



**RENU STRATEGIC PLAN
2026 – 2030
[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 honoured to unveil our strategic plan for the period 2026-2030. 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 2024 - 2028 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 2026-2030 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 IV 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, optimise resources, and capitalise on opportunities that arise in the dynamic landscape in which we operate.

Thank you for your continued support and collaboration. Together, we will realise RENU's vision of *“Empowered communities through world-class digital infrastructure and services”*.

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 for Uganda (RENU) for the period 2026-2030. 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 2024-2028 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 shall continue to foster improvement of education and research by focusing on: Service Expansion, Stakeholder Engagement, Sustainable Finances, Operational Efficiency, People and Culture, and Research and Innovation. 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 every member of the RENU family to embrace this plan with enthusiasm, creativity, and dedication. Our work goes beyond building computer networks; it is also about people connections, enabling collaboration, and empowering research and education communities. Through these pillars, we remain a significant catalyst for national development and continue to contribute to the 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 2026-2030, 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.

Recognising the fast-paced environment in which RENU operates, the Board approved a rolling strategy approach, enabling annual review and refinement of the five-year strategic plan rather than a single review at the end of the planning period. This strategic plan was therefore developed based on the observations, challenges, lessons and opportunities learnt during the first year of implementation of our previous strategic plan (2024 – 2028). Some of the key aspects featured during the first year of implementation of the previous strategic plan include the USAID funding cuts, the gradual shift in the needs of members, RENU staff culture evolution and the rising interest in Artificial Intelligence (AI) and its applications. This prompted us to carry out a strategy review process in 2025 to align the strategy to address the emerging issues while still maintaining our intended goal.

The Strategic Plan sets out RENU's strategic direction and priorities for the five-year period 2026–2030, aligned to its mission and vision, and incorporates an assessment of the internal and external risks that may affect successful implementation.

During the 2026–2030 strategic period, RENU will pursue four Strategic Objectives: accelerating organisational agility and cross-functional collaboration; scaling operational capacity for service excellence; optimising resources and prioritising strategic investments; and strengthening RENU's resilience and relevance, towards the achievement of its Vision, "Empowered communities through world-class digital infrastructure and services".

To support the achievement of its strategic targets, the Strategic Plan outlines key implementation enablers, including the financial framework, institutional arrangements, communication and feedback mechanisms, human resource planning, implementation risk management, and a monitoring and evaluation framework for tracking performance against planned outcomes.

2. STRATEGIC DIRECTION

2.1 Strategic Context/Thrust

Drawing on lessons from the review of the previous strategy, RENU’s strategy direction has been reaffirmed and refined to reflect current realities, stakeholder expectations, and the emerging trends, to create greater impact for our community.

2.2 Mission, Vision and Values

Vision

“Empowered communities through world-class digital infrastructure and services”

Mission

“To facilitate national development through the provision of digital solutions for research and education.”

Goal

“To improve the quality of research and education”

Values

During the strategic plan period (2026-2030), RENU will uphold six core values that will shape and reinforce the organisational culture needed to achieve its strategic goals and objectives.

Table 1: RENU Core Values

#	Value	Definition
1	Service Quality	RENU will promote an environment in which effective, efficient, and excellent 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	RENU is committed to creating an environment where all are valued, heard, and empowered to participate fully.
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.

2.3 Overarching Goal and Strategic Focus Areas

Overarching Goal: To improve the quality of research and education.

Strategic Focus Areas:

1. Service Expansion
2. Stakeholder Engagement
3. Sustainable Finances
4. Operational Efficiency
5. People and Culture,
6. Research and Innovation.

The strategic focus areas outlined above are the result of synthesising key strategic areas or initiatives and thematic areas, together with the associated tasks identified by each perspective at RENU during the analysis of their strategic options.

