CBE ICT POLICY

2018

EXECUTIVE SUMMARY

The College of Business Education (CBE) depends on Information and Communication Technology (ICT) to carry out its day to day operations. This has triggered a need for development of an ICT Policy to provide guidance on the implementation of ICT matters at the College.

This policy is divided into five chapters. Chapter one highlights on CBE background information; vision, mission, College core values, and functions. It also provides definition of ICT policy and its objectives. Chapter two provides Strengths, Weaknesses, Opportunities and Challenges (SWOC) analysis of ICT environment in relation to the College objectives.

Chapter three presents major areas, policy issues, policy statements, strategies and operational procedures. The major areas of the policy include ICT infrastructure and services; hardware and software acquisition; information systems; ICT access and security; website usage and management; e-learning; electronic information resources; information classification; and Internet and email use.

Chapter four is about the implementation of the ICT policy and defining roles of different stakeholders. Chapter five of the policy delineates monitoring and evaluation (M&E) framework.

The ICT policy was commented on by relevant stakeholders and their inputs were incorporated accordingly. It was then endorsed by both Campus Workers' Councils and the College Master Workers' Council that recommended the Policy to the College Governing Body for approval.

LIST OF ACRONYMS

CBE – College of Business Education

ICT – Information and Communication Technology

ISLC – Information Systems and Library Services

ISP – Internet Service Provider

IT – Information Technology

LAN – Local Area Network

LMS - Learning Management System

NICTBB - National ICT Backbone

OSS – Open Source Software

SARIS - Student Academic Register Information System

SWOC – Strengths, Weakness, Opportunities, Challenges

TERNET – Tanzania Educational and Research Network

VPN – Virtual Private Network

Table of Contents

CHAPTER ONE

INTRODUCTION

1.1 Background

The origin of the College of Business Education (CBE) is closely linked to the history of the Nation itself. It was soon after Independence on 9th December 1961, that the newly independent state found itself in need of trained personnel to Commercial and Industrial activities. At that time there were very few nationals with commercial education and expertise. The need to train nationals for the commercial sector therefore gave birth to a business training institute in the country.

In 1965 the establishing Act of the College, Act of Parliament No. 31 of 1965 was enforced. The said Act gave the College its legal status as an autonomous institution with its Governing Body. The duties of the Governing Body were to govern and administer the College activities under the Ministry responsible for Trade. His Excellency, J.K. Nyerere, the first President of the United Republic of Tanzania officially opened the new College in January 1965. The College was officially named the "College of Business Education" (CBE).

the College of Business Education has substantially expanded its activities to meet the increased demand for business studies. The College has expanded in terms of the range of academic programmes offering, areas of specialization and geographical

presence. Programmes offered include Certificate, Diploma, Bachelor, Postgraduate Diploma and Masters in the areas of Business Administration, Procurement and Supplies Management, Accountancy, Marketing, Information and Communication Technology, and Legal and Industrial Metrology. Currently the college has four campuses namely Dodoma, Mwanza, Mbeya and Dar es Salaam which is the main campus.

1.2 Vision, Mission and Core Values

1.2.1 Vision
To be a dynamic, well equipped, world-class known and recognized centre of excellence in competence based training, research and consultancy services in business and related disciplines.

1.2.2 Mission
To provide high quality demand-driven competence based education through training research and consultancy services in business and related disciplines.

1.2.3 Core Values

i) **Academic Freedom**

The College is independent and cherishes and, defends free inquiry and scholarly responsibility.

ii) **Advancing and Sharing Knowledge and Skills**

The College supports scholarly pursuits that contribute to knowledge and understanding within and across disciplines, and seeks every opportunity to share them broadly.

iii) **Excellence**

The College through its students, staff, and alumni, strives for excellence and trains students to the highest standards.

iv) Integrity

The College acts with integrity, fulfilling promises and ensuring open, respectful relationships among its stakeholders. CBE abides with ethical code of conduct and respect for laws.

v) Mutual Respect and Equity

The College values and respects all members of its communities, each of whom individually and collectively makes a contribution to create, strengthen, and enrich teaching and learning environment.

vi) Public Interest/ Customer Care

The College embodies the highest standards of service and stewardship of resources and works within the wider community to enhance societal good satisfaction.

1.3 The College functions

According to the College of Business Education Act [Cap 315 R.E. 2002] the core functions are:

i) Teaching and learning;

ii) Research and

iii) Consultancy.

