



MATAHARI

2025

ANNUAL REPORT

Advancing Equitable Global Health Systems



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Annual Report 2025

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Message from the Managing Director

2025 has been a year of significant change. Shifts in foreign aid and evolving global priorities have reshaped how organisations like ours operate. Against this backdrop, our focus has remained clear: to support communities, strengthen systems, and deliver meaningful, evidence-based work.

In 2025, we worked across Africa, Asia, Eastern Europe, and Latin America and the Caribbean, partnering with governments, regulatory agencies, and communities. Notably, we engaged with all 55 African Union Member States on health workforce priorities, producing a series of key outputs including a baseline report, investment case, and implementation roadmap.

We also collaborated with national stakeholders across five African countries to identify ways to accelerate access to novel tuberculosis diagnostics, and continued our engagement with indigenous communities in Peru to better understand barriers to HIV treatment access

These engagements reflect what defines Matahari: a commitment to combining analytical rigour with deep community understanding. Our work is not only about generating insights, but ensuring those insights translate into practical, context-sensitive solutions.

Looking forward, we aim to address critical gaps in global health, including the impact of foreign aid reductions, declining immunisation coverage, and the growing influence of misinformation. We will also continue to support coordination on health emergencies, particularly in the ASEAN region, and expand our work on health workforce development.

At a time of increasing uncertainty, collaboration between communities, policymakers, and practitioners is more important than ever. Together, we can build systems that are resilient, equitable, and grounded in science.



ABOUT MATAHARI

Matahari Global Solutions is a global health research and policy group working to integrate Global South expertise into global health systems. We operate at the intersection of evidence, equity, and strategy, supporting governments and institutions to design solutions grounded in real-world contexts.

GLOBAL HEALTH ANALYSIS & GAP MAPPING

Building a comprehensive understanding of health system challenges by analysing socio-economic, political, and human rights factors influencing disease and access to care.

AMPLIFYING LMIC EXPERTISE

Centering voices, knowledge, and leadership from low- and middle-income countries through dialogue, collaboration, and inclusive frameworks.

STRATEGIC ENGAGEMENT & POLICY DESIGN

Developing strategies that align stakeholders, address systemic barriers, and respond to complex, evolving global health landscapes.

MONITORING & EVALUATION SYSTEMS

Designing robust, equitable systems to measure outcomes, track progress, and support effective implementation of health initiatives.

How We Work

Our approach is grounded in collaboration, evidence, and context. We work closely with governments, communities, and partners to ensure that solutions are not only technically sound, but practical, inclusive, and sustainable.



We do not apply global solutions to local problems, **we build solutions from the ground up.**