2.4 Strategy Edifice

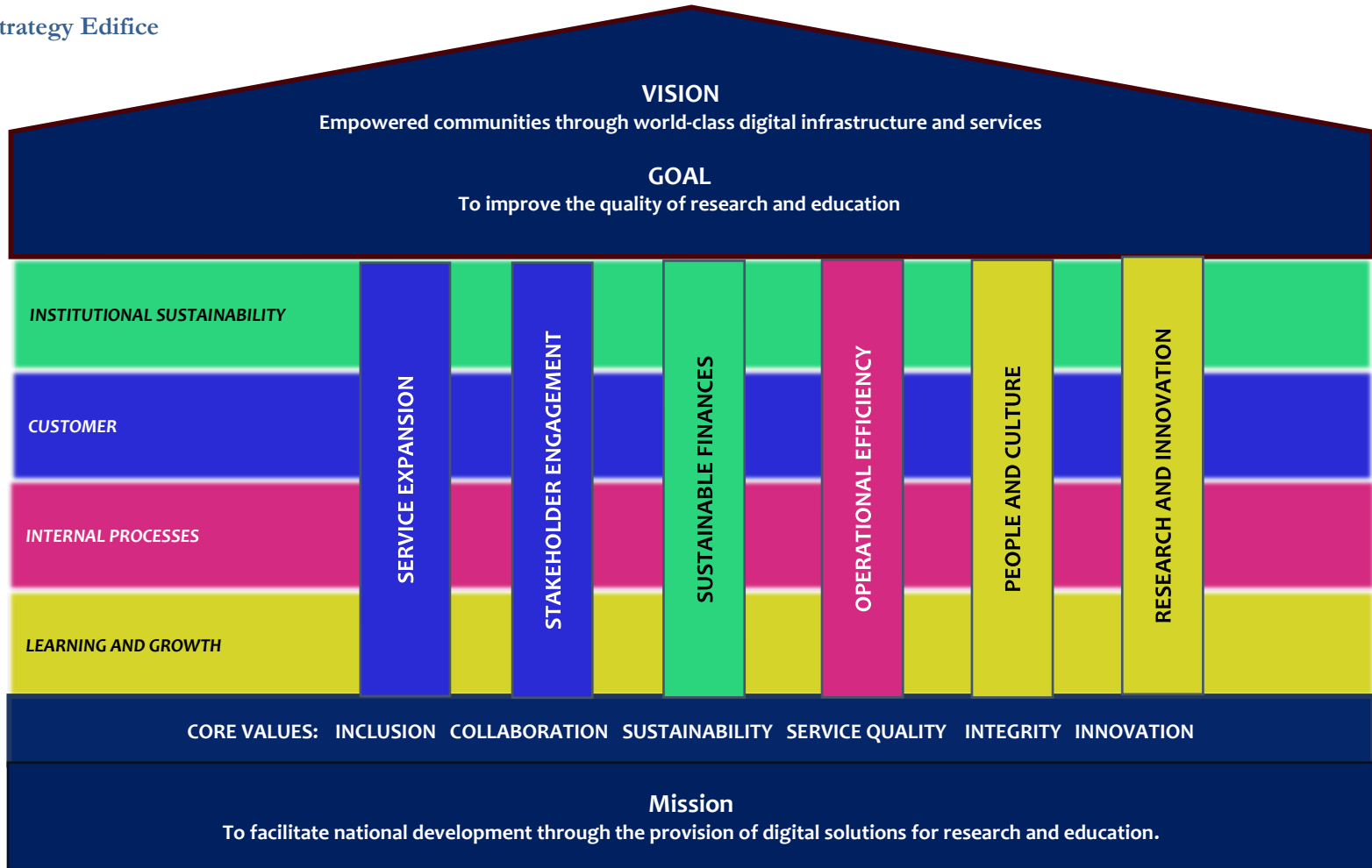


Figure 1: Strategy Edifice

3. MONITORING AND EVALUATION FRAMEWORK

Monitoring and Evaluation (M&E) is essential to the successful implementation of this Strategic Plan. It will provide clear visibility into the progress made toward achieving the plan’s targets and enable timely, evidence-based decision-making by all stakeholders. The monitoring process will track key results, outputs delivered, the impact of strategic interventions, and overall progress in implementing strategic initiatives. This structured approach will ensure accountability and support continuous learning and improvement.

RENU will conduct annual reviews to measure progress against yearly targets and identify any early course corrections needed to ensure effective delivery throughout the planning period. A comprehensive mid-term evaluation will also be undertaken to review progress, highlight achievements, challenges, and address any emerging developments that may affect the achievement of strategic targets.

A final review of the Strategic Plan will be conducted at the end of the planning period, focusing on outcomes, the achievement of set targets, and key lessons learned during implementation. This review will also inform the development of RENU’s next Strategic Plan beyond 2030.

The Monitoring and Evaluation framework of the Strategic Plan will address the following:

1. Check whether the defined objectives are being achieved promptly.
2. Any adjustments needed to complete timelines.
3. Level of resourcing of the implementation teams within RENU to achieve the specified results.
4. Required course corrections needed to realign the strategic focus towards effective achievement of the results.
5. The extent to which objectives and results will be achieved at the existing implementation pace.
6. Lessons learned for future quality improvement.
7. Recommendations for better implementation to achieve the desired results, including specific responsibility centres for effective implementation and ownership.

Findings from the M&E process will be disseminated to stakeholders using suitable methods, depending on the nature of the information and the target audience.

3.1 Monitoring and Evaluation Arrangements

3.1.1 Monitoring

The Strategic Plan will be monitored through an automated platform that supports efficient data collection, updates, and reporting, ensuring visibility for key decision-makers and stakeholders. Outcome and key result indicators will be gathered through structured surveys, while output, input, and process indicators will be derived from implementation reports.

Periodic performance reports, produced monthly or quarterly, will highlight key achievements and challenges, providing management with timely insights for action.

3.1.2 Evaluation

a) Annual Performance Review

RENU will conduct annual performance reviews to identify good practices, capture lessons learned, and provide actionable feedback to management. These insights will serve as a basis for any necessary adjustments to implementation during the plan period.

b) End of Term Evaluation

An end-of-term evaluation will be conducted to assess the extent to which the Strategic Plan objectives have been achieved during the 2026–2030 planning cycle. It will also identify any gaps or emerging issues to be addressed in the next planning cycle.

c) Reporting

At a minimum, quarterly progress reports will be submitted to the Board of Directors. An annual report summarising performance for the full financial year will be produced during the first quarter of the subsequent year.

4. COMMUNICATION AND FEEDBACK STRATEGY

Communication is the lifeline of any organization and is essential for effective decision-making. To support the implementation of the Strategic Plan, RENU will develop and roll out a communications approach that ensures stakeholders at all levels understand the strategy and are encouraged to provide feedback.

Effective communication may require repeating key messages multiple times to ensure that both RENU staff and external stakeholders fully grasp the strategic direction and their role in its success. Recognizing the importance of feedback, appropriate mechanisms will be put in place to capture and relay stakeholder input through the most suitable channels.

5. IMPLEMENTATION RISK

As RENU embarks on the implementation of its new Strategic Plan, it must navigate a range of internal and external risks, some within its control, and others beyond it, that may influence the achievement of its targets. These risks have been categorised into two groups: those linked to specific strategic objectives and those considered general or cross-cutting.

6. CONTACT INFORMATION

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