1.4 Definition of ICT Policy and objectives

1.4.1 Definition of ICT Policy

An ICT policy is a roadmap of actions adopted and pursued by various organizations involving issues related to ICT. It helps to guide the College in its use of the ICT tools and secure the benefits of the information to all stakeholders. It deals with issues related to information exchange and use, as well as issues related to the spread and use of the technology itself. The ICT policy needs to be integrated into broad academic and administrative activities of the College.

1.4.2 Objectives of the ICT Policy

The general objective of the ICT Policy is to mainstream ICT access and proper use for supporting teaching, learning, research and consultancy.

1.4.3 Specific objectives

The specific objectives of the ICT Policy are:

1.4.3.1 To ensure proper management and maintenance of the College's ICT infrastructure and services to enable smooth running and support to ICT operations.

1.4.3.2 To develop guidelines on ICT acquisition and management.

1.4.3.3 To ensure availability and effective use of information systems to support College operations.

1.4.3.4 To ensure security of data and ICT services continuity at all times.

1.4.3.5 To ensure that the College website is well managed so that it provides relevant, accurate and up-to-date information to stakeholders as well as promoting and marketing the College.

1.4.3.6 To facilitate implementation of Learning Management System (LMS) and e-learning practices at the College.

1.4.3.7 To ensure availability of e-resources and promote effective utilization of electronic information resources.

1.4.3.8 To ensure provision of guidelines and security controls on information management.

1.4.3.9 To develop internet and email use guidelines and ensure that staff and students use the services in a safe and responsible manner.

1.5 Policy development

Development of this policy has been necessitated by the need to integrate ICT into the academic and administrative activities of the College. It has taken into account ICT best practices and the requirements of the National ICT Policy (2016).

CHAPTER TWO

STRENGTHS, WEAKNESSES, OPPORTUNITIES AND CHALLENGES ANALYSIS

The College encounters Strengths, Weaknesses, Opportunities and Challenges as presented below;

2.1   Strengths

(i) Presence of supportive CBE Corporate Strategic Plan.

(ii) Presence of reliable Local Area Network (LAN).

(iii)Presence of Internet connectivity.

(iv) Presence of computer laboratories for students.

(v) Existence of various Information Systems.

2.2 Opportunities

i)   Presence of Tanzania Vision 2025.

ii) Presence of National ICT Policy 2016.

iii) Availability of free and open source software (FOSS) and Proprietary Software.

iv) Collaboration with local and international partners.

v) Increased demand for ICT knowledge and skills.

vi) Availability of reliable fibre optic marine cable (e.g. SEACOM).

vii) Presence of the National ICT Backbone (NICTBB).

viii) Presence of state of the art ICT related technologies.

ix) Increased computer literacy and ICT skills among Tanzanians.

2.3   Weaknesses

(i) Inadequacy of ICT equipment for teaching and learning.

(ii) Inadequate budget to support ICT related activities.

(iii)Absence of ICT Policy and subsequent ICT strategy.

(iv)Inadequate number of skilled ICT staff.

2.4 Challenges

i) Interconnected nature of cyber environment.

ii) Ubiquitous security risks and threats.

iii) Presence of pirated software which do not guarantee security and reliability.

iv) Unreliable power supply.

v) Exorbitant cost for Internet bandwidth.

CHAPTER THREE

MAJOR AREAS, ISSUES, POLICY STATEMENTS, STRATEGIES AND OPERATIONAL PROCEDURES

3.1 ICT Infrastructure and Services

3.1.1 Situational Analysis

As part of its efforts to ensure effective embracement of technology use, the College is investing on ICT infrastructure and services. The College has fiber optic backbone installed in its two campuses Dar es Salaam and Dodoma. Local Area Network (LAN) infrastructure is also available in Mwanza campus while some initiatives have already been started to ensure that the Mbeya campus is also connected. Recently, the College has put VPN in place for campuses to enable interoperability of its various computer applications including SARIS and accounting software. The availability of internet connection has also been useful for smooth running of the applications.

Furthermore, many staff are now enjoying ICT facilities provided by the College. Likewise a number of students are using computers and internet at laboratories and library for their day to day academic life. Despite all these ICT developments, it has been observed that the College has not yet gained maximum benefits from the invested infrastructures. That is, the ICT developments in place have not being effective on achieving their desired goals.

