



**COLLEGE OF BUSINESS EDUCATION
(CBE)**

**COMMUNICATIONS
AND MARKETING POLICY
AND GUIDELINES**

Revised Edition 2026

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FOREWORD

The College of Business Education (CBE) is pleased to present this Revised Communications and Marketing Policy, which replaces the 2020 edition. This revision reflects the significant institutional transformations since 2020, including 118% growth in student enrolment, the adoption of the CBE Vision 2075, and the development of various policies and guidelines, including CBE Investment Policy and Guidelines 2025, and Internationalization and Collaborations Guidelines 2024, all of which create new strategic marketing and communication requirements.

This Policy provides a comprehensive framework for managing CBE's marketing, communications, customer experience, and stakeholder engagement activities across all campuses. It is designed to strengthen CBE's brand, enhance its visibility and reputation, deepen stakeholder engagement, and support the College's aspirations of becoming a resourceful, world-class institution recognised for excellence in applied business education, research, and public services.

I commend this Policy to all members of the CBE community and call upon every staff member, student, and partner to uphold its provisions.

Prof. Edda Tandi Lwoga

RECTOR

College of Business Education

ACRONYMES/ABBREVIATIONS

AI	Artificial Intelligence
CAB	College Academic Board
CBE	College of Business Education
CMC	Central Marketing Committee
CBESO	College of Business Education Students Organisation
CRM	Customer Relationship Management
CSP	Corporate Strategic Plan
CSR	Corporate Social Responsibility
DPD	Director of Planning, Development, and Investment
DR-ARC	Deputy Rector – Academic, Research, and Consultancy
DR-PFA	Deputy Rector – Planning, Finance, and Administration
ESG	Environmental, Social, and Governance
GB	Governing Body
HCMU	Head of Communications and Marketing Unit
HICCA	Head of Internationalization, Collaboration, Convocation and Alumni
HMICCA	Head of Marketing, Internationalisation, Communications, and Alumni
ICT	Information and Communication Technology
IP	Investment Policy
JV	Joint Venture
KPI	Key Performance Indicator
LMS	Learning Management System
M&E	Monitoring and Evaluation
MoU	Memorandum of Understanding
NACTVET	National Council for Technical and Vocational Education and Training
PPP	Public-Private Partnership

SADC	Southern African Development Community
SEO	Search Engine Optimisation
SPV	Special Purpose Vehicle
SWOC	Strengths, Weaknesses, Opportunities, and Challenges
TCU	Tanzania Commission for Universities
TDV	Tanzania Development Vision
WCC	Website Content Committee



DEFINITION OF TERMS

Term	Definition
Brand	The unique design, tone, and content of CBE's marketing communications that differentiates the College from its competitors in the minds of target audiences.
Client Service Charter	CBE's official declaration of its commitment to serve customers, setting out service standards customers can expect.
Collaborating Institutions	Institutions with which CBE has entered formal MoU-based agreements for academic, research, student/staff exchange, or commercial activities.
Communications	Any officially released CBE news item, statement, publication, or internal messaging for staff, students, and other stakeholders.
Crisis	An event with potential negative reputational impact when made public, including fraud, misconduct, emergencies, or damaging rumour.
Customer Complaint	Any expression of dissatisfaction about CBE's staff, services, facilities, or policies.
Customer Complaints Register	A log of all complaints detailing time received, responsible officer, action taken and feedback given.
Customer Service Standards	CBE's measurable promises to its customers about service quality and responsiveness.
Digital Marketing	Use of online channels (social media, website, SEO, email, apps) to promote CBE and engage stakeholders.
ESG Communication	Structured communication of CBE's environmental, social, and governance commitments and performance.

CMU	The institutional unit responsible for all marketing, communications, PR, branding, digital media and alumni activities.
Investment Communication	Professional communication targeting investors, PPP/JV partners, Endowment Fund donors, and commercial stakeholders.
Marketing	The process by which CBE creates value, communicates its offerings, and builds relationships with prospective and current students, partners, and the wider public.
Online Programme Marketing	Marketing of online or blended learning programmes
Print Materials	All printed materials and electronic formats of items such as magazines, newspapers, newsletters, flyers, brochures, booklets, books produced by CBE to promote its operations or activities.
Promotional Material	Any combination of media that provides participants with descriptive information regarding the Institute. It can include brochures, email announcements, website and direct mail among others.
Public Relations	The relationships between the College and its stakeholders and the activities undertaken to shape and manage those relationships.
Social Media	Online platforms including Facebook, Instagram, X (Twitter), LinkedIn, YouTube, TikTok, and WhatsApp.
Spokesperson	College Rector or any other person authorised by the Rector to make official public statements or respond to media queries on behalf of CBE.
Stakeholders	Individuals and organisations with a genuine interest in CBE's activities, including staff, students, alumni, government, employers, media, donors and the general public.

EXECUTIVE SUMMARY

The College of Business Education (CBE) is a government institution established in 1965 under the College of Business Education Act, Cap. 315 R.E 2002. With four campuses in Dar es Salaam, Dodoma, Mwanza, and Mbeya, CBE serves approximately 24,026 students, making it one of the Tanzania's largest public higher education institutions.

This revised Communications and Marketing Policy supersedes the 2020 edition. The revision was necessitated by the adoption of the new Corporate Strategic Plan (CSP) 2026/27–2030/31 whose Strategic Objective 4 mandates enhanced marketing and superior customer experience; the adoption of CBE Vision 2075 and the Investment Policy and Guidelines 2025; significant structural changes including the creation of the Head of Communications and Marketing Unit (HCMU); and the emergence of new institutional priorities including digital transformation, investment communication, international co-branding and AI integration.

The diagnostic assessment of the 2020 Policy identified multiple alignment gaps, including the complete absence of provisions for investment communication, digital marketing governance, AI-driven marketing, online programme marketing, international co-branding and crisis communication. These gaps necessitated a comprehensive revision rather than a simple update.

The Policy is structured around eight policy areas covering institutional visibility, branding, and reputation management; student recruitment, enrolment, marketing, and internationalisation; stakeholder engagement, alumni relations, and partnerships; internal marketing, communications and customer care; digital marketing, social media, and data governance; investment communication, corporate social responsibility, and ESG communication; staff management and development; and research, consultancy, and short courses.

Chapter One : INTRODUCTION

1.1 Background

The College of Business Education (CBE) is an autonomous public institution established by the Parliament Act No. 31 of 1965, amended through Acts No. 17 of 1968, No. 38 of 1974, Written Laws (Miscellaneous Amendments) Act No. 2 of 2010, and Act No. 6 of 2020. The College operates under the Ministry of Industry and Trade (MIT) through the Governing Body (GB), its highest governing authority, while the Rector manages day-to-day operations assisted by two Deputy Rectors. CBE operates four campuses: Dar es Salaam (est. 1965), Dodoma (1983), Mwanza (2007), and Mbeya (2013).

The College offers programmes at certificate, diploma, bachelor's degree, postgraduate diploma and master's degree levels in Business Administration, Accountancy, Procurement and Supplies Management, ICT, Marketing, Business studies with education and Metrology and Standardisation. By 2025/26, CBE serves about 24,026 students. Its strategic direction is guided by the CSP 2026/27–2030/31 and the long-term Vision 2075.

1.2 Vision, Mission and Core Values

Component	Statement
Vision	<i>To be a resourceful world-class College recognised for excellence in applied business education, research and public services.</i>
Mission	<i>Delivering industry-aligned business education, applied research, and high-impact consultancy services.</i>

1.3 Core Values

No.	Core Value	Meaning
(i)	Academic Freedom	Upholding freedom to teach, learn, research and disseminate findings responsibly.
(ii)	Professionalism and Excellence	Maintaining high standards of performance and service delivery.
(iii)	Integrity and Accountability	Conducting affairs with honesty, transparency, and ethical conduct.
(iv)	Teamwork and Collegiality	Promoting shared governance, collective responsibility, and mutual respect.
(v)	Service Orientation and Customer Care	Delivering timely, responsive, and respectful service.
(vi)	Equity and Inclusiveness	Ensuring equal access and opportunity for all stakeholders.

