



# Haramaya University- Armauer Hansen Research Institute

## Health and Biomedical Research Partnership Strategic Document

2025-2035

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Haramaya University has a well-established track record of collaboration with local and international institutions in academics, research, and community service, aiming to improve educational quality and livelihood of the citizen. I am proud to extend my warmest greetings as we strengthened the partnership between Haramaya University and Armauer Hansen Research Institute. This partnership marks a significant milestone

in our shared commitment to advancing knowledge, driving innovation, and addressing the most pressing health challenges in the eastern part of Ethiopia through research and education.

By combining our academic strengths, research capacities, and institutional values, we are laying the foundation for impactful, interdisciplinary solutions that transcend traditional boundaries. This partnership is not only about cooperation; it is about co-creation. Together, we aim to generate scientific discoveries, nurture the next generation of health and biomedical researchers, and contribute to evidence-informed health policy and practice.

In today's rapidly evolving world, no single institution can effectively respond to the complex health, social, environmental, and technological challenges. Strategic partnerships are essential to generate new knowledge, strengthen research capacity, and ensure the translation of scientific evidence into practical solutions. Through this partnership, both institutions are committed to channeling our collective expertise, infrastructure, and talent to co-develop research initiatives, training programs, and innovations to bring about meaningful change.

Our joint efforts will enhance research excellence, support training programs, and assist the translation of research into real-world impact. From health and biomedical sciences to emerging technologies and sustainable development, we are committed to a partnership that is dynamic, inclusive, and responsive to local and global health needs.

As President of Haramaya University, I commend all those who have worked tirelessly to bring this vision to fruition and invite our academic communities, researchers, and stakeholders to join us in this journey of discovery and transformation.

Together, we are stronger—and together, we will shape a better future.

**Jemal Yousuf (PhD), HU president**





I am sharing this message with heartfelt appreciation and excitement as we strengthen the strategic partnership between Armauer Hansen Research Institute (AHRI) and Haramaya University (HU). This collaboration brings together two institutions with a shared vision-to advance health and biomedical research that is locally relevant, globally significant, and grounded in scientific excellence. By combining our research, innovation, and educational strength, we are poised to address pressing public health

challenges and drive sustainable, evidence-based solutions that improve lives. This collaboration represents a bold and timely step towards strengthening our national and regional capacity for impactful health research.

At a time when public health challenges are increasingly complex, interconnected, and global, our shared commitment to scientific excellence and collaborative inquiry could not be more critical. By bringing together the academic strength of HU and the research experiences of AHRI, we are building a platform for transformative research that advances science, serves communities, informs policy, and improves health outcomes. HU, with its long history as a leading academic institution, serves as the hub for health research in Eastern Ethiopia. For a resource-constrained country like ours, strong partnerships are essential to maximize impact and efficiently use our limited resources. AHRI deeply values this collaboration and sees this partnership as a foundation to expand our work beyond the current scope—particularly by engaging more closely with the Eastern Ethiopia Health Research Consortium and other health sciences and biomedical joint programs in partnership with HU. Together, we aim to advance research, training, and innovation that directly address the health priorities of our communities, while nurturing the next generation of skilled and visionary researchers who will lead the future of health and biomedicine in our region.

On behalf of AHRI, I express my heartfelt appreciation to the leadership and academic community of HU for embracing and nurturing this partnership. I would also like to acknowledge the visionary ideas and foundational contributions of former leaders from both

AHRI and HU, whose efforts laid the groundwork for this collaboration. I am confident that the results of this joint effort will stand as a model of institutional cooperation and scientific leadership. We look forward to the journey that promises discovery, innovation, and a lasting impact on health and well-being.

**Prof. Afework Kassu, AHRI, Director General**

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We are also deeply grateful to the leadership and management of Haramaya University and the Armauer Hansen Research Institute for their unwavering support, guidance, and encouragement. Their institutional backing and strategic oversight have provided a strong foundation for this important partnership and its future direction.



