



RENU STRATEGIC PLAN
2024 – 2028
[ABRIDGED VERSION]

THE BOARD CHAIRPERSON'S FOREWORD

Dear Esteemed Stakeholders,

As part of the leadership that was instituted at RENU to offer strategic insight into RENU's operations, I am honored to unveil our strategic plan for the period 2024-2028. RENU has come a long way in advancing the landscape of research, education, and technology in Uganda, and this strategic plan represents our collective commitment to the next phase of growth and impact.

In the 2019-2023 strategic planning cycle, we witnessed significant achievements, surpassing key performance indicators and positioning RENU as a key player in Uganda's research and education sector. As we embark on the 2024-2028 journey, our focus remains steadfast on fostering the improvement of education and research, expanding services, and strengthening partnerships.

This strategic plan is the result of meticulous research, benchmarking, and collaborative engagements with our diverse stakeholders, including universities, government bodies, and the RENU team. It aligns with national objectives, reflecting our dedication to ICT innovation, skills development, and strategic sector participation outlined in the National Development Plan III and Uganda's Digital Transformation Roadmap.

As the Board, we are committed to providing governance and oversight that ensures RENU's long-term success and financial sustainability. We will continue to work closely with the CEO and the entire RENU team to navigate challenges, optimize resources, and capitalize on opportunities that arise in the dynamic landscape we operate in.

Thank you for your continued support and collaboration. Together, we will realize RENU's vision of *a vibrant knowledge creation and solutions development community*.

Sincerely,

Rev. Prof. John Kitayimbwa
Chairperson, Board of Directors

CHIEF EXECUTIVE OFFICER'S ACKNOWLEDGEMENT

Dear RENU Team and Stakeholders,

It is with great pleasure that I present the strategic plan for the Research and Education Network of Uganda (RENU) for the period 2024-2028. This document encapsulates our vision, mission, and strategic objectives that will guide us through the dynamic landscape of technology, education, and research.

The achievements of the 2019-2023 planning cycle have set the stage for our continued success. I want to express my gratitude to every member of the RENU team, our member institutions, government bodies, and all stakeholders who have contributed to our journey thus far.

In the upcoming strategic period, following input and guidance from our member institutions, we will focus on fostering the improvement of education and research by; expanding our service offerings, optimizing internal and external processes, improving the efficiency and effectiveness of our personnel, securing and optimizing resources for growth and sustainability, and strengthening new and existing partnerships and collaborations. This plan is not just a roadmap; it's a commitment to the advancement of Uganda's knowledge economy and the improvement of the quality of education and research through technology.

I encourage each member of the RENU family to embrace this plan with enthusiasm, creativity, and dedication. Our work is not just about building computer networks; it's about connecting minds and creating a vibrant community that drives knowledge creation and solutions development; solutions geared towards attainment of the Sustainable Development Goals (SDGs).

Let us move forward together, united in purpose, to achieve the goals outlined in this strategic plan. I am confident that, with our collective efforts, RENU will continue to be a beacon of excellence and innovation in Uganda's and the global research and education landscape.

Yours faithfully,

Nicholas Mbonimpa

Chief Executive Officer (CEO)

1. EXECUTIVE SUMMARY

The strategic plan for the Research and Education Network of Uganda (RENU) spanning the period 2024-2028 is crafted to navigate the dynamic landscape of technology, education, and research. RENU aims to strengthen its position as a pivotal player in advancing Uganda's knowledge economy through research and innovative educational initiatives, and its robust networking infrastructure.

This strategic plan was developed based on research, benchmarking and participatory and consultative engagements with member institutions like Universities, Government bodies like UCC and the Ministry of Education and Sports, RENU Board members, Senior Management Team and Staff Members. It was also developed in alignment with the NDP III objective *to promote ICT innovation, to enhance ICT skills and vocational development, to promote a development-oriented mind-set and to increase government participation in strategic sectors.* Uganda's Digital Transformation Roadmap is anchored in the Uganda Vision 2040

During the 2019-2023 Planning Cycle, RENU was able to achieve and exceed 8 of 12 Key performance indicator targets, as detailed in section 2.2, that covered key result areas such as, infrastructure and services scalability, capacity building (end-user impact focus), end-user engagement, local and global collaboration and partnerships, and awareness and branding. The achievements made by RENU in this period set the Secretariat and network on a good trajectory towards attaining its Vision and Goal in the new strategic period and beyond.