1.4 Functions of College

The main functions of the College of Business Education are:

- i. To Provide facilities for the study of and for training in the principles, procedures and techniques of Business Administration.
- ii. To conduct training programmes leading to recognized professional and sub-professional qualifications in Business Administration relevant to middle level managerial positions in trade and industry.
- iii. To advance learning and knowledge through teaching and research,
- iv. To provide technical and professional services,
- v. To promote, facilitate and sponsor research into technological, social, economic and cultural spheres for the welfare and development of mankind within and outside the United Republic of Tanzania,
- vi. To conduct, administer examinations and confer degrees, diplomas, certificates and other awards and

- vii. To engage in any other educational activity which in the opinion of the Governing Body is necessary, expedient or conducive for the promotion of business education in the United Republic of Tanzania.

Chapter Two: RATIONALE, OBJECTIVES, SCOPE, AND SWOC ANALYSIS

2.1 Rationale Policy Review

Marketing and communications are strategic functions critical to CBE's ability to attract and retain students, build reputation, and advance institutional goals. Review of the policy was necessitated by the following key factors:

- (i) Adoption of the Vision 2075 introducing new long-term brand positioning requirements;
- (ii) Adoption of the Investment Policy 2025 requiring a dedicated investment communication framework for PPP, JV, endowment, and holding company marketing;
- (iii) Adoption of the Internationalisation and Collaborations Guidelines 2024 requiring policy alignment;
- (iv) Introduction of online/blended programmes requiring specialised, compliant with market provision;
- (v) Rapid digital transformation and social media proliferation requiring formal governance;
- (vi) Emergence of AI-assisted marketing tools requiring institutional guidance;
- (vii) Absence of brand identity standards and crisis communication protocols;
- (viii) Growing emphasis on ESG and CSR disclosure among higher education institutions.

2.2 Objectives of Marketing and Communications Policy

2.2.1 Overall Objective

Policy Statement: To provide a comprehensive, actionable, and regulatory-compliant framework for managing all marketing, communications, customer care, media and stakeholder engagement activities of CBE, in support of the CSP 2026/27–2030/31 and Vision 2075.

2.2.2 Specific Objectives

The policy and guidelines are designed to:

- (i) Guide the planning and implementation of marketing strategies to attract and retain high-quality students, staff, and partners;
- (ii) Protect, strengthen and advance CBE's brand image and institutional reputation;
- (iii) Establish clear standards for all internal and external communications across all platforms and campuses;
- (iv) Articulate CBE's customer care commitments, service standards, and complaint resolution mechanisms;
- (v) Provide an investment communication framework supporting CBE's PPP, JV, Endowment Fund and commercial development activities;
- (vi) Govern digital marketing, social media, AI use, and data privacy in accordance with applicable laws and best practices;
- (vii) Communicate CBE's internationalisation strategy and collaborative programmes to local and international audiences;
- (viii) Embed ESG and CSR communication into CBE's institutional reporting and stakeholder engagement activities.

2.3. Scope and Application

This Policy applies to all staff, students, and authorised agents of CBE at all campuses, and to any individual or organisation acting on behalf of CBE. It covers all forms of marketing and communication. All marketing materials, campaigns, press releases, official statements, and social media content produced in CBE's name must comply with this Policy. The Policy shall be read in conjunction with: the CSP 2026/27–2030/31; CBE Vision 2075; the Investment Policy and Guidelines 2025; the Internationalisation and Collaborations Guidelines 2024, the ICT Policy; the Code of Ethics and Conduct; the Client Service Charter and the CBE Brand Identity Manual.

Principle	Description
Integrity	All marketing and communications shall be honest, accurate, and free from misleading claims.
Professionalism	All communications shall meet the highest professional and aesthetic standards.
Inclusivity	Communications shall be accessible, non-discriminatory, and sensitive to diversity.

Consistency	Messages, visual identity, and tone shall be consistent across all channels and campuses.
Accountability	Responsibilities for marketing activities shall be clearly assigned and measured.
Legal and Regulatory Compliance	All marketing shall comply with applicable laws, regulations, and ethical standards
Stakeholder Centricity	Communications shall be tailored to the needs of specific stakeholder groups.

2.5 SWOC Analysis

The following SWOC analysis informed the design of this Policy, drawing on the diagnostic assessment, CSP baseline data, and global trends in higher education marketing.

2.5.1 Strengths

- i. Established brand with over 60 years of operation and high graduate employment rate;
- ii. Broad geographical presence in Tanzania (4 campuses);
- iii. High student enrolment of 24,026 demonstrating strong and sustained market demand;
- iv. Diverse and marketable programme portfolio at all qualification levels;
- v. Dedicated ICT infrastructure including LMS (MOODLE), COSIS, and institutional website;
- vi. Active alumni network with distinguished graduates across public and private sectors;
- vii. Industrial Metrology and Standardisation laboratory commended as a key national differentiator;
- viii. CBE Entrepreneurship Hub and student enterprise activities providing brand visibility;
- ix. Growing portfolio of consultancy and public service activities generating goodwill;
- x. Investment Policy 2025 enabling income diversification through PPP, JV, Endowment Fund, and Holding Company.

2.5.2 Weaknesses

- i. Limited international brand visibility;
- ii. Absence of a formal brand identity standard, style guide, or approved visual identity system;
- iii. Communications and Marketing Unit is understaffed;
- iv. Low online presence (website traffic, SEO, and social media followership below benchmarks);
- v. Limited structured alumni engagement and inadequate alumni database;
- vi. Inconsistent messaging across campuses and departments;
- vii. Limited use of data analytics in enrolment, marketing and stakeholder targeting;
- viii. Lack of mechanism to evaluate crisis communication protocol;
- ix. Inadequate customer care delivery at some service units due to staff attitudes and coordination gaps;
- x. Weak student retention strategies;
- xi. No formal investment communication framework aligned to Investment Policy 2025.

2.5.3 Opportunities

- i. Growing demand for online, flexible, and short-course business education nationally and regionally;
- ii. Government commitment to economic transformation (TDV 2050, CCM Manifesto 2025–2030) creating demand for business professionals;
- iii. Growing regional demand for business education in East, Central, and Southern Africa;
- iv. Tanzania's expanding economy creating strong demand for CBE graduates;
- v. Increasing digital and mobile penetration enabling cost-effective digital marketing;
- vi. Government and development partner investment in TVET and business education;
- vii. Untapped regional (EAC, SADC) and diaspora markets for international student recruitment;

- viii. Active internationalisation agenda creating platforms for foreign student recruitment;
- ix. UNESCO, SIDA, WTO, and other development partners offering collaboration opportunities;
- x. Increasing ESG and CSR expectations creating reputation-building opportunities for responsible institutions;
- xi. AI tools enabling low-cost, high-impact targeted marketing and personalised communication.

2.5.4 Challenges

- i. Intensifying competition from growing higher learning institutions, online providers, institutions offering similar programmes and cross-border education;
- ii. Rapid digital disruption requiring constant technology investment and capacity building;
- iii. Data privacy regulation and platform algorithm changes reducing digital marketing predictability;
- iv. Public perception risks if online/blended programmes are not well communicated and regulated;
- v. Resource constraints limiting the scale and sustainability of large-scale marketing campaigns;
- vi. Majority of the qualified prospective students find it difficult to afford tuition fee and the Government doesn't grant loans to all students;
- vii. Misalignment between individual campus communication and CBE central branding.

Chapter Three: POLICY AREAS, ISSUES, STATEMENTS, STRATEGIES AND PROCEDURES

This chapter presents Eight (8) Policy Areas governing all CBE communications and marketing activities. Each policy area is structured around a situational analysis, policy issues, policy statement, strategies, and operational procedures. **3.1 POLICY AREA 1: STRATEGIC INSTITUTIONAL VISIBILITY, BRANDING, AND REPUTATION MANAGEMENT**

Situational Analysis

Despite 60+ years of existence and four campuses, CBE's institutional visibility remains low. Interviews during school visits consistently reveal limited public awareness of the College. The absence of a Brand Manual has resulted in inconsistent corporate identity applications. Reputation management is reactive rather than proactive, with no formal crisis communication protocol. The CSP 2026/27–2030/31 (SO4) identifies brand, visibility, and reputation as central drivers of competitiveness.