## Abbreviations /Acronyms

<b>AHRI</b>	Armauer Hansen Research Institute
<b>CHMS</b>	College of Health and Medical Sciences
<b>FOHS</b>	Faculty of Health Sciences
<b>HFCSUH</b>	Hiwot Fana Comprehensive Specialized Hospital
<b>HHR</b>	Hararghe Health Research
<b>HU</b>	Haramaya University
<b>IP</b>	Intellectual property
<b>KPIs</b>	Key Indicator Performances
<b>M\$E</b>	Monitoring and Evaluation
<b>MEL</b>	Monitoring, Evaluation, and Learning
<b>MoU</b>	Memorandum of Understanding
<b>NCDs</b>	Non-Communicable Diseases
<b>R&amp;D</b>	Research and Development
<b>SOP</b>	Standard Operating Procedure
<b>ToR</b>	Term of References

## Executive summary

This strategic document outlines the key objectives and initiatives for the Haramaya University-Armauer Hansen Research Institute Health and Biomedical Research Partnership in the coming 10 years. The strategic document focuses on five main strategic areas: Strengthen Collaborative Research Capacity, Support Joint PhD, PhD, Postdoctoral training and Fellowships, Enhance Innovation and Technology Transfer, Diversify and Mobilize Sustainable Funding, and Monitor, Evaluate, and Learn from Impact. Through these strategic pillars, the Health and Biomedical Research Partnership aims to catalyze impactful science, strengthen regional and global collaboration, and contribute meaningfully to improving health outcomes and achieving sustainable development goals.

This Health and Biomedical Research Partnership is a transformative initiative to advance scientific excellence, regional leadership, and equitable collaboration in addressing pressing health challenges. Rooted in a shared vision of strengthening health systems through research and innovation, the partnership brings Haramaya University and Armauer Hansen Research Institute together to co-create knowledge, build capacity, and drive sustainable impact. The partnership aims to support high-quality, multidisciplinary health and biomedical research that responds to national and regional health priorities contributing to Global Health. It promotes the establishment of joint research platforms, shared infrastructure, and enables effective and equitable collaboration.

The partnership seeks to translate research into practical solutions by fostering innovation ecosystems, and supporting intellectual property management. The partnership aims to accelerate the delivery of diagnostics, treatments, and digital health tools through targeted support for technology development.

Recognizing that a skilled research workforce is the foundation of scientific progress, the partnership prioritizes the development of joint PhD and postdoctoral programs. These efforts will foster a new generation of researchers equipped with the skills and networks necessary to lead future innovations in health and biomedical sciences. Finance is a cornerstone of sustaining the initiative. The partnership will pursue diversified funding strategies, including joint proposals

development to national and international funders, the creation of pooled funding mechanisms, and capacity building in grant management to ensure long-term viability. A strong commitment to accountability and learning underpins the partnership's operations. It will implement a results-oriented monitoring and evaluation framework to track progress, assess outcomes, and adapt strategies based on evidence and stakeholder feedback. In conclusion, this strategic document positions both organizations as health and biomedical research and innovation leaders. By focusing on these strategies, HU and AHRI will enhance their ability to address complex challenges, drive meaningful change, and contribute to the betterment of society, achieve their vision, and make a lasting impact in the field.

## **1. Background of the Strategic Document**

Haramaya University and Armauer Hansen Research Institute run a joint PhD training program for a decade. This strategic document is developed by the joint team to direct the Haramaya University (HU) - Armauer Hansen research Institute (AHRI) partnership to a higher Health and Biomedical Research partnership. The document was initially drafted by the joint team, shared with several larger groups including senior officials, and planners to collect feedback, and revised, refined and finalized based on the given comments. The strategic document aims at a higher-level transformation from the previous partnership, creating a holistic collaboration between the two institutions, focusing on Health and Biomedical Research.

The document encompasses Strengthening Collaborative Research Capacity, support joint PhD, Postdoctoral training and Fellowships, Enhance Innovation and Technology Transfer, and Mobilize Sustainable Funding as the priority areas of the partnership. However, the focus of the partnership will not be limited to the above-mentioned strategies, as emerging priorities may be identified in the future. With this wide scope, the reinvigoration of the partnership will allow the two institutions to jointly plan, solicit funds, mobilize resources, conduct prioritized problem-solving research while keeping the diversity needed for scientific development. The teams experience will be the driving force that moves the wheel towards the consolidation of their programs and policies. Generally, the HU-AHRI partnership enhances evidence-based research, innovation, improves local problem-solving capabilities, increases productivity, and improves decision-making skills. Moreover, the partnership fosters a learning environment where academicians, researchers, programmers, health practitioners and decision makers can share knowledge, gain new skills, strengthen relationships and broaden their perspectives.

Thus, this strategic document provides the partners a common understanding, proper implementation and informed decisions.