2025 AT A GLANCE

4

Projects Delivered

55

African Union
Member States
Engaged

4

Continental
Regions

9

Core Team
Members

\$375k

Annual revenue

78+

Countries reached



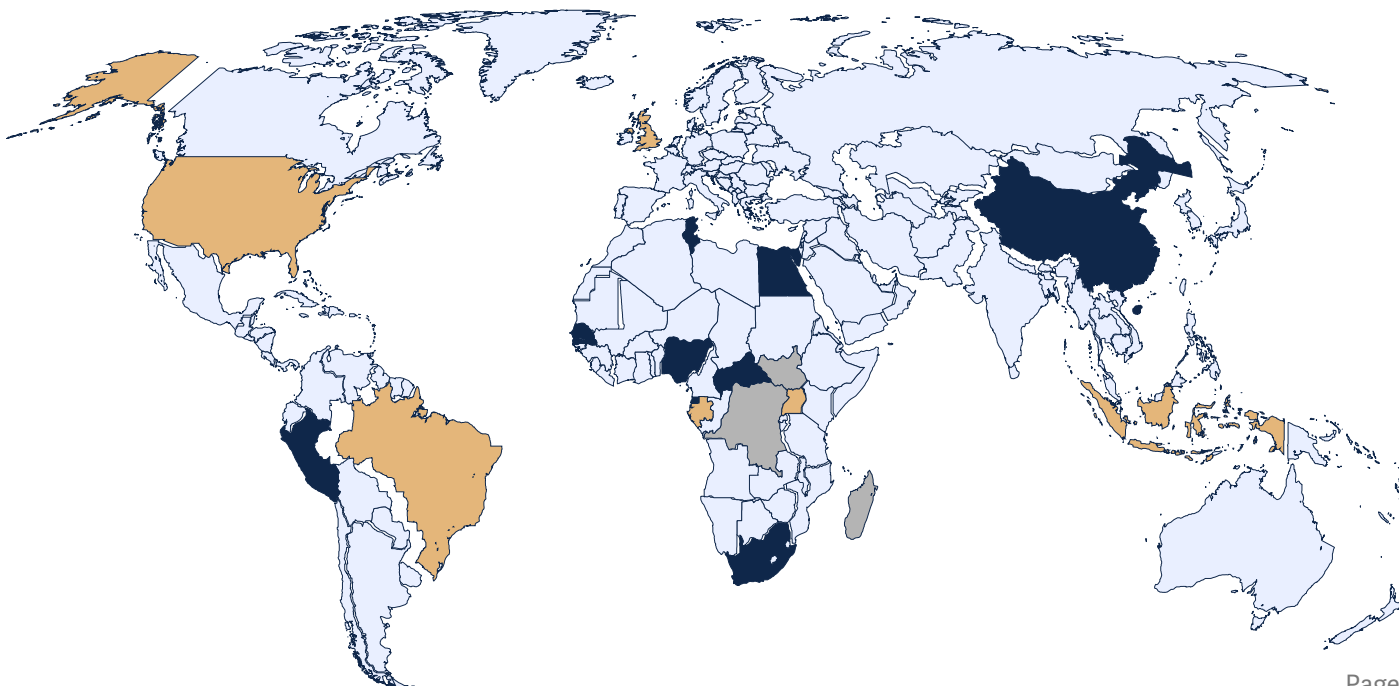
Staff locations



Regions of extensive staff engagement



Partner Organization Locations





STRATEGIC FOCUS AREAS

Global health systems are complex, interconnected, and constantly evolving. Our work focuses on addressing the most critical structural challenges through research, strategy, and collaboration.

Strengthening Health Systems

Supporting governments and institutions to build resilient, effective health systems that can respond to both ongoing and emerging challenges.

Advancing Equity in Global Health

Addressing structural inequalities by centering Global South expertise and ensuring that policies reflect the needs of the communities most affected.

Expanding Access to Diagnostics & Care

Identifying and removing barriers to timely diagnosis, treatment, and care, particularly in resource-constrained settings.

Health Workforce Development

Analysing workforce gaps and supporting strategies to strengthen capacity, training, and long-term sustainability across health systems.

Evidence, Policy & Implementation

Translating complex data into actionable insights, enabling policymakers and stakeholders to make informed, effective decisions.





PROJECTS

Our work in 2025 focused on addressing critical challenges across global health systems, from strengthening workforce capacity to improving access to diagnostics and advancing equity in policy and practice.

Across four key projects, we partnered with governments, institutions, and communities to deliver research, strategy, and practical solutions grounded in local contexts. Each project reflects our commitment to combining analytical rigour with real-world impact.

PROJECTS DELIVERED

Across multiple regions and global health priorities

01

Health Workforce
Development

02

Diagnostics
& Access

03

Equity in Global
Health

04

Policy & Systems
Strengthening

PROJECT:

Decolonial Philanthropy in Women's and Children's Health

Overview

Examining how philanthropic funding structures in global health can reinforce inequality, and identifying pathways towards more equitable, community-centred approaches to grant-making.

Key Contributions

- Conducted a comparative analysis of **13 philanthropic organisations** in women's and children's health
- Supported the Lancet Commission on Racism, Structural Discrimination and Global Health
- Applied the Elevate Children Funders Group framework to assess institutional, relational, individual, and ideological dimensions of funding
- Analysed perspectives from both funders and beneficiary communities

Impact

Provided an evidence base to support more equitable, trust-based philanthropic models, contributing to ongoing global discussions on decolonising global health funding.

PROJECT:

African Union Health Workforce Compact

Overview

Supporting the development of a continental strategy to address critical health workforce shortages and strengthen long-term capacity across all African Union Member States.

Key Contributions

- Conducted a comprehensive scoping review of health workforce gaps across **55 African Union Member States**
- Engaged directly with national health workforce directorates to validate findings and ensure contextual relevance
- Supported regional consultations led by IPHDC to refine priorities and gather stakeholder insights
- Developed key outputs including a baseline report, investment case, and implementation roadmap
- Identified critical shortages across specialist areas, including oncology, psychiatry, obstetrics, and surgical care



Impact

Informed the design of a long-term, continent-wide initiative to strengthen health workforce capacity, supporting more resilient and sustainable health systems across Africa.

PROJECT:

Critical Path Analysis for Novel TB Diagnostics

Overview

Mapping the processes and time lines required to introduce new tuberculosis diagnostics, with the aim of accelerating access across high-burden countries.

Key Contributions

- Engaged and conducted in-person consultations with **five governments** (Ethiopia, Gabon, Kenya, Nigeria, South Africa)
- Worked with regulatory agencies, national TB programmes, and civil society to map diagnostic pathways
- Analysed key stages including regulatory approval, procurement, demand creation, and connectivity

Impact

Identified actionable opportunities to shorten the time required to introduce new TB diagnostics, supporting faster and more equitable access to life-saving technologies.