In the 2024-2028 strategic period, RENU will focus on Strategic Objectives namely: fostering the improvement of the quality of education and research; expanding its service offering and the extension of the coverage of existing ones; improving internal and external business processes; improving the efficiency and effectiveness of personnel, organizational culture, and technology; securing and optimizing resources for growth and sustainability; and strengthening new and existing partnerships and collaborations with stakeholders to enable it attain its Vision: **A vibrant knowledge creation and solutions development community**, and Goal: **To improve the quality of research and education.**

This strategic plan document is comprised of the situational analysis of RENU covering its governance and organizational structure, achievements, highlights of the challenges faced with recommended solutions, and organizational analysis assessing the environment within which it operates.

Most importantly, this document covers the strategic direction that RENU will center focus on for the next five years to enable the achievement of its goal, mission and ultimately the vision, and the assessment of internal and external risks that could impede the successful implementation of the strategic plan.

In order for the set strategic targets to be achieved, this Strategic plan details key implementation aspects such as; the institutional arrangements, external and internal communication and feedback strategy, human resource planning, the implementation risks assessment, and the monitoring and evaluation framework for tracking actual performance against planned performance.

3. STRATEGIC DIRECTION

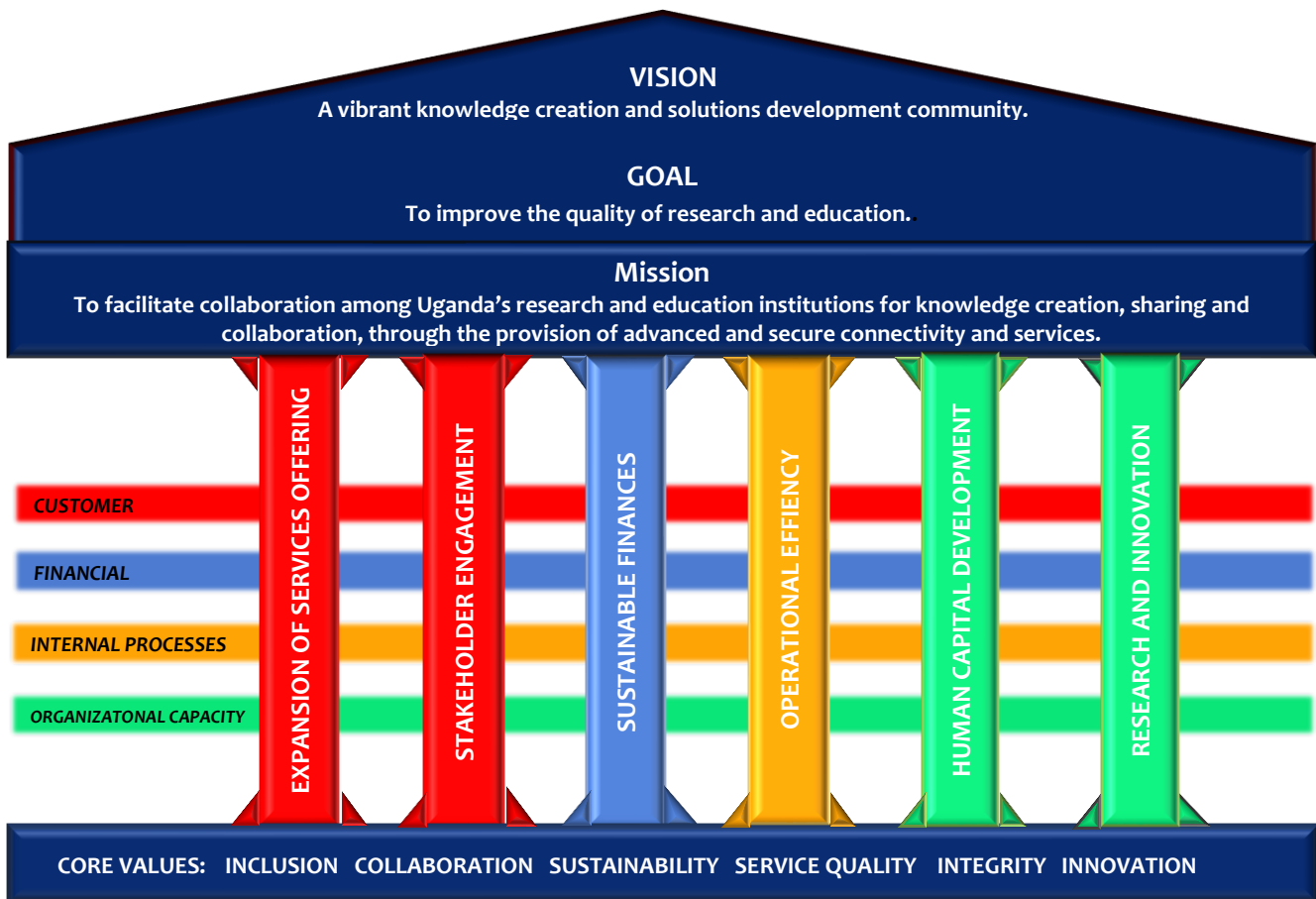
3.1 Strategic Context/Thrust

RENU has identified the following key areas of focus where the organisation must excel in order to achieve its vision.