## **1.2. Rationale for the HU-AHRI Health and Biomedical Research Partnership**

Haramaya University (HU) has a well-established track record of collaboration with local and international institutions in academics, research, and community service, aiming to improve educational quality and the livelihood of the citizen. These partnerships have played a key role in enhancing the University's health research capabilities, encouraging innovation, and contributing to the training of a competent workforce. Community engagement, being one of the University's core activities, has played a vital role in yielding transformative outcomes, particularly in addressing local health problems of the rural communities. Haramaya University has been identified as one of the eight research universities in Ethiopia and is an exceptional representation of Universities in Eastern Ethiopia. Correspondingly, AHRI plays a pivotal role in advancing health through biomedical research, training, and innovation in Ethiopia and beyond. The institute focuses on infectious and non-communicable diseases of public health importance, including tuberculosis, leprosy, HIV/AIDS, and emerging diseases. Through its multidisciplinary research, clinical trials, capacity building, and policy engagement, AHRI contributes to evidence-based healthcare solutions, strengthens national research capacity, and supports the translation of scientific findings into improved health outcomes. Therefore, the partnership between Haramaya HU and the AHRI has indispensable values. The current partnership which began in 2015/2016 has so far been restricted to a joint PhD program focusing on creating a workforce in the field of Medical Microbiology in the eastern part of Ethiopia. The current HU–AHRI Health and Biomedical Research Partnership transformation is established in response to the growing need for coordinated, multidisciplinary, and impact-driven health and biomedical research to address Ethiopia's pressing health challenges, particularly in the eastern part of Ethiopia. Haramaya University, with its strong academic foundation, regional and international presence, and the Armauer Hansen Research Institute, with its nationally and internationally recognized research expertise, bring complementary strengths that together form a powerful platform for advancing health and biomedical research and innovation.

Partnerships are likely to be constrained by the lack of a clear institutional policy and weak linkages with relevant stakeholders. Moreover, the lack of advanced research laboratory facilities and the absence of dedicated units for joint resource mobilization and grant acquisition, urges the significance of forming strong partnerships. To address these challenges, there is a pressing need



to broaden the scope of collaboration that aligns with institutional mission, particularly in health and biomedical research.

This partnership, therefore, aims to bridge gaps between academic training, health and biomedical research, and public health practice by promoting collaborative research, joint PhD, Postdoctoral training and Fellowships, and technology transfer. It also seeks to strengthen institutional capacities, generate locally relevant evidence, and inform health policy and interventions that are responsive to the needs of the Ethiopian community and beyond. By aligning their resources, networks, and strategic goals, HU and AHRI are poised to contribute meaningfully to the national health priorities, accelerate knowledge translation, and foster sustainable solutions through a coordinated and synergistic research agenda.

### **1.3. Overview of the Haramaya University (HU)**

Haramaya University is one of the oldest and most prestigious universities in Ethiopia. Its foundation arose from the need to modernize and advance Ethiopia's agriculture by producing trained human power and pragmatic research and extension programs. To this end, the government of Ethiopia and the United States of America signed an Agreement under the Point Four Program on May 15, 1952 which established a center of excellence in the field of agriculture at college level in 1953. Afterwards, the College was transformed into a full-fledged University (the then Alemaya University of Agriculture) in 1985 and was renamed Alemaya University and Haramaya University in 1996 and 2006, respectively. The academic programs of the University grew and new programs including Faculty of Health Sciences (1996), Faculty of Law (2002), Faculty of Business and Economics (2002), Faculty of Veterinary Medicine (2003), Faculty of Technology (2004), Faculty of Applied Sciences (2008) and Faculty of Computing and Informatics (2008) were opened. The mission of the HU is to produce competent graduates in a wide spectrum of disciplines through quality education; to carry out rigorous and socially meaningful innovative research, and to disseminate knowledge and technologies and provide community services at all levels. The University offers diverse academic programs in both regular, and non-regular programs, including summer, Distance and Continuing Education. Besides, the University has also undertaken diverse reform activities towards restructuring itself, customer responsiveness and offering high-standard services.

The University is located in Oromia Regional State, Eastern Hararghe Zone and is approximately 500 kms east of the capital city, Addis Ababa. The University comprises 12 Colleges and more than 35 Schools. The College of Health and Medical Sciences [CHMS] (previously the Faculty of Health Sciences) is among the 12 Colleges in the HU. The CHMS is based at its campus in Harar town (approximately 23 kms from the main campus) for effective training of the students in the nearby health facilities and effective utilization of resources. The College was established pursuant to the national health policy, aiming to complement the health sector strategy of increasing the number of well-trained health professionals of an appropriate mix and ultimately satisfy the required skilled human power needs of the country.