Policy Issues

- i. Inadequate public awareness of CBE and its academic offerings, research, and consultancy achievements;
- ii. Inconsistent CBE corporate identity (logo, fonts, colours, templates) across campuses and materials;
- iii. Absence of a formal Brand Identity Standard and Visual Identity System;
- iv. Weak proactive media engagement and limited public relations activities;
- v. No formal crisis communication protocol exposing CBE to reputational risks;
- vi. Inadequate participation in international trade fairs, education exhibitions, and outreach events;
- vii. No defined process for authorising, monitoring, or protecting the CBE brand.

Policy Statement

Policy Statement: CBE shall project a consistent, professional, and compelling institutional brand through coordinated, evidence-based, and strategically targeted visibility initiatives across all platforms and campuses, and shall proactively manage its reputation including in situations of crisis or emergency.

Strategies

- i. Implement multi-channel marketing campaigns (digital, print, broadcast, outdoor) to raise public awareness;
- ii. Develop, publish and enforce a CBE Brand Manual governing all visual and verbal identity standards (specifying the approved logo, colour palette, typography, tagline, imagery guidelines, and templates for all institutional publications and materials);
- iii. Strengthen proactive media engagement through structured press briefings and institutional storytelling;
- iv. Develop and maintain a Crisis Communication Protocol designating a Crisis Communication Management Team (CCMT).
- v. Expand CBE's presence at national and international education fairs, trade exhibitions, and conferences.
- vi. Mandate use of approved visual identity elements in all publications, signage, digital platforms, promotional materials, and official attire;
- vii. Develop and implement a Reputation Management Strategy including regular media monitoring, stakeholder sentiment surveys, and proactive publicity of CBE achievements;
- viii. The use of CBE name, logo, and acronym by third parties shall be guided by CBE brand manual;
- ix. Mandate HMICCA to serve as the Campus Brand Champions at each campus, ensuring and enforcing brand compliance

- x. Promote CBE's accreditations, student achievements, and research outputs through proactive media engagement;
- xi. Produce and distribute an Annual Institutional Achievements Report.

Operational Procedures

Action	Responsible
Develop and distribute a CBE Brand Manual to all campuses and units.	HCMU
Produce and update standardised promotional materials for all intake periods.	HCMU
Install and maintain CBE-branded signage and information boards at all campuses.	HCMU/HMICCA
Conduct at least four (4) media briefings annually on institutional achievements.	Rector/HCMU
In any crisis, convene CCMT immediately; only the Rector or an authorised person shall release information to media; all responses shall be prepared in writing and verified before release.	Rector/HCMU/CCMT
Participate in at least five (5) national and international education exhibitions annually.	HCMU/HICCA
Monitor media coverage and reputation indicators monthly; report quarterly to management.	HCMU
Conduct an annual brand audit to assess consistency and effectiveness.	HCMU

3.2 POLICY AREA 2: STUDENT RECRUITMENT, RETENTION MARKETING, AND INTERNATIONALISATION

Situational Analysis

Student enrolment is CBE's primary revenue stream. The CSP 2026/27–2030/31 (SO4) targets 250,000 prospective students reached through outreach and 500 school visits by 2030/31. Despite a 118% enrolment increase, growth is uneven across

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programmes and campuses. The SWUFE–CBE double-degree partnership (2023) and CBE Internationalisation Action Plan 2025/26 create platforms for attracting foreign students.

Policy Issues

- i. Inadequate scale and strategic focus of student recruitment campaigns;
- ii. Low awareness of CBE among prospective students, especially in upcountry and rural areas;
- iii. Limited international student recruitment strategy and capacity;
- iv. Insufficient strategies for retaining enrolled students;
- v. Insufficient targeted outreach to East, Central, and Southern African markets.

Policy Statement

Policy Statement: CBE shall implement strategic marketing campaigns to attract and retain high-quality students (domestic and international) at all levels of study, ensuring that student retention strategies are embedded throughout the student life cycle.

Strategies

- i. Implement Annual Intake Marketing Plans covering school visits, exhibitions, digital campaigns, and open days;
- ii. Develop and execute a Regional and International Recruitment Strategy aligned to CBE Internationalisation Guidelines 2024.
- iii. Leverage international partnerships (e.g. SWUFE, University of Eastern Finland) as international recruitment assets.
- iv. Embed student retention strategies within communication planning, including orientation and career support communications.
- v. Conduct tracer studies at least every two (2) years to inform programme and marketing strategies.

Operational Procedures

Action	Responsible
Prepare and implement an Annual Student Recruitment Marketing Plan for each intake period.	HCMU/Campus Marketing Teams
Conduct at least 500 school visits (cumulative) by 2030/31.	HCMU/Campus Marketing Teams
Organise at least one Open Day per campus per year.	DSS/DASS
Maintain a dedicated foreign student information page on the CBE website.	HCMU/HICCA
Advertise admission opportunities in at least five (5) regional newspapers in East, Central, and Southern Africa annually.	HCMU/HICCA
Develop student retention communication materials (welcome packs, career newsletters, mid-semester engagement).	HCMU/DSS
Conduct tracer studies at least every two (2) years; findings shall inform marketing and programme strategies.	DR-ARC
Monitor enrolment trends quarterly and adjust campaigns accordingly.	HCMU/DASS

3.3 POLICY AREA 3: STAKEHOLDER ENGAGEMENT, ALUMNI RELATIONS, AND PARTNERSHIPS

Situational Analysis

CBE's stakeholder ecosystem spans students, staff, alumni, government, regulatory bodies, employers, secondary schools, development partners, media, and international institutions. Despite established alumni networks, CBE lacks a structured alumni engagement plan, a maintained alumni database, and regular alumni communication channels. The Internationalisation Action Plan 2025/26 identifies alumni as critical ambassadors. The Investment Policy 2025 introduces new investor stakeholder categories requiring targeted professional communication.

Policy Issues

- i. Inadequate structured platforms for maintaining and leveraging long-term alumni engagement;
- ii. Limited strategic engagement with employers, government, industry, and development partners;
- iii. Weak media relations resulting in missed institutional coverage opportunities;
- iv. Absence of a structured investor and partnership communication framework aligned to IP 2025;
- v. Inadequate communication of CBE's CSR and community contributions.

Policy Statement

Policy Statement: CBE shall systematically engage and nurture mutually beneficial relationships with all key stakeholders, including alumni, employers, government, media, development partners, and investors, through structured, consistent, and strategically coordinated communication and engagement activities.

To strengthen institutional relationships and ensure sustainable collaboration, CBE shall adopt a Stakeholder Engagement Framework. This framework defines clear roles, establishes structured consultation methods, and integrates stakeholder feedback into decision-making and reporting processes.



Strategies

- i. Develop and implement an Alumni Engagement Strategy covering database management, communication, mentorship, fundraising, and ambassadorial roles;
- ii. Strengthen CBE's media relations through regular briefings, press releases, and feature stories;
- iii. Establish structured employer forums, industry advisory engagements, and career fairs;
- iv. Develop an Investment Communication Framework aligned to IP 2025 targeting PPP partners, JV investors, and Endowment Fund donors;
- ✓ Communicate CBE's CSR and ESG commitments through annual reporting and public engagement;

Operational Procedures

Action	Responsible
Establish and maintain a comprehensive alumni database updated at least annually.	HCMU/HICCA
Publish a quarterly CBE Alumni Newsletter (print and digital).	HCMU
Conduct at least one Alumni Engagement Forum per year.	HCMU/HICCA
Engage alumni as marketing ambassadors, exhibition participants, and programme advisors.	HCMU/HICCA
Hold at least one Employer Engagement Forum annually; facilitate virtual participation from upcountry campuses.	HCMU/DR-PFA
Develop an Investment Communication Package (prospectus, pitch materials) for IP 2025 investment opportunities.	HCMU/DPD
Publish an Annual Institutional Achievements Report for stakeholders.	Rector/HCMU
Submit at least five (5) partnership/MoU proposals annually to prospective collaborators.	HCMU/HICCA
Publish an annual ESG/CSR Report summarising CBE's social, environmental, and governance contributions.	HCMU/DPD
Maintain a live stakeholder register; update quarterly.	HCMU

3.4 POLICY AREA 4: INTERNAL MARKETING, COMMUNICATIONS, AND CUSTOMER CARE

Situational Analysis

Internal marketing and communications are essential for building a motivated, aligned, and service-oriented staff culture that drives quality customer experience. The 2025 diagnostic assessment revealed fragmented internal communication, inadequate delivery of customer care, and weak complaint handling systems. CBE's core value of 'Service Orientation and Customer Care' must be operationalised through clear

standards, accountability mechanisms, and regular training across all service touchpoints: admissions, registry, library, finance, security, ICT support, academic advising, and campus facilities.

