Global Health Norway Strategy 2026–2030

Version history: The strategy was developed by the strategy group appointed by GHN and approved at the Board meeting on 5th Nov 2025. The final written document, drafted by the Chair (Ane-Marthe Solheim Skar, NIPH), was revised following the Board meeting on 11 May 2026 and approved by email circulation.

I. Background and process

On 23 Oct 2024, with details agreed on 23 May 2025, the Global Health Norway (GHN) Board decided to form a strategy group representing research institutes, universities and health trusts, with a student representative. Nominated by Board members, the group would develop a new five-year strategy, review the network's organisation, roles and responsibilities, and clarify roles and responsibilities through dialogue with the Forum. The group comprised Ane-Marthe Solheim Skar (Chair) and Helen Ghebremedhin (NIPH), Heidi Fjeld (UiO), Erik Anda (UiT), Håkon Bolkan (NTNU), Maria Tårland (HMN RHF), and Marte Sollid (student representative, UiO). It held a full-day seminar in Oslo on 23 Sept 25, followed by online meetings, including one with the Forum Chair on 15 Oct 25, and an in-person Oslo meeting between GHN's Skar and Fjeld and the Forum Board on 29 Jan 26.

II. Priorities and focus areas for the strategy period 2026–2030

GHN will strengthen the collective contribution of Norwegian academic and professional communities to global health through collaboration on research, education and competence development. The network will prioritise efforts where collaboration across member institutions adds greater value than the institutions' individual efforts. Focus areas for the strategy period 2026–2030:

1. Development: Improve the quality and expand the scope of research, education and competence development through collaboration and capacity building.
2. Advocacy: Work towards increased funding for global health and strengthen dialogue with and influence on government authorities, research councils and other relevant stakeholders.
3. Visibility: Increase GHN's visibility nationally and internationally, highlight ongoing activities and provide a clear voice on global health issues.

III. Organisation and roles

The Board has overall strategic responsibility for GHN's strategy and mandate and annually approves priority objectives, an activity plan and resource allocations based on proposals from the Forum, among others.

The Forum for Global Health Research (the Forum) is responsible for operational implementation and reporting during the strategy period. This includes planning and implementing activities across the three focus areas, with primary emphasis on focus areas 1 and 2 and in collaboration with the editorial group on focus area 3. The Forum will

develop activity plans specifying expected deliverables and designated leads, and report regularly to the GHN Board on progress and results.

The editorial group is responsible for visibility, including updating websites and social media (focus area 3).

Responsibility for the annual **GHN conference** rotates among member institutions, with universities and health trusts collaborating on its organisation. An expanded organising committee will be established and will include representatives from the GHN Board, the Forum, universities, health trusts and students. The conference programme will be submitted to the GHN Board for input before finalisation and publication, and before the registration deadline. Lessons learned from previous conferences will be systematically shared and documented as part of planning the next conference. GHN allocates funding to the conference, but the responsible institution(s) are also expected to contribute their own resources. The organiser decides whether to charge a registration fee, which will be kept low and primarily serve to encourage participation and support predictable planning.

IV. Secretariat

The secretariat function will be maintained to ensure continuity and support for the Board and the Forum.

V. Evaluation

GHN will monitor implementation of the strategy through annually evaluation based on the following core indicators. Results will be compiled in a written final evaluation before the end of the strategy period. Activity counts will be supplemented by a brief assessment of results achieved, benefits for member institutions and GHN's contribution. The findings will be used to adjust priorities and resource use.

1. Development

- Number of collaborative projects and joint applications between member institutions
- Number of competence development and capacity-building activities completed

2. Advocacy

- Number of submissions to government authorities and relevant stakeholders
- Trends in funding for global health-related activities to which GHN has contributed

3. Visibility

- Visibility in professional and public channels (media, policy briefs, digital platforms)
- Participation and representation in national and international forums

4. Organisation and implementation

- Extent to which the Forum delivers on its activity plans and reports to the Board