Currently, the CHMS is running 17 undergraduate programs, 26 MSc/MPH, eight Specialty, four Subspeciality and six PhD programs. Regarding the human resource profile, the CHMS has 36 PhD, six Subspecialists, 114 Specialists, 235 Lecturers, 18 Assistant Lecturers, 5 Graduate Assistants and 32 Technical Assistants, of which one is Full Professor and 15 Associate professors. Hence, in the past 15 years, the CHMS has been producing an enormous number of competent professionals at various capacities who are serving as healthcare service providers, managers, researchers, academicians, policy makers, consultants and business men at national and international levels.

The college and its schools have 15 well-established national/local partnerships with various stakeholders. Concurrently, the CHMS has 19 international collaborations with higher institutions, research and non-governmental organizations working in different priority areas. The CHMS partners with AHRI, a pioneer national organization with which the School of Medical Laboratory Sciences has an effective partnership in the joint PhD training program in Medical Microbiology since 2015. Since the inception, the program has enrolled 16 PhD students, and four of them have successfully graduated with flying colors. All these are a good showcase that the CHMS is highly committed and successful in rendering academics, research and community services maintaining the required quality standards.

## 1.4 Overview of Armauer Hansen Research Institute (AHRI)

The AHRI is a medical research institute established in 1970 by the Government of Ethiopia in collaboration with Save the Children Organizations of Norway and Sweden, and University of Bergen. The Institute was named after the Norwegian physician, Gerhard Henrik Armauer Hansen, who first described the leprosy bacillus (*Mycobacterium leprae*).

The ARHI was initially established to investigate the immunology of leprosy. Over the years, the research scope of the Institute has changed significantly. Currently, the Institute undertakes a wide range of research on communicable and non-communicable diseases (NCDs), traditional and modern medicines, vaccines, diagnostic and therapeutic tools. Moreover, the Institute focuses on responding to emerging and re-emerging diseases of public health importance through health research and innovation. The research activities of the Institute are organized and carried out under seven Research Directorates namely, the communicable and NCDs Research Directorate; Clinical Trial Directorate, Knowledge Management Directorate, Vaccine, Diagnostic and Medical Devices Research and Development Directorate, Traditional and Modern Medicine Research and Development Directorate, Pharmaceutical Industry Development Directorate and Pharmaceutical and Biological Product Development Directorate.

Moreover, the Institute offers research support for postgraduate (MSc/PhD) students in Ethiopia in various health and biomedical research fields. By accepting Master's and PhD students from various local universities, the institute provides technical supervision, access to laboratory facilities, and material supports (laboratory supplies/reagents) to the post graduate students to conduct their research activities. Apart from this, AHRI provides several short-term and other capacity building training in collaboration with local and international institutes. On the other hand, the institute plays a pivotal role in promoting health innovations through Grand Challenges-Ethiopia; local production of pharmaceutical manufacturing industry products (product development); and building of national human capacity in health research and development (R&D).

## **2. Mission, vision and goals of the partnership**

### **2.1 Mission Statement**

The mission of the HU-AHRI Health and Biomedical Research Partnership is to advance collaborative and impact-driven research, strengthen scientific capacity, and foster innovation through joint research, shared training programs, and sustainable knowledge translation to improve health outcomes for the eastern Ethiopian community and beyond.

### **2.2 Vision statement**

To be a model university and research institute partnership in health and biomedical research in Eastern Africa by 2035.

### **2.3 Goals of the partnership**

The goal of HU-AHRI Health and Biomedical Research partnership is to Strengthen Collaborative Research Capacity, Support Joint Doctoral and Postgraduate Training, Enhance Innovation and Technology Transfer, Diversify and Mobilize Sustainable Funding and support evidence-based policy-making, and international collaborations.

