)
- How AfGH is engaging or should engage with emerging issues such as AI (not considered in our strategy to date)

## **Project Deliverables and Timeline**

*The final project deliverables and timeline will be subject to further discussions and guidance from the appointed consultant, but should include at minimum:*

- Development of a matrix detailing the proposed methodology and how the review will be conducted – *to be completed by 3<sup>rd</sup> April 2026*
- A written report (*to be completed by 30<sup>th</sup> April 2026*), outlining:

- o Progress and challenges towards achieving our strategic goals for the period March 2024-February 2026
- o Strong focus on key learnings and recommendations - based on strategic review findings - for the implementation of our strategy between 2026-2028 (until the next strategic review)
- o Series of wider recommendations based on 'future thinking' aspects within strategic review
- A slide deck summarising the report and presentation of recommendations to AfGH members (at our quarterly member meeting) in Q2 2026 – *to be completed by 15<sup>th</sup> May 2026 (and presentation at member meeting to be held in Q2 2026 – exact date TBC)*
- A 2-page summary document based on the report highlighting approach, key findings, recommendations and next steps – *to be completed by 29<sup>th</sup> May 2026*

We expect the consultancy to take an estimated 7-9 days of work to complete.

### **Expressions of interest**

Interested consultants (individuals or teams) should submit:

- A short technical proposal, of no more than two pages, outlining understanding of the assignment, proposed methodology and work plan.
- Evidence of experience of strategic review processes
- A budget proposal with daily rate and total cost estimate
- The CV of the consultant and names of two referees
- At least one example of previous strategic review analysis

Expressions of interest should be emailed to Katie ([katie@actionforglobalhealth.org.uk](mailto:katie@actionforglobalhealth.org.uk)) and Nabila ([nabila@actionforglobalhealth.org.uk](mailto:nabila@actionforglobalhealth.org.uk)) by 6pm 8<sup>th</sup> March 2026. Short discussions will be held with shortlisted candidates on 10<sup>th</sup> and 11<sup>th</sup> March 2026.

If you have any questions about the Terms of Reference, please contact Katie and Nabila (as above).