Policy Issues

- i. Fragmented internal communication resulting in staff misalignment with institutional priorities;
- ii. Inadequate customer care delivery across some service units due to staff attitudes and coordination gaps;
- iii. Ineffective systems for tracking, managing, and resolving customer complaints;
- iv. Inconsistent customer service standards across campuses and units;
- v. Limited staff training on customer care and service excellence;
- vi. Ineffective customer satisfaction measurement framework.

Policy Statement

Policy Statement: CBE shall establish, communicate, and enforce customer care and service delivery standards across all campuses and service units, and shall maintain structured internal communications that keep staff informed, engaged, and aligned with institutional priorities, creating a service culture consistent with CBE's core value of Service Orientation and Customer Care.

Customer Service Standards

Dimension	Standard
Professionalism	Staff shall demonstrate the knowledge and skills required to resolve customer issues competently.
Attitude and Behaviour	Staff shall be courteous, empathetic, and customer-focused in all interactions.
Accessibility and Flexibility	Services shall be easily accessible; staff shall adapt to reasonable customer needs.
Reliability	Commitments, deadlines, and promises made to customers shall be consistently honoured.
Service Recovery	When service failures occur, staff shall immediately take corrective action and communicate progress.

Service Environment	Physical and digital service environments shall be welcoming, clean, safe, and accessible for persons with disabilities.
Reputation and Credibility	All service interactions shall reinforce customer confidence in CBE as trustworthy and value-for-money.

Specific measurable standards shall be documented in the CBE Client Service Charter, reviewed every three (3) years, and displayed visibly at all service points.

Customer Complaint Handling Procedures

- i. Complaints may be submitted in writing, by telephone, by email, or through personal walk-in; dedicated contacts shall be published at all campuses;
- ii. All complaints shall be registered in the Customer Complaints Register at point of receipt;
- iii. A customer complaint desk shall be established at each campus with a designated officer;
- iv. Customers shall be informed of minimum and maximum resolution time at point of complaint receipt;
- v. Unresolved unit-level complaints shall be escalated to the Campus Director; unresolved campus-level complaints shall be directed to the DR-PFA.
- vi. All written complaints shall receive written responses;
- vii. Complaint data shall be analysed quarterly to identify systemic issues and drive service improvement;
- viii. Customer satisfaction surveys shall be conducted annually; results shall be shared with management;
- ix. Staff dealing with complainants shall maintain professionalism and confidentiality at all times;
- x. Complaint handling shall be provided free of charge.

Internal Communications Standards and Operational Procedures

Action	Responsible
Develop and publish CBE Customer Service Standards and display at all service points.	HCMU/HMICCA
Review and operationalise the CBE Client Service Charter every three (3) years.	HCMU/DR-PFA

Conduct customer care and service training for all staff at least annually.	DHRMA/HCMU
Celebrate Customer Service Week to promote a service culture; recognise and reward excellent service.	HCMU/HMICCA
Establish a customer complaint desk at each campus; ensure all complaints are logged and resolved timeously.	DR-PFA
Conduct annual customer satisfaction surveys and share results with management and staff.	HCMU/HMICCA
Prepare and distribute quarterly internal newsletters (digital and physical).	HCMU
Conduct quarterly customer care internal audits at each campus.	HCMU/Quality Assurance Unit
Translate CBE vision, mission, and values into Kiswahili; display at all campuses.	HCMU
Conduct regular staff forums to listen to concerns and communicate institutional priorities.	Rector/HCMU
Ensure service environments are accessible for persons with disabilities.	DR-PFA

3.5 POLICY AREA 5: DIGITAL MARKETING, SOCIAL MEDIA, AND DATA GOVERNANCE

Situational Analysis

The digital environment is now the primary channel through which prospective students, partners, and stakeholders engage with CBE. The CSP 2026/27–2030/31 targets 6 million website visitors and 9 million social media followers by 2030/31. CBE currently lacks formal governance for digital marketing, social media, AI-assisted content, data privacy, and website management, exposing the College to reputational damage, regulatory risk, and data breaches. This Policy Area integrates all digital governance provisions into a single framework.

Policy Issues

- i. Absence of formal governance standards for digital marketing, social media, and website content management;
- ii. Inconsistent social media content posted by staff without institutional authorisation or alignment;
- iii. Limited use of SEO, digital analytics, and targeted digital advertising;
- iv. Absence of institutional guidance on AI-assisted content generation in marketing;
- v. Risk of data privacy breaches in the collection and processing of stakeholder data for marketing purposes.

Policy Statement

Policy Statement: CBE shall govern all digital marketing activities, including website management, social media, AI-assisted marketing, SEO, digital analytics, and data privacy, through clear standards and procedures that maximise institutional reach, protect CBE's reputation, ensure regulatory compliance, and uphold stakeholder privacy and data rights.

Website and Digital Content

- i. The CBE website is the primary official digital platform; all content shall be accurate, current, and in CBE's approved brand identity;
- ii. A Website Content Committee (WCC), chaired by HCMU, shall approve all content published on the official CBE website;
- iii. Website content shall be reviewed and updated at least quarterly;
- iv. Programme information, fee structures, and application deadlines shall be updated before each intake;
- vi. The website shall maintain a dedicated International Students Information Page covering visa procedures, courses, fees, life at CBE, and contacts;
- vii. CBE shall invest in SEO and digital analytics tools to measure website traffic and campaign performance against CSP targets.

Official Social Media Governance

- i. A single common name shall be used on all CBE social media platforms across campuses;
- ii. Official social media accounts shall be maintained on approved platforms (Facebook, Instagram, X/Twitter, LinkedIn, YouTube); only CMU authorised staff shall post on official accounts;
- iii. HCMU shall review all official posts before publication; content shall align with CBE's brand identity and institutional values;
- iv. Official accounts shall not comment on legal matters, elections, political parties, or issues that could expose CBE to legal or reputational risk;
- v. Social media analytics shall be reviewed monthly; a quarterly social media performance report shall be submitted to management.

Personal Social Media – Guidelines for Staff and Students

When using personal social media in ways connected to their CBE affiliation, staff and students shall:

- i. Clearly distinguish personal views from official CBE positions; include a disclaimer where necessary;
- ii. Refrain from posting content that is disparaging, defamatory, misleading, or likely to damage CBE's reputation;
- iii. Not disclose confidential institutional information, examination content, financial data, or sub judice matters;
- iv. Not use CBE's logo, branding, or official materials on personal platforms without written HCMU authorization;
- v. Not comment on crisis or emergency situations on behalf of CBE; all such communication shall be authorised by the Rector.

AI-Assisted Marketing Governance

- i. AI tools may be used to assist in drafting marketing content, but all AI-generated content must be reviewed, edited, and approved by a qualified staff member before publication;
- ii. Staff remain personally responsible for the accuracy and appropriateness of AI-generated content they approve;
- iii. AI tools shall not be used to collect or process personal stakeholder data without institutional authorisation and compliance with applicable data protection laws;
- iv. CBE shall not use AI tools to make automated decisions about students or applicants without human oversight;
- v. HCMU shall maintain a register of approved AI marketing tools; unapproved tools shall not be used for institutional marketing.