### **2.4 Scope of the Partnership**

The partnership aims to transform health research, and innovation in the horn of Africa with a broad and strategic scope; including:

1. Conduct demand driven, problem solving health and biomedical research  
This collaboration is aimed to share knowledge, expertise, and resources in conducting health science research. This approach can lead to breakthroughs (e.g., improved/new tool development and other solutions) particularly for startups with limited resources, and can accelerate innovation by integrating external inputs.
2. Human resource capacity development



Independent researchers' capacity development in health and biomedical research through PhD and postdoctoral studies is another key scope of the partnership. This aims at enhancing the skills, knowledge, and resources required, and establishes a system to conduct high-quality research through the engagement of PhD and postdoctoral students. It involves developing a research-supportive environment including the establishment of a research center, fostering research collaboration, soliciting funds, and providing opportunities for career development and research training for young researchers in Ethiopia and beyond. Furthermore, need-based short term training shall be organized to benefit researchers and or postgraduate students in this partnership.

### **3. Future Direction of the Research Partnership**

The future will focus on building a sustainable and impactful research ecosystem that solves the public health problems, builds capacity, advances scientific discovery, improves public health outcomes, and informs policy. The partnership aims to strengthen its collaborative research agenda by prioritizing high-burden diseases, emerging health threats, and cross-cutting issues such as antimicrobial resistance, climate-sensitive diseases, and strengthening of health systems. Future efforts will also emphasize the integration of advanced technologies such as genomics, bioinformatics, and digital health tools to enhance research capacity and innovation. The research partnership will focus on human capacity building to produce a new generation of skilled researchers equipped with both scientific knowledge and practical expertise. The partnership will promote equitable research practices, strengthen community engagement, and foster inclusive participation. Furthermore, strategic engagement with government agencies, industry, and international partners will be pursued to diversify funding sources and ensure the translation of research findings into policy and practice. Through these forward-looking initiatives, the partnership seeks to become a national model of collaboration, interdisciplinary, and socially responsive health research in Ethiopia and the region. As the partnership is forward looking, the current HU-AHRI joint PhD program will be transformed into an outcome driven health and biomedical research partnership, transdisciplinary networks, meaningful community and public-private engagements for mutual benefits of the two institutions and the neighboring community. Moreover, the future encompasses joint grant writing and management, joint



research funding mechanisms, data sharing, expansion of the PhD trainings to wider postdoctoral research through pooling of fundings, experts, forging strong ties with industries, staff exchange and building a strong health and biomedical research center in the eastern part of Ethiopia to address the local health problem prevailing in the region and beyond.

The envisioned partnership is a comprehensive health and biomedical research partnership that marks a strategic evolution from a training-centric model to a collaborative research ecosystem that fosters innovation, institutional strengthening, and public health impact. This future direction focuses on building an integrated platform that combines advanced academic training with applied, multidisciplinary research addressing regional and global health priorities.

Central to this transformation is the development of co-led research agendas that align with national and regional health strategies. The program will also invest in faculty exchange mechanisms, structured mentorship models, and cross-institutional supervision to promote academic excellence and knowledge transfer.

To ensure sustainability and equity, the partnership will prioritize shared governance structures, transparent resource mobilization, and harmonized research ethics and regulatory frameworks. Joint grant development and coordinated funding strategies will be key to supporting long-term collaboration, while also enabling access to diverse funding landscapes, including international donors, regional bodies, and government research agencies.

Importantly, the program will embed doctoral and post-doctoral training within this larger research framework, producing graduates who are not only skilled scientists but also leaders capable of driving innovation, informing policy, and strengthening health systems.

## **4. SWOT analysis**

The HU-AHRI Partnership had been through a lot of success stories and challenges. The path was supported through diverse institutional expertise in the area and commitment to workforce development by both institutions. However, unequal resource distribution, varying institutional capacities, and dependency on external fundings are the common challenges faced. Opportunities lie in leveraging regional and international networks, expanding innovative ecosystems, and

engaging in policy-relevant research. Nevertheless, threats such as donor shifts, lack of sufficient attention and shortage of supplies hinder sustainability and long-term impact.