3.1.2 Policy issues

(i) Ineffective LAN and VPN management.
(ii) Slow and unstable/unreliable internet connectivity.
(iii) Insufficient computers and related accessories.
(iv) Aging ICT facilities.
(v) Inadequate ICT maintenance and repair services
(vi) Inadequate ICT personnel
(vii) Unreliable power supply

3.1.3 Policy statements

The College shall endeavour to:

(i)   Manage and maintain efficient and effective LAN and VPN to meet increasing requirements

(ii)   Improve and manage Internet services to meet ever-increasing requirements

(iii)   Acquire and maintain sufficient computers and accessories to meet the needs of the increasing staff and student population

(iv)   Regularly update ICT hardware and software to keep up with the changing technology environment

(v)   Ensure availability of repair and maintenance schedules of ICT equipment

(vi)   Build and maintain institutional capacity for managing ICTs effectively

(vii)   Ensure availability of power backup and stabilizer mechanisms to increase the availability LAN and Internet services and protect ICT equipment.

3.1.4 Strategies

(i)   Improve and maintain LAN and VPN operations to meet all College requirements

(ii)   Provide regular maintenance to ICT facilities and network infrastructure

(iii)   Increase, monitor and evaluate Internet bandwidth from time to time to meet ever-growing demand

(iv)   Develop and implement bandwidth management strategies

(v)   Acquire sufficient computers for staff and students

(vi)   Recruit, develop and retain highly-quality ICT personnel

(vii)   Acquire and install high-capacity renewable power backups, voltage stabilizers and smoke detectors.

3.1.5 Operational procedures

The College shall:

(i) Undertake regular analysis and evaluation of LAN, VPN and Internet facilities and operations to ensure they meet all College requirements

(ii) Establish bandwidth management criteria and guidelines.

(iii) Allocate adequate funds for acquisition of computers and related accessories

(iv) Train computer department staff with necessary skills to effectively manage ICT infrastructure and services

(v) Allocate adequate funds for acquisition and installation of high-capacity power backups, voltage stabilizers and smoke detectors

3.2 Hardware and software acquisition and installation

3.2.1 Situational Analysis

The College has for a number of years been acquiring hardware and software to support its operations. The hardware includes servers, desktop computers, laptop computers, printers, digital projectors, photocopiers, network switches and scanners. While the software facilities includes Windows operating systems, Microsoft office, Pastel Accounting system, Payroll system, library system, e-learning system, Anti-virus programs, and SARIS.

However, there has been no guideline in place for supporting acquisition and installation of both hardware and software facilities. As a result the College has in some cases paid high cost for hardware and software acquisition and installation than required. Also in some cases, inappropriate and/or unnecessary hardware and software equipment have been acquired and installed.

3.2.2 Policy Issues
(i) Lack of guideline on procurement and installation of hardware and software.
(ii) Inadequate communication among campuses when acquiring and installation hardware and software.
(iii) High costs of hardware and software.
(iv) Lack of awareness on appropriate ICT standards among stakeholders.
(v) Rapid obsolescence of hardware and software.
(vi) Need for new and updated software and hardware facilities.

3.2.3 Policy Statements

The College shall endeavour to:
  (i)   Develop guidelines on ICT acquisition and installation standards
  (ii) Create awareness on ICT standards among stakeholders
  (iii) Ensure proper and effective communication among campuses when acquiring hardware and software
  (iv)   Promote acquisition of hardware and software that comply with institutional, national or international standards
  (v)   Acquire and maintain hardware and software to catch up with the dynamic ICT environment
  (vi) Prioritize open source software

3.2.4 Strategies
  (i)   Observe proper and effective procedures when acquiring hardware and software
  (ii) Adopt and institutionalize cost-effective strategies for acquiring and managing ICTs
  (iii) Allocate adequate financial resources for ICT development

3.2.5 Operational procedures
i)   The College shall establish an effective communication strategy/method within computer department to ensure only appropriate and necessary hardware and software are acquired and installed.

ii) The College shall prepare a standard guideline document for acquisition and use of Free and Open Source Software.

iii) Install and use Free and Open Source Software whenever possible

iv) The College shall adhere to the Public Procurement Act of 2011 on goods and services when purchasing hardware and software facilities.

v)   The College shall always analyse and test new software and hardware to verify security and compatibility issues before acquisition and installation.

3.3 Use of Information Systems

3.3.1 Situational Analysis

The College uses a number of computerized information systems to support its day to day operations. The computerized information systems are already in use for admission, library, accounting operations as well as to students' academic operations, in which students' academic and financial records have been successfully managed.

However, there are still some business areas such as human resources and records management, in which computerization is not yet implemented. Furthermore, evidence shows that even the implemented computerized information systems need to be improved.