Data Privacy in Marketing

- i. All data collected through marketing activities (forms, surveys, registrations, website analytics) shall comply with applicable Tanzania data protection laws;
- ii. Data subjects shall be informed of the purpose of data collection and shall provide consent where required;
- iii. Student and stakeholder data shall not be shared with third parties for commercial purposes without explicit management authorization;
- iv. HCMU shall designate a data steward responsible for ensuring data privacy compliance in marketing activities.

Action	Responsible
Establish a Website Content Committee (WCC); review and update website content quarterly.	HCMU/WCC
Install a digital analytics dashboard; report website KPIs monthly.	HCMU
Develop and maintain a Social Media Content Calendar for all official platforms.	HCMU

Maintain a register of authorised official social media accounts; deactivate unauthorised accounts.	HCMU
Train all marketing staff on social media governance, data privacy, and AI tool use annually.	HCMU/DHRM A
Conduct quarterly social media audits; report to management on reach, engagement, and compliance.	HCMU
Maintain and update a register of approved AI marketing tools.	HCMU
Ensure all digital marketing data collection complies with data protection legislation.	HCMU/HLSU

3.6 POLICY AREA 6: INVESTMENT COMMUNICATION, CSR, AND ESG COMMUNICATION

Situational Analysis

The CBE Investment Policy 2025 authorises income-generating partnerships through PPP, JV, Endowment Fund, and a CBE Holding Company. These introduce investor, commercial partner and donor stakeholder categories requiring professional, evidence-based communication. Growing global and national emphasis on ESG disclosure requires CBE to proactively communicate its social, environmental, and governance contributions. CSR activities provide significant reputational and community engagement value when communicated strategically.

Policy Issues

- i. Absence of a structured Communication and Marketing of investment framework to support IP 2025 implementation;
- ii. Limited capacity to produce professional investor communication materials;
- iii. Inadequate communication of CSR activities, reducing their reputational impact;
- iv.** Absence of formal ESG reporting structure, limiting credibility with international partners and stakeholders.

Policy Statement

Policy Statement: CBE shall develop and implement structured Marketing of investment communication, CSR, and ESG reporting frameworks that build

confidence among investors, donors, and development partners; communicate the College's social and community contributions; and demonstrate responsible governance consistent with CBE's institutional values and Vision 2075.

Strategies and Operational Procedures

Action	Responsible
Develop an Investment Communication Package (prospectus, pitch materials, progress reports) for each IP 2025 investment vehicle.	DPD/HCMU
Maintain a confidential Investor Register for all active and prospective investors and partners; update quarterly.	HCMU/DPD
Publish an annual CBE Investor Update Report highlighting investment opportunities and institutional performance.	HCMU/DPD
Communicate investment opportunities through appropriate channels (targeted briefings, roadshows) with prior management approval.	HCMU/DPD
Publish an annual CSR Report communicating CBE's community engagement, staff welfare, and social contributions.	HCMU/DHRMA
Publish an annual ESG Report aligned to internationally recognised principles, covering environment, social, and governance.	HCMU/DPD
Incorporate ESG and CSR messaging into institutional branding and stakeholder communication materials.	HCMU/DPD
Ensure all investment communication materials are reviewed and approved by the Rector before release.	DPD/HCMU
Develop a Partnership Strategy to identify, negotiate, and formalize collaborations with local and international institutions.	HCMU/DPD
Establish a Resource Mobilization Framework to diversify income streams (grants, donor funding, endowments).	HCMU/DPD
Integrate financial sustainability indicators into annual reporting to track progress and reassure stakeholders.	DPD/HCMU

3.7 POLICY AREA 7: STAFF MANAGEMENT AND DEVELOPMENT

SITUATION ANALYSIS

The Communication and Marketing Unit is essential in advancing the College's visibility and fostering stakeholder engagement. Despite its significance, the Unit faces constraints such as insufficient staffing, limited expertise in digital communication, and difficulties in retaining skilled personnel due to competition from other institutions. The College's continued growth and expansion of academic programs have further increased the demand for timely communication through social media, press releases, and stakeholder updates highlighting the need for a well-trained and adequately resourced team.

POLICY ISSUE

- i. Insufficient personnel to handle growing communication needs.
- ii. Difficulty in keeping skilled staff due to limited incentives and career growth opportunities.
- iii. Lack of continuous professional development in modern communication tools and strategies.
- iv. Delays in executing campaigns and stakeholder engagement activities.
- v. Inconsistent branding and outreach reduce the College's competitive edge.

Policy Statement: The College shall ensure adequate staffing in the Communication and Marketing Unit. Recruitment, training, and retention of qualified personnel will be prioritized to strengthen institutional visibility, enhance stakeholder engagement, and ensure timely execution of communication and marketing activities.

Strategies and Operational Procedures

Action	Responsible
Develop clear job descriptions aligned with institutional needs	Human Resources Department
Advertise vacancies and conduct transparent recruitment processes	Human Resources Department
Develop annual professional development plans for each staff member	Human Resources Department
Conduct quarterly workshops on digital marketing, branding, and stakeholder communication	Communication & Marketing Unit (with HR support)
Establish a communication calendar for campaigns, newsletters, and press releases	Communication & Marketing Unit
Conduct quarterly performance reviews of the Communication and Marketing Unit	College Management
Partner with external experts for specialized training	Communication & Marketing Unit

3.8 POLICY AREA 8: RESEARCH, CONSULTANCY, AND SHORT COURSES

Situational Analysis

Research, consultancy, and short courses are critical pathways for enhancing the College's academic reputation, financial sustainability, and community impact. While the College has made progress in expanding its research output and consultancy services, challenges remain in terms of insufficient marketing of short courses, limited funding and inadequate coordination. Demand for applied research and professional training is growing, particularly from industry and government sectors, yet the College's current capacity is constrained by limited Marketing strategies, weak partnerships, and limited visibility of its offerings.

Policy Issues

- i. Limited visibility and marketing of short courses to industry and the public
- ii. Inadequate funding and staffing for research and consultancy activities

- iii. Weak linkages between research outputs and industry/community needs
- iv. Insufficient incentives for staff to engage in consultancy and short course delivery
- v. Lack of structured monitoring and evaluation of research and consultancy impact.

Policy Statement

Policy Statement: The College shall strengthen research, consultancy, and short course delivery by ensuring adequate resourcing, strategic partnerships, and effective marketing. Emphasis will be placed on aligning research outputs with industry and societal needs, expanding consultancy services, and promoting short courses as a vehicle for professional development and revenue generation.

Strategies

- i. Develop and market short courses tailored to industry and community needs
- ii. Establish a Research and Consultancy Development Fund to support projects and innovation
- iii. Strengthen partnerships with government, industry, and international institutions to expand consultancy opportunities
- iv. Introduce incentives and recognition schemes for staff engaged in research, consultancy, and short course delivery
- v. Implement monitoring and evaluation frameworks to assess the impact of research and consultancy activities.

Operational Procedures

Action	Responsible Person/Office
Market short courses through digital platforms, brochures, and industry networks	Communication & Marketing Unit (CMU)
Conduct annual research dissemination workshops and consultancy forums	DR-ARC
Develop annual short course catalogues aligned with industry and community needs	Directorate of Research, Consultancy and Publication (DRCP)

Establish and manage a Research and Consultancy Development Fund	Directorate of Research, Consultancy and Publication (DRCP)
Facilitate partnerships with government, industry, and international institutions	DR-ARC
Introduce staff incentives (financial rewards, recognition awards) for consultancy and short course delivery	Human Resources Department / College Management
Implement monitoring and evaluation frameworks for research, consultancy, and short courses	DR-ARC / Quality Assurance Unit
Publish annual reports on research outputs, consultancy projects, and short course enrolments	DR-ARC / DRCP

Chapter Four: OPERATIONAL GUIDELINES

The following operational guidelines supplement the Policy Areas and provide operational direction for specific communication and marketing activities.

4.1 Language of Communication

- i. The official language of external and institutional communication is English;
- ii. Kiswahili shall be used for communications targeting Tanzanian audiences, including school outreach, community engagement, radio advertising, and staff/student-facing communication difficulties where appropriate;
- iii. Marketing materials for domestic audiences should be produced in both English and Kiswahili where resource permits;
- iv. All official documents, such as, policy documents, reports, press releases, Board papers shall be in English.