<p><b>Strength</b></p> <ul style="list-style-type: none"> <li>-Increased pool of PhD graduates</li> <li>-Support from AHRI and HU management</li> <li>-Regular student supervision and mentorship</li> <li>-Improved inter institutional ties</li> <li>-Access to laboratory facilities and resources</li> <li>-Biannual joint institutional meetings</li> </ul>	<p><b>Weakness</b></p> <ul style="list-style-type: none"> <li>-Inadequate advanced biomedical laboratory facilities</li> <li>-Lack of partners to support advanced laboratory attachment abroad</li> <li>- Inadequate networking with national/international partners</li> <li>-Limited international grants to sustain students research activities</li> </ul>
<p><b>Opportunity</b></p> <ul style="list-style-type: none"> <li>-A well-established Hararghe HDSS</li> <li>- Common research thematic focus areas (Pastoralist and Agro-pastoralist community with a different diseases ecologies)</li> <li>-Availabilities of regional public health and research laboratories</li> <li>-Presence of Hararghe Health Research (HHR) laboratory</li> <li>-HU grand challenge fund to support postgraduate students</li> <li>-Collaboration with inter-regional universities (Horn international/Amoud university in Somaliland)</li> <li>-Differentiation of HU as research university</li> </ul>	<p><b>Threat</b></p> <ul style="list-style-type: none"> <li>-Delayed procurement process of laboratory supplies/reagents</li> <li>-The bureaucratic financial management process from government funds</li> <li>-Lack of laboratory equipment, reagents and supplies on the local market</li> <li>- Cost instability, which reduces the purchasing power of money (allocated budget)</li> <li>-The tight competition of securing international grants</li> </ul>

<ul style="list-style-type: none"> <li>-Plan to establish the eastern health research consortium</li> <li>-Collaboration with the Jimma University Tropical and Infectious Diseases Research Center (JU-TIDRC)</li> <li>-Presence of the 1000 bed HFCSUH</li> <li>-Presence of 58 graduate, specialty, subspecialty and PhD training programs in CHMS</li> <li>- Availability of cancer treatment center in HFCSUH</li> </ul>	
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## 5. Key Strategic Objectives

The key strategic objective of HU-AHRI Partnership is to advance equitable, collaborative, and locally and internationally relevant research that strengthens health systems, informs policy, and drives innovation to address priority public health challenges. This includes building sustainable research capacity through joint problem-solving research undertakings, joint training programs, facilitating multidisciplinary and cross-institutional research, promoting knowledge translation and technology transfer, and ensuring that research outcomes are aligned with national and international health needs. The partnership aims to foster mutual benefit and shared leadership among the two institutions, enabling the co-creation of solutions that are both scientifically rigorous and contextually appropriate.

The following key strategic objectives are considered.

1. Strengthening Collaborative Research Capacity
2. Support PhD, Postdoctoral training and Fellowships
3. Enhance Innovation and Technology Transfer
4. Diversify and Mobilize Sustainable Funding

## 5. Monitor, Evaluate, and Learn from Impact

### 5.1. Strengthening Collaborative Research Capacity

This strategic objective focuses on building strong, equitable, and sustainable research ecosystems by leveraging the strengths of the partner institutions. The goal is to foster collaborative environments where joint research endeavors are supported by robust infrastructure, shared resources, and harmonized governance structures. By promoting interdisciplinary teamwork and institutional leadership, this objective aims to bridge capacity gaps, enhance research quality, and ensure that partnerships are grounded in mutual benefits, accountability and sustainability. This strategy will align research agendas with national and regional health needs to ensure relevance, applicability, and impact on local communities.

Strategic Initiatives:

- Establish Eastern Ethiopia Health Research Consortium (EEHRC)
- Support joint PhD programs
- Establish joint research centers and state-of-the-art laboratories.
- Involve in teaching and service laboratories accreditation
- Fostering Haramaya University Institutional Health Research Ethics Office Accreditation
- Generating internal revenues through innovative approaches
- Raising collaborative project grants and support postgraduate research activities
- Implement staff exchange and mentorship programs.
- Strengthen institutional research governance and policies.
- Co-develop research agendas with stakeholders.
- Conduct and/or support research projects on endemic and emerging diseases, health systems strengthening, and non-communicable diseases (NCDs).

### 5.2 Support PhD, Postdoctoral, Fellowships and Advanced Trainings

Recognizing the central role of human capital in advancing scientific innovation, this objective emphasizes the development of joint graduate and postdoctoral programs. These initiatives aim



to cultivate a new generation of researchers who are not only technically skilled but also culturally competent and globally connected. The partnership supports co-supervised PhD and postdoctoral fellowships, curriculum harmonization, mentorship schemes, and hands-on research experiences to prepare scholars for leadership roles in academia, industry, and policy. This will support the effort to build a pipeline of skilled researchers through interdisciplinary training embedded within collaborative research programs.