Areas of Strategic Focus and their Expected Results

Areas of Strategic Focus	Expected Results
Research and Innovation	Provision of support to the research and innovation ecosystem.
Expansion of Service offering	Expand services offering and extend coverage of existing ones.
Operational Efficiency	Improvement of internal and external processes.
Human Capital Development	Improvement of the efficiency and effectiveness of personnel, organisational culture, and technology.
Sustainable Finances	Securing and optimising resources.
Stakeholder Engagement	Strengthening new and existing partnerships and collaborations with stakeholders.

3.2 Strategy House



3.3 Vision Mission and Values

Vision

“A vibrant knowledge creation and solutions development community.”

Mission

“To facilitate collaboration among Uganda’s research and education institutions for knowledge creation, sharing and utilization, through the provision of advanced and secure connectivity and relevant services.”

Goal:

“To improve the quality of research and education.”

Values

RENU will pursue six core values over the strategic plan period (2024 - 2028), which will form the overarching culture that will need to be strengthened to achieve the organization’s strategic goals and objectives.

Table 1: RENU Core Values

#	Value	Definition
1	Service Quality	RENU will promote an environment in which effective, efficient, and superior service delivery is the norm.
2	Sustainability	RENU staff and stakeholders will always work together to ensure the organization's long-term viability in the areas of governance, environment, and finance.
3	Collaboration	RENU will be administered in a manner that fosters synergy and teamwork among stakeholders.
4	Inclusion	Through RENU's products and services, all staff and stakeholders will work to bridge the digital divide across all user groups.
5	Innovation	RENU staff and stakeholders will be inventive in systems and their respective domains to ensure continuous improvement, efficacy, quality outputs and impacts, and solutions that meet the members' needs.
6	Integrity	Integrity is a fundamental organizational value at RENU, fostering trust and accountability among staff and stakeholders. It ensures that RENU operates with transparency and ethical principles, ultimately enhancing its reputation and relationships within the community it serves.