4.2 Photography, Video, and Visual Content

- i. All photography and video content produced for CBE's marketing materials shall be professional and accurately represent CBE's facilities, staff, and students;
- ii. CBE owns all photography and visual content produced in the course of official duties. Staff and students photographed for CBE materials consent to such use unless objection is formally registered;
- iii. AI-generated images shall not be used in official marketing materials without explicit HCMU approval and disclosure;
- iv. Student faces shall not be used in marketing materials without signed consent forms.

4.3 Publications, Print, and Procurement

- i. All CBE publications (prospectus, annual report, brochures, newsletters, banners, billboards) shall be produced in accordance with the Brand Manual;
- ii. All print and promotional material procurement shall be coordinated by the HCMU to ensure brand compliance;
- iii. Departmental publications shall be cleared by the HCMU before printing or distribution;

- iv. External vendors producing CBE materials shall be provided with the Brand Manual and held to brand compliance standards.

4.4 Exhibitions, Events, and Sponsorships

- i. CBE participation in all exhibitions, education fairs, and community events shall be coordinated by the HCMU;
- ii. Event branding shall comply with the Brand Manual;
- iii. CBE sponsorships shall be approved by the Rector.
- iv. HCMU shall maintain register of all events attended and measure outcomes against marketing objectives.

4.5 Confidentiality, Restrictions, and Ethical Standards

- i. Staff shall not disclose confidential College information, such as examination results, financial data, legal matters, personnel records, Board decisions to the media or the public without authorisation;
- ii. Use of CBE's name, acronym, logo, or corporate identity in any communication in a way that has the potential to bring CBE into disrepute or conflict is prohibited;
- iii. Staff may make personal academic or professional contributions to media and public discourse in their personal capacity provided a standard disclaimer is included: 'Views expressed are those of the author and do not represent the position of the College of Business Education';
- iv. Marketing claims about CBE programmes, graduate employment rates, or institutional rankings shall be accurate, verifiable, and not exaggerated.

4.6 Crisis Communication Principles

All crisis communication shall be guided by the following principles:

- i. Accuracy – Information released shall be verified and fact-based.
- ii. Timeliness – Communication shall be issued promptly to prevent speculation and misinformation.
- iii. Transparency – Information shall be shared openly to the extent permitted by law and confidentiality requirements.
- iv. Consistency – All official messages shall be coordinated and aligned.
- v. Accountability – Communication shall demonstrate institutional responsibility and leadership.

- vi. Empathy – Communication shall recognize and address the concerns and wellbeing of affected stakeholders.
- vii. Accessibility – Information shall be communicated through channels accessible to intended audiences.
- viii. Stakeholder-Centred Approach – Communication shall prioritize stakeholder information needs and customer experience.

IMPORTANT: All communication and marketing activities under these operational guidelines shall be implemented in strict compliance with the Brand Identity Manual in and the Crisis Communication and Reputation Management guidelines.

Chapter Five: IMPLEMENTATION AND GOVERNANCE OF THE POLICY

This chapter defines the governance structure, roles, responsibilities, and meetings framework for implementing this Policy.

5.1 Governance Structure:

Level	Authority/Body	Role
Institutional	Governing Body (GB)	Approves the Policy; provides strategic direction on implementation.
Executive	Rector	Overall responsible for Policy implementation; approves investment communication; authorises spokespersons.
Senior Management	DR-PFA	Provide strategic guidance on marketing and resource allocation respectively; chairs CMC
Functional Lead	HCMU	Leads, coordinates, and monitors all marketing and communication activities; chairs WCC; monitors and reports on KPIs quarterly to management; leads crisis communication in coordination with the Rector; manages the CBE Brand Manual, social media register, AI tools register, and data stewardship; coordinates with HICCA on internationalisation marketing and alumni engagement
Internationalisation	HICCA	Leads internationalisation communication and alumni activities in collaboration with HCMU.
Planning/Investment	DPD	Supports investment communication and ESG reporting in collaboration with HCMU.
Coordination	Central Marketing Committee (CMC)	Reviews marketing plans, monitors campaigns, identifies marketing opportunities and recommend initiatives to management; meets at least quarterly; emergency meetings may be convened as needed.
	Head of Marketing, Communication	Leads, coordinates, and monitors all marketing and communication activities at

	S, Internatilisat and Alumni Section	Campus-level; monitors and reports on KPIs quarterly to campus management
Campus Level	Campus Marketing Committees	Lead marketing activities at campus level; build an internal marketing culture within the campus; evaluate campus-level marketing initiatives; identify local marketing opportunities and report to CMC; submit quarterly reports to CMC Chair
	Campus Marketing Teams	Prepare and implement annual campus marketing plans, execute campus-level marketing activities, and foster a strong internal marketing culture.

5.2 Staffing of the Communications and Marketing Unit (HCMU)

The following staffing structure is recommended for the HCMU:

Position	Key Responsibilities
Head of Communications and Marketing Unit	Strategic leadership; CMC secretary; policy custodian; management liaison; satisfaction surveys; social media governance;
Public Relations and Marketing Officer	Media relations; School visits; exhibitions; recruitment campaigns; enrolment marketing; Customer service standards;
Digital Marketing and Brand Officer	Website management; SEO; digital campaigns; analytics; brand manual implementation; design; promotional materials; signage.

5.3 Composition of Marketing Committees

5.3.1 Composition of Central Marketing Committee

1) Deputy Rector-PFA	Chairperson
2) HCMU	Secretary
3) Deputy Rector-ARC	Member
4) Campus Directors	Members
5) DAC	Member
6) DPD	Member
7) DASS	Member

8) DSS	Member
9) Director of Finance	Member
10) Quality Assurance Manager	Member
11) ICT Manager	Member
12) HICCA	Member
13) Head of Resource Mobilisation	Member
14) Marketing Team -Chairpersons (Coordinators)	Member

5.3.2 Campus Marketing Committees

5.3.2.1 Dar es Salaam Campus

1) Director of Academic	Chairperson
2) HCMU	Secretary
3) Marketing Coordinator	Member
4) HSLA	Member
5) Head of Admissions	Member
6) Heads of Academic Departments	Members
7) HAW	Member
8) Head of Consultancy and Continuing Education	Member
9) CBESO Representative	Member

5.3.2.2 Other Campuses

The Campus Marketing Committee shall consist of the following members:

1) Campus Director	Chairperson
2) HMICCA	Secretary
3) Campus Manager PFA	Member
4) Campus Manager-ARC	Member
5) Head of Quality Assurance	Member
6) Heads of Academic Departments	Member
7) Head of Admissions and Examinations	Member
8) Head of Students Affairs	Member
9) CBESO Representative	Member

5.4 Composition of Campus Marketing Teams

5.4.1 Dar es Salaam Campus

1) HCMU	Chairperson
2) Marketing Coordinator	Secretary
3) Head of Admissions Section	Member
4) Other 6 Staff Members (Appointed by DR-PFA)	Member
5) CBESO Representative	Member

5.4.2 Other Campuses

1) HMICCA	Chairperson
2) Head of Admissions and Examinations Section	Secretary
3) Other 6 Staff Members (Appointed by DR-PFA)	Member
4) CBESO Representative	Member

5.5 Meetings

5.5.1 There will be one meeting for Central Marketing Committee per quarter.

5.5.2 There will be monthly meetings for Campus Marketing Committee.

5.5.3 There will be at least one meeting per month for Campus Marketing Teams.

5.5.4 Ad hoc meetings may be held whenever deemed necessary

5.6 Policy Compliance and Exceptions

- i. All staff and students of CBE are required to comply with this Policy;
- ii. Any exceptions must be documented, submitted in writing to HCMU, and approved by the Rector;
- iii. Violations of this Policy, including unauthorised public statements, misuse of CBE brand assets, or marketing of unapproved programmes, shall be handled under applicable CBE disciplinary procedures.