Strategic Initiatives:

- Conduct joint PhD and postdoctoral training programs.
- Provide research fellowships, scholarships, and career development opportunities.
- Integrate hands-on research and cross-disciplinary training modules.
- Develop a need based short term certificate training programs
- Strengthen mentors/supervisors/mentorship programs
- Establishing partnerships with higher education training, research institutions and industry linkage (HETRIIL)

### **5.3 Enhance Innovation and Technology Transfer**

To ensure that scientific discoveries translate into societal benefit, this strategic objective promotes a culture of innovation and facilitates the movement of research outputs into practical applications. Through the creation of health innovation hubs, support for intellectual property management, and partnerships with industry, the goal is to accelerate the development and deployment of diagnostics, therapeutics, and digital health solutions. This objective also fosters entrepreneurial thinking among researchers and promotes the integration of technology into health systems.

Driving innovation by supporting the development and application of new tools, diagnostics, and interventions in healthcare is an important element of the partnership.

Strategic Initiatives:

- Establish innovation incubators and health tech labs.



- Develop intellectual property (IP) policies and licensing frameworks.
- Facilitate partnerships with industry for commercialization.

## **5.4 Diversify and Mobilize Sustainable Funding**

Sustainability is critical to the success of long-term research partnership. This objective seeks to secure a broad and stable funding base by diversifying income sources and enhancing institutional capacity for resource mobilization. Efforts include joint fundraising strategies, proposal development for international grants, establishment of pooled research funds, and training in financial management. By doing so, the partnership aims to reduce dependency on short-term funding and enable strategic investment in priority research areas. This will help build resilient financial models by attracting diverse, long-term funding sources for research and training.

### **Strategic Initiatives:**

- Develop joint proposals targeting bilateral, multilateral, and philanthropic donors.
- Establish pooled research funds and endowments.
- Build institutional capacity in grant writing and financial management.

## **5.5 Monitor, Evaluate, and Learn from Impact**

Accountability and continuous improvement are embedded in the partnership through a robust monitoring, evaluation, and learning (MEL) system. This objective ensures that all activities are tracked against measurable key performance indicators (KPIs), that progress is transparently reported, and that feedback loops inform ongoing strategy. Regular evaluations, learning forums, and impact assessments will be used to adapt and refine interventions, strengthen stakeholder engagement, and demonstrate the value of the partnership to both funders and communities. Creating systems for continuous MEL help guide the strategic direction and improve performance.

### **Strategic Initiatives:**

- Develop MEL frameworks with clear indicators and outcome tracking.
- Conduct regular evaluations and learning reviews.
- Publish impact reports and share lessons learned.

## 6. Action plan

No	Strategic Objectives	Strategic initiatives	Activities	Responsible	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
1	<b>Strengthen Collaborative Research Capacity</b>	Establish joint research centers and laboratories.	<ul style="list-style-type: none"> <li>-Mobilize resources</li> <li>-Design layouts and equipment plan</li> <li>-Procure lab equipment, reagents and supplies</li> <li>- Train technical staff</li> </ul>	HU+AHRI										
		Implement staff exchange and mentorship programs.	<ul style="list-style-type: none"> <li>-Identify potential stakeholders</li> <li>-Establish partnership</li> <li>- Mobilize resources</li> <li>-Train mentors</li> </ul>											
		Strengthen institutional research governance and policies.	<ul style="list-style-type: none"> <li>-Develop research governance guideline</li> <li>-Implement the guideline</li> </ul>	HU+AHRI										
		Co-develop research agendas with stakeholders.	<ul style="list-style-type: none"> <li>-Identify stakeholders</li> <li>-Conduct stakeholders meeting</li> <li>-Co-create research agendas</li> </ul>	HU+AHRI										

		Support research on endemic and emerging diseases, health systems, and NCDs	<ul style="list-style-type: none"> <li>-Mobilize resource</li> <li>-Conduct research</li> <li>-Develop research grants jointly and solicit funds</li> <li>-Pool resource and conducting Collaborative Research</li> </ul>	HU+AHRI											
2	<b>Support Joint Graduate and postdoctoral Training</b>	Conduct joint PhD and postdoctoral programs.	<ul style="list-style-type: none"> <li>-Mobilize resource</li> <li>-Recruit students</li> <li>-Conduct research</li> </ul>	HU+AHRI											
		Provide research fellowships, scholarships, and career development opportunities.	<ul style="list-style-type: none"> <li>-Identify collaborators and create opportunities</li> <li>-Recruit fellows</li> <li>-Mobilize/secure funding</li> <li>Provide training</li> </ul>	HU+AHRI											
		Integrate hands-on research and cross-disciplinary training modules.	<ul style="list-style-type: none"> <li>-Mobilize resource</li> <li>-Develop training modules</li> <li>-Conduct training</li> </ul>	HU+AHRI											