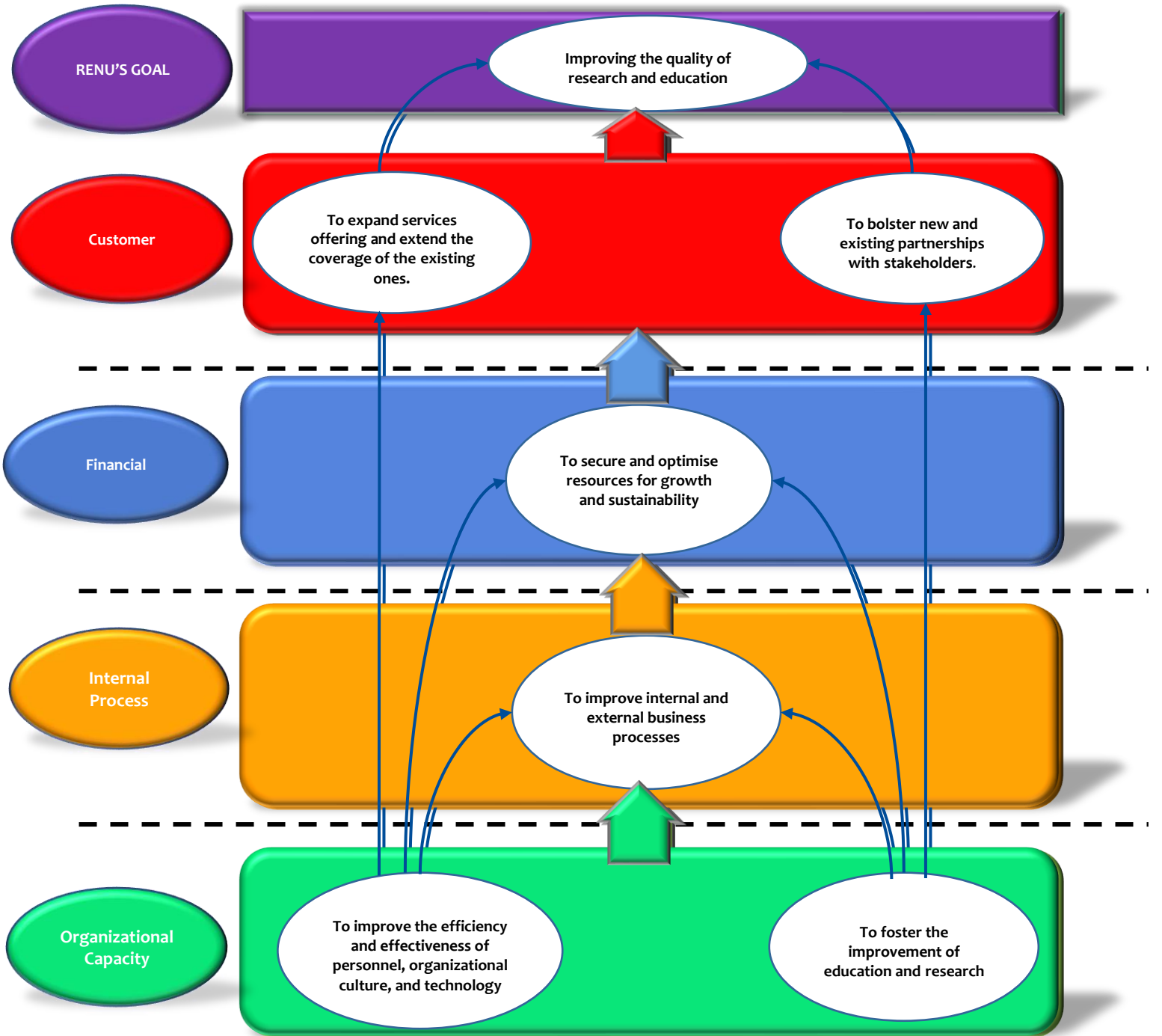
3.4 RENU Goal and Objectives

RENU is looking to strengthen its interventions and impact in improving education and research through technology over the next 5-year planning cycle. To achieve this, it has set its path on achieving the following objectives as it further consolidates its focus on knowledge creation for all:

1. To foster the improvement of education and research.
2. To expand services offering and extend the coverage of the existing ones.
3. To improve internal and external business processes.
4. To improve the efficiency and effectiveness of personnel, organizational culture, and technology.
5. To secure and optimize resources for growth and sustainability.
6. To strengthen new and existing partnerships and collaborations with stakeholders.

The strategic objectives above have been coined from a synthesis of key strategic areas/initiatives and thematic areas together with the associated tasks developed by each perspective at RENU during the analysis of their strategic options.

3.4.2 RENU Strategic Mapping



Strategic Map

The Strategic map above summarizes the relationship between the RENU Objectives, the four (4) Strategic perspectives towards the overall goal and vision of RENU, highlighting key strategies at each stage/level

9. MONITORING AND EVALUATION FRAMEWORK

Monitoring and Evaluation (M&E) is critical for the successful implementation of this Strategic Plan. This will ensure, across board, visibility of the progress being made in the attainment of the 5-year plan targets. It will also support more real-time informed decision making by all stakeholders. Monitoring of the plan shall include results attained, outputs delivered and impact of the various interventions and progress in implementation of strategic initiatives among others.

RENU will conduct annual reviews to assess progress against annual targets and if there are specific course corrections that need to be made early to ensure optimal delivery during the planning period. A detailed mid-term evaluation shall be conducted to assess progress made and highlight any challenges being experienced or emerging developments that may affect the attainment of set targets.

A final review of the Strategic Plan shall be conducted at the end of the planning period, with a focus on outcomes, the extent to which the set targets have been achieved, and lessons learnt during the implementation of the Plan. The final review shall also inform the development of the next Strategic Plan beyond 2028.

9.1 Monitoring and Evaluation Arrangements

9.1.1 Monitoring

The Strategic Plan will be monitored through the collection, update and reporting of information to key decision makers and stakeholders using an automated platform for efficient processing and visibility. Outcome and key result indicators will be obtained through structured surveys, while output, input and process indicators and key results will be obtained from implementation reports.

Periodic reports will be provided on a monthly/quarterly basis highlighting key performance achievements and challenges for management's attention.

9.1.2 Evaluation

a) Annual Performance Review

Annual reviews to identify good practices and lessons learned and provide feedback to management as a basis for possible implementation adjustments will be undertaken.

b) End of Term Evaluation

An end of term evaluation will be undertaken to assess the extent to which the Objectives have been achieved under the planning cycle 2024 to 2028. This evaluation will also determine any gaps that need to be addressed in the next planning cycle.

At the minimum, reporting on the Strategic Plan will be done quarterly to the Board of Directors. An annual report covering the entire Financial Year under review shall be produced during the first quarter of the following financial year.

11. CONTACT INFORMATION

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