5.7 Marketing Planning and Budgeting

The HCMU shall prepare an Annual Marketing Plan and Budget, reviewed by CMC and approved by the GB, before the commencement of the financial year. The Annual Marketing Plans and Budgets shall be mainstreamed within the College's annual planning and budget cycle. All external vendor engagements shall comply with CBE procurement procedures and the Brand Manual.

Chapter Six: MONITORING, EVALUATION, AND POLICY REVIEW

6.1 Purpose and Scope of the Monitoring and Evaluation Framework

The purpose of this chapter is to provide a framework for monitoring and evaluating compliance with the CBE's Communications and Marketing Policy. Compliance monitoring under this Policy is concerned with whether CBE's marketing and communications activities are being carried out in accordance with the standards, procedures, and governance requirements set out in the six Policy Areas.

6.2 Policy Compliance Monitoring

6.2.1 Compliance Monitoring Approach

The HCMU is the primary custodian of this Policy and is responsible for monitoring compliance across all campuses and units. Compliance monitoring shall be carried out through a combination of:

- i. **Quarterly compliance reviews:** conducted by the HCMU, assessing adherence to operational provisions of the Policy at campus and unit level, with particular attention to brand identity, customer service, digital governance, and complaint handling requirements;
- ii. **Annual Policy Compliance Summary Report:** a comprehensive assessment of compliance with all six Policy Areas, identifying systemic non-compliance, corrective actions taken, and recommendations for management; submitted by HCMU to the Rector and Governing Body;
- iii. **Self-assessment by Campuses:** Campus Directors shall certify annually that operations under their jurisdiction comply with the provisions of this Policy;
- iv. **Central Marketing Committee (CMC) oversight:** The CMC shall review compliance reports quarterly and escalate material non-compliance issues to the Rector;
- v. **Governing Body review:** The Governing Body shall receive the Annual Policy Compliance Summary Report and shall satisfy itself that the Policy is being implemented as intended.

Where a compliance review identifies a material breach of this Policy, including unauthorised use of the CBE brand, unapproved public statements, or failure to maintain required governance structures, the HCMU shall report the breach to the Rector. The Rector shall determine the appropriate response, which may include directed corrective action, escalation to the DR-PFA for operational intervention, or referral to the applicable disciplinary procedure.

6.2.2 Policy Compliance Indicators

Table 1 shows compliance indicators that shall be used to assess whether the provisions of this Policy are being implemented across all six Policy Areas. These indicators do not set quantitative performance targets; they establish the governance standards that must be met and the methods by which compliance will be assessed.

Table 1: Policy Compliance Indicators

Compliance Indicator	Policy Standard / Requirement	Monitoring Method	Frequency	Responsible
Policy Area 1: Institutional Visibility, Branding & Reputation Management				
CBE Brand Manual developed, distributed, and enforced across all campuses and units	Brand Manual in place; all materials comply with approved visual identity standards	Annual brand audit report; HCMU compliance review	Annual	HCMU
Crisis Communication Management Team (CCMT) established with approved protocol	CCMT designated; crisis protocol document embedded in the brand manual.	CCMT appointment records; protocol document on file	As need arises	Rector
Annual Institutional Achievements Report published	At least one report published per year from Year 2 of each strategy period	Published report; distribution records	Annual	HCMU
Policy Area 2: Student Recruitment, Enrolment Marketing & Internationalisation				
Annual Marketing Plan prepared per intake period	Annual plan reviewed by CMC	Marketing plan documents; CMC review minutes	Per year	HCMU /HMI CCA

Compliance Indicator	Policy Standard / Requirement	Monitoring Method	Frequency	Responsible
	and approved by GB			
International Students Information Page maintained on CBE website	Page live and updated before each intake period with current visa, fee, and programme information	Website records; sign-off review WCC	Per intake period	HCMU / HICCA
Policy Area 3: Stakeholder Engagement, Alumni Relations & Partnerships				
Alumni database established and updated at least annually	Comprehensive alumni database maintained; updated not less than once per year	Database records; HICCA annual review report	Annual	HCMU / HICCA
Alumni Engagement Strategic Plan developed and implemented	Approved plan operationalised within Year 1 of each strategy period	Plan document; CMC review records	Annual compliance review	HCMU / HICCA
Investment Communication materials approved	100% of investment and ESG communication materials reviewed and approved prior to release	Approval records; communication materials register	Per issue	Recto r/DPD
Policy Area 4: Internal Marketing, Communications & Customer Care				
Customer Service Standards published and displayed at all service points across all campuses	Standards published; visibly displayed at all four campuses at all times	Campus inspection records; HCMU verification reports	Quarterly audit	HCMU /HMI CA
Client Service Charter reviewed and operationalised every three years	Charter reviewed on schedule; operationalised at all campuses	Charter review records; HCMU / DR-PFA sign-off	Every three years	HCMU / DR-PFA

Compliance Indicator	Policy Standard / Requirement	Monitoring Method	Frequency	Responsible
Customer complaint desks established and operational at all campuses	Operational complaint desk with designated officer at each of the four campuses	Campus records; quarterly complaint handling audit	Quarterly audit	DR-PFA
Customer care training conducted for all staff at least annually at each campus	At least one training session per campus per year	Training reports; attendance registers	Annual	HCMU / DHR MA
Policy Area 5: Digital Marketing, Social Media & Data Governance				
Website Content Committee (WCC) established and functioning; website content reviewed quarterly	WCC operational; content reviewed at least quarterly; programme and fee information updated before each intake	WCC meeting minutes; website review log	Quarterly	HCMU / WCC
Social Media Content Calendar developed and updated quarterly for all official platforms	Content Calendar in place; updated at least quarterly; all posts reviewed by HCMU before publication	Content Calendar records; HCMU social media review log	Quarterly	HCMU
Register of authorised official social media accounts maintained; no unauthorised accounts active	All official accounts registered; any unauthorised accounts identified and deactivated	Social media accounts register; quarterly audit report	Quarterly audit	HCMU
Register of approved AI marketing tools maintained; all AI-generated content reviewed before publication	AI tools register in place; no unapproved AI tools used; all AI content reviewed by qualified staff	AI tools register; content review records	Annual register review; ongoing content review	HCMU

Compliance Indicator	Policy Standard / Requirement	Monitoring Method	Frequency	Responsible
Data privacy compliance audit conducted at least annually	Annual audit completed; findings acted upon; data collection to comply with applicable laws	Audit reports; legal compliance records	Annual	HCMU /HLS U
Policy Area 6: Investment Communication, CSR & ESG				
Annual CSR Report published	One CSR Report published per year from Year 2 of each strategy period	Published report; distribution records	Annual	HCMU /DHR MA
Annual ESG Report published aligned to internationally recognised principles	One ESG Report published per year from Year 2 of each strategy period	Published report; distribution records	Annual	HCMU / DPD
Confidential Investor Register maintained and updated quarterly	Register in place and current at all times	Investor Register; quarterly update log	Quarterly	DPD/ DFA

6.2.3 Governance Reporting Structure

The reporting structure under this Policy is designed to ensure institutional accountability for the governance of marketing and communications; not merely to track campaign outputs. Each report listed in Table 2 serves a defined governance purpose. It enables the responsible body or officer to discharge their accountability under this Policy, to identify non-compliance, and to make evidence-based decisions about policy implementation and resource allocation.