		Develop need based short term certificate trainings	<ul style="list-style-type: none"> <li>-Conduct stakeholders' meetings</li> <li>-Identify training gaps</li> <li>-Develop training manuals/curriculums</li> <li>-Conduct trainings</li> </ul>	HU+AHRI										
		Strengthen mentors/supervisors/mentorship programs	<ul style="list-style-type: none"> <li>-Identify gaps</li> <li>-Develop mentorship manuals</li> <li>-Conduct trainings as needed</li> </ul>	HU+AHRI										
		Establishing partnerships with higher education training, research institutions and industry linkage (HETRIIL)	<ul style="list-style-type: none"> <li>-Identify stakeholders</li> <li>-Conduct stakeholders' meetings</li> <li>-Develop ToR</li> <li>-Establish linkages</li> </ul>	HU+AHRI										
3	<b>Enhance Innovation and Technology Transfer</b>	Establish innovation incubators and health tech labs.	<ul style="list-style-type: none"> <li>-Mobilize resource</li> <li>-Develop guideline</li> <li>-Establish incubation centers</li> </ul>	HU+AHRI										
		Develop intellectual property (IP)	<ul style="list-style-type: none"> <li>-Develop IP and guidelines and frameworks</li> <li>-Create awareness</li> </ul>	HU+AHRI										



		policies and licensing frameworks.													
4	<b>Diversify and Mobilize Sustainable Funding</b>	Develop joint proposals targeting bilateral, multilateral, and philanthropic donors.	-Identify potential grants -Jointly develop grant proposals -Solicit funding	HU+AHRI											
		Establish pooled research funds and endowments.	-Identify stakeholders -Solicit for funding -Establish a pooled funding	HU+AHRI											
5	<b>Monitor, Evaluate, and Learn from Impact</b>	Develop MEL frameworks with clear indicators and outcome tracking.	-Establish KPIs	HU+AHRI											
		Conduct regular evaluations and learning reviews.	-Develop format and conduct regular monitoring and evaluation	HU+AHRI											
		Publish impact	-Prepare regular	HU+AHRI											

		reports and share lessons learned.	reports												
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## 7. Anticipated outcomes

### Strengthened Collaborative Research Ecosystems

- Increased number of joint research initiatives addressing priority health challenges
- Improved governance, ethics, and quality assurance systems supporting scientific collaboration
- Facilitated technology transfer and foster connections between academia and industry/research institutions.

### Increased Production and Utilization of High-Quality Research

- Growth in peer-reviewed publications, data sets, policy briefs, and technical reports
- Research findings translated into national health policies, guidelines, or interventions
- Enhanced visibility and influence of partner institutions in global health discourse

### Expanded PhD, Postdoctoral and fellowships training Capacity

- Increased number of co-supervised PhD and postdoctoral researchers trained
- Strengthened mentorship and research supervision capacity

### Improved Innovation and Technology Transfer

- More innovations (e.g., diagnostics, vaccines, tools) progressing through development pipelines
- Strengthened IP management and licensing mechanisms
- Increased public-private collaboration supporting applied research and product development

### Sustainable and Diversified Research Funding Base

- Growth in external grants awarded through joint proposals
- Creation of pooled funding mechanisms or regional research funds
- Institutional capacity for resource mobilization

### **Robust Monitoring, Evaluation, and Learning Systems**

- Routine tracking and reporting on research performance and impact
- Regular learning cycles informing adaptive strategies
- Evidence of improved institutional and policy decision-making influenced by M&E insights

### **Stronger Regional and Global Research Leadership**

- Partner institutions contributing to and shaping global research agendas
- Cross-border research networks and collaborations expanded

## **8. Monitoring and evaluation (M&E)**

Monitoring and evaluation (M&E) of the partnership activities will be the responsibility of both institutions. This will ensure standards of quality are met. Periodic evaluation of activities conducted by both institutions by a team of experts composed of both institutions. They will provide general advice and assistance on research compliance issues, ethical standards, perform quality system audits, be involved in the development of standard operating procedures (SOPs), and assist with various training. Additionally, they will conduct annual joint meetings and evaluate progress of the partnership activities.