Outputs from the project included five publicly available country reports published through the [TB Diagnostics Critical Path platform](#) and dissemination of findings through international conferences and peer-reviewed research, including a publication in [The Lancet Regional Health - Africa](#) led by Senior Consultant Dr Marguerite Massinga-Loembé.

PROJECT:

Paediatric TB Norms & Guidance Dashboard

Overview

Reviewing national tuberculosis diagnostic policies and developing a structured framework to assess alignment with global best practices for paediatric TB.

Key Contributions

- Partnered with the **Association of Public Health Laboratories (APHL)** and the **U.S. CDC**
- Analysed TB diagnostic policies across **29 high-burden countries** in Africa and South/Southeast Asia
- Developed a policy analysis framework with **37 indicators** covering diagnosis in adults, children, and people living with HIV
- Conducted a full landscape review and integrated findings into a dashboard format
- Piloted the tool in two countries and incorporated stakeholder feedback to refine methodology

Impact

Provided a structured, comparable evidence base to support countries in strengthening TB diagnostic policies and aligning with global standards.

PARTNERSHIPS & COLLABORATION

Our work is built on collaboration. We partner with governments, global institutions, and community stakeholders to deliver solutions that are context-driven, inclusive, and effective.

Governments & Public Institutions

Engaging national ministries, regulatory authorities, and public health agencies across multiple regions.

Global Health Organisations

Collaborating with leading international organisations and research bodies to inform policy and practice.

Technical & Research Partners

Working alongside academic institutions, consultants, and subject-matter experts to deliver rigorous, evidence-based outputs.

Community & Civil Society

Ensuring that community perspectives are embedded in research, policy development, and implementation.

Including collaborations with organisations such as:



Gates Foundation



Our partnerships reflect a commitment to working across systems, from global policy to local implementation.



TEAM

Matahari brings together a multidisciplinary team of experts across global health, policy, human rights, and data analysis, working collaboratively across regions and contexts.



Fifa Rahman PhD
Principal Consultant &
Managing Director



Gisa Dang MA
Senior Consultant:
Human Rights



**Marguerite Massinga
Loembé PhD**
Senior Consultant: Health
Systems and Diagnostics



Dr Claudia Stoicescu
Technical Advisor:
Harm Reduction



Charles Ebikeme
Science Writer



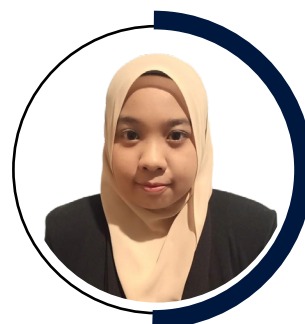
Sam Acellam
Associate Consultant:
Health Data Analytics



Pedro Villardi PhD
Associate Consultant:
Intellectual Property



Kathleen England
Associate Consultant: Infectious
Diseases Diagnostics, Prevention,
and Emergency Preparedness



Atiqa Mat Ali
Finance and
Administrative Officer

I TESTIMONIALS

"Working with Matahari Global was an experience of efficient, professional collaboration with visible results. The team demonstrated a strong understanding of health system needs and delivered with clarity and sensitivity."

Javier Lobete

Section Chief, Ministry of Planning and Economic Diversification,
Equatorial Guinea

"The team brings a rare combination of analytical rigour, sensitivity to community perspectives, and creativity in translating complex evidence into powerful advocacy tools."

Nadia Rafif

Advocacy and Influence Lead, International Treatment Preparedness
Coalition (ITPC) Equatorial Guinea

"As a smaller country, we are sometimes overlooked. On this occasion, our data and context were meaningfully included in the analysis, which made a significant difference."

Guillermo Ndong Ntutumu

Health Workforce Director, Ministry of Health, Equatorial Guinea

"The team ensured that national context guided the recommendations, bringing together expertise from across regions to support the development of a strong, strategic initiative."

Mr. Bigirindavyi Livin

National Institute of Public Health (INSP), Burundi

| LOOKING AHEAD: 2026

As global health systems continue to face increasing complexity, from shifting funding landscapes to emerging public health challenges, the need for equitable, evidence-based solutions has never been greater.

Addressing Gaps in Global Health Funding

Exploring the impact of changing foreign aid dynamics and supporting more sustainable, locally driven approaches.

Strengthening Immunisation & Public Trust

Investigating declining immunisation rates and the role of misinformation across both digital and community settings.

Enhancing Health Emergency Coordination

Supporting improved regional coordination, particularly in the ASEAN region, and advancing legal preparedness for health crises.

Continuing Health Workforce Development

Building on existing work to address workforce shortages and strengthen long-term system capacity.

We remain committed to working alongside governments, communities, and partners to deliver solutions that are grounded in evidence, responsive to context, and focused on long-term impact.

| CONTACT

For more information or to explore opportunities for collaboration, please get in touch.

 <https://matahari.global>

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