Table 2: Reporting Schedule

Report	Purpose / Scope	Frequency	Prepared by	Submitted to
Campus Marketing Report	Summary of campus-level marketing activities, campaign outcomes, brand compliance issues, and complaint handling performance	Quarterly	Chairperson Campus Marketing Committee	DR-PFA (CMC Chair)

Report	Purpose / Scope	Frequency	Prepared by	Submitted to
Social Media Performance and Compliance Report	Social media reach, engagement, account compliance, content calendar adherence, and any policy breaches	Quarterly	HCMU	CMC
Customer Care Audit Report	Compliance with customer service standards, complaint desk operations, resolution rates, and training records at each campus	Quarterly	QAM	DR-PFA
Digital Compliance and Analytics Report	Website content review status, WCC activity, digital analytics summary, AI tools register status, and data privacy compliance update	Quarterly	HCMU	CMC
Brand Audit Report	Assessment of brand identity compliance across all campuses, channels, and materials; recommendations for corrective action	Annual	HCMU	CMC Chair
Annual Marketing Performance Report	Comprehensive review of policy implementation progress across all six Policy Areas; achievements, gaps, and recommendations; aligned to Communications and Marketing Strategy KPIs for the period	Annual	HCMU	GB
Customer Satisfaction Survey Report	Results of the annual customer satisfaction survey; comparison against previous year; recommended service improvements	Annual	HCMU	CMC CHAIRPERSON
Alumni Engagement Report	Status of alumni database, alumni communication activities, forum attendance, and ambassador engagement	Annual	HICCA	CMC CHAIRPERSON

Report	Purpose / Scope	Frequency	Prepared by	Submitted to
CSR Report	Summary of corporate social responsibility activities, community engagement initiatives, and social impact contributions	Annual	HCMU	GB
ESG Report	Environmental, social, and governance performance report aligned to internationally recognised ESG principles	Annual	DPD	GB
Investor Update Report	Investment communication performance, IP 2025 progress, investor register status, and resource mobilisation outcomes	Annual	DPD	GB
Policy Compliance Summary Report	Overall assessment of compliance with the Policy across all six Policy Areas; non-compliance incidents; corrective actions taken or recommended	Annual	HCMU	GB

6.2.4 Escalation and Corrective Action

Where monitoring activities identify non-compliance with this Policy, the following escalation and corrective action protocol shall apply:

Level 1 — Unit-level non-compliance: Where a non-compliance issue is identified within a specific department, unit, or campus and the responsible Head of Unit or Campus Director (CD) is able to resolve it, the CD/HCMU shall issue a written compliance directive to the relevant officer. The officer shall acknowledge receipt and submit a corrective action plan within fourteen (14) working days. The CD/HCMU shall verify that corrective action has been taken and record the outcome in the quarterly compliance review.

Level 2 — Systemic or repeated non-compliance: Where a compliance issue is systemic, affects multiple campuses or units, or represents a second occurrence following a Level 1 directive, the CD/HCMU shall escalate to the DR-PFA. The DR-PFA

shall convene a corrective action meeting with the relevant parties, determine the appropriate intervention, and report outcomes to the CMC.

Level 3 — Material or wilful non-compliance: Where a compliance issue involves a material breach, including but not limited to unauthorised public statements on behalf of CBE, marketing claims that are misleading or unverifiable, misuse of the CBE brand, unapproved release of investment communication materials, or any breach with significant reputational or legal risk, the HCMU shall report immediately to the Rector. The Rector shall determine whether the matter warrants escalation to the Governing Body or referral to applicable disciplinary procedures under CBE's Code of Ethics and Conduct.

Documentation: The HCMU shall maintain a compliance log recording all identified non-compliance incidents, directives issued, corrective actions taken, and outcomes. The log shall be reviewed by the CMC quarterly and summarised in the Annual Policy Compliance Summary Report.

6.2.5 Evaluation of Policy Effectiveness

In addition to ongoing compliance monitoring, this Policy shall be subject to a formal evaluation of its effectiveness at least once every three years, coinciding with the scheduled policy review. The evaluation shall assess:

- i. **Adequacy of coverage:** Whether the Policy adequately addresses the current marketing and communications landscape, including emerging digital platforms, AI tools, data privacy requirements, and new institutional activities such as investment communication and ESG reporting;
- i. **Implementation fidelity:** The extent to which the Policy has been implemented as intended across all campuses and units, based on compliance monitoring records, audit findings, and CMC reviews;
- ii. **Governance effectiveness:** Whether the governance structures established by the Policy are functioning as designed and are adequately resourced;
- iii. **Stakeholder perception:** Whether key stakeholders perceive CBE's marketing and communications as consistent, professional, and trustworthy; informed by customer satisfaction surveys, staff feedback, and media sentiment analysis;

- iv. **Policy relevance:** Whether the Policy remains aligned with CBE's strategic direction, including the current Corporate Strategic Plan, Vision 2075, and applicable regulatory frameworks.

The evaluation shall be coordinated by the HCMU in consultation with the CMC, Campus Directors, and relevant stakeholders. Findings shall be presented to the Rector and the Governing Body, and shall directly inform the policy review process.

6.2.6 Policy Review

6.2.6.1 Review Cycle

This Policy shall be reviewed every three (3) years from the date of its approval by the Governing Body, in order to ensure that it remains current, relevant, and aligned with CBE's strategic priorities and the evolving marketing and communications environment. The three-year review cycle is deliberately set independently of the five-year Communications and Marketing Strategy cycle, so that governance standards can be updated in response to regulatory, technological, or institutional changes without waiting for a full strategy revision. A review may also be initiated before the scheduled date if any of the triggers set out in Section 6.6.2 are met.

6.2.6.2 Triggers for an Early or Unscheduled Review

Table 3 indicates circumstances that shall trigger a review of this Policy before the scheduled three-year date:

Table 3: Triggers for an Early or Unscheduled Review

Trigger	Description	Responsibility
Scheduled review	Every three (3) years from the date of approval, regardless of other factors	HCMU — initiates review process
Change in strategic direction	Adoption of a new CBE Corporate Strategic Plan introducing new marketing and communications requirements	HCMU — proposes revision scope to CMC and Rector
New regulatory requirements	New laws, regulations, or NACTVET/TCU guidelines affecting marketing, data privacy, advertising, or online programme promotion	HCMU / Legal — recommends emergency revision to Rector
Significant technological change	Emergence of new digital platforms, AI tools, or data governance standards that create governance gaps in the Policy	HCMU — proposes targeted amendments to CMC

Governing Body resolution	A specific GB resolution directing a Policy review or amendment	HCMU — leads review per GB instructions
Material institutional change	Significant structural change to CBE (new campuses, new investment vehicles, major new programmes) creating Policy coverage gaps	HCMU — proposes targeted revision to Rector

6.2.6.3 Review Process

The review process shall follow the steps below:

- i. Initiation:** The HCMU initiates the review process and prepares a review brief summarising the scope of changes proposed, the evidence base (compliance reports, evaluation findings, regulatory changes, stakeholder feedback), and a proposed timeline;
- ii. Appointment of a policy review team:** The Rector shall appoint a team to review the existing policy upon receiving the review document from HCMU.
- iii. Proposed draft policy:** The team shall submit a proposed draft review policy to the Rector for submission to participatory organs for further review and improvement.
- iv. Governing Body Approval:** All revisions to this Policy must be approved by the Governing Body. The Policy shall not be amended by management action alone. To ensure inclusive and compliance, revisions shall first be reviewed at the Campus Marketing Committee, the Central Marketing Committee, the Executive Committee and endorsed by the Workers' Council before submission to the Governing Body for final approval. Once approved, the revised Policy takes effect immediately unless the Governing Body specifies a delayed commencement date.
- v. Dissemination:** The HCMU shall distribute the approved revised Policy to all staff, Campus Directors, and relevant units within fifteen (15) working days of Governing Body approval, and shall update all institutional records accordingly. The revised Policy shall be published on the CBE website.

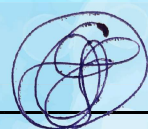
6.2.6.4 Communication of Policy Amendments

Whenever this Policy is amended, the HCMU shall ensure that:

- i. All CBE staff receive written notice of the amendments and their effective date;

- ii. Deputy Rector-PFA briefs staff on the practical implications of the amendments;
- iii. The revised Policy is published on the CBE website and internal communications platforms;
- iv. Training or orientation is provided, where required, to ensure staff understand and can implement amended provisions; The CBE Brand Manual, Client Service Charter, and any other instruments that implement this Policy are updated accordingly within sixty (60) days of the Policy amendment taking effect.

Signature: _____

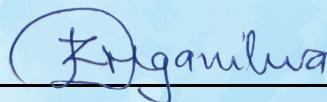


Prof. Edda Tandi Lwoga

Date: 27th August 2026

RECTOR, COLLEGE OF BUSINESS EDUCATION

Signature: _____



Prof. Zacharia Mganilwa

Date: 27th August 2026

CHAIRPERSON, GOVERNING BODY