3.3.2 Policy issues

(i)   Inadequate number of computerized information systems to support College operations
(ii) Inadequate skills among College staff on the use of computerized information systems
(iii) Duplication of data caused by multiple data entry points
(iv) Inadequate generation of information system logs that meet specific requirements of information systems.
(v)   Low adoption of ICT in academic and administrative functions

3.3.3 Policy statements

CBE shall endeavour to:

(i)   Develop and maintain integrated management information systems to support all academic and administrative functions.
(ii) Provide ICT skills to staff and students regularly.
(iii) Increase the use of ICT in the implementation of College functions.
(iv) The College shall ensure generation of information system logs that meet College requirements.
(v)   Ensure interoperability of information systems across the College.

3.3.4 Strategies

(i)   Acquire, install and maintain integrated management information systems for all academic and administrative services.

(ii) Equip staff and students with necessary skills on the use of information systems relevant to their activities.

(iii) Promote the use of ICT for academic and administrative functions.

(iv) To ensure that all systems that handle confidential information retain audit-logging information in accordance CBE's requirements.

(v) Acquire, develop and implement information systems that are capable of communicating and exchanging.

3.3.5 Operational procedures

The College shall:

(i) Allocate an adequate budget for acquisition, installation and maintenance of information systems as per requirements.

(ii) Train staff and students to use information systems relevant to their activities.

(iii) Sensitize and encourage staff and students on the use of ICT on academic and administrative functions.

(iv) The College shall define and establish log management procedures and functions.

(v) The College shall oversee implementation of log management procedures

3.4 ICT Access, Use and Security

3.4.1 Situational Ananlysis

Evidence shows a good number of staff and students have access to the ICT facilities implemented by the College. However, it has been noticed that security aspects are not been effectively administered.

3.4.2 Policy Issues

(i) In adequate security on the use of ICT systems and institutional data

(ii) Lack of reliable data backup and recovery mechanisms

(iii) Inadequate ICT security procedures

(iv) Inadequate ICT disaster recovery plans and mechanisms

(v) Inadequate terms and conditions for using College ICT facilities

3.4.3 Policy statements

CBE shall endeavour to:

(i) Protect ICT systems and institutional data
(ii) Establish data backup and recovery mechanisms
(iii) Develop proper ICT security procedures and disaster recovery plans
(iv) Ensure that ICT facilities and services are used by authorized individuals depending on their work and study requirements
(v) Ensure that ICT facilities and services are used to carry out legitimate activities

3.4.4 Strategies

(i) Establish access levels, rights and privileges for different categories of ICT users.

(ii) Acquire and install protective software for detecting and defending ICT equipment, systems and content against malicious software.

(iii) Develop and implement appropriate backup and recovery mechanisms for institutional data.

(iv) Develop and implement ICT security procedures.

(v) Develop and implement ICT disaster recovery plans and mechanisms
(vi) Locate all ICT equipment in physically secure areas.
(vii) Define terms and conditions of using College ICT facilities and services for different categories of users.

3.4.5 Operational procedures

The College shall:

(i) Enforce that all system-level and user-level passwords (e.g., root, application administration accounts, etc.) are regularly changed for security purpose.

(ii) Allocate an adequate budget for acquisition and installation of protective software for detecting and defending ICT equipment, systems and content against malicious software.

(iii) Prepare Computer Emergency Response Plan.

(iv) Operationalize ICT disaster recovery plans and mechanisms.

(v) Prepare guidelines on use of College ICT facilities and services.

3.5 Website improvement and Management

3.5.1 Situational Analysis

The College run a website which is used as a marketing as well as an effective communication tool. It has proven to be a practical, cost-effective solution for providing and sharing business information with customers and stakeholders. However, effectively managing and maintaining the College website which meets stakeholders' expectations has been a big challenge for a while.

3.5.2 Policy Issues
(i)   Lack of website management guidelines
(ii)   Incomplete or missing web contents/information on the College website
(iii)   Inadequate website development and management skills among staff
(iv)   Lack of skills among staff for uploading web contents
(v)   Lack of guidelines for web content generation

3.5.3 Policy statements
CBE shall endeavour to:

(i)   Develop website management guidelines
(ii)   Maintain and and regularly update its website
(iii)   Ensure that the content of the College website is relevant, accurate, consistent and up-to-date
(iv)   Equip staff with relevant skills for developing and managing the website
(v)   Equip stakeholders with relevant skills for uploading content on the website
(vi)   Empower units to regularly upload relevant content to the website
(vii)   Prepare guidelines for web content generation

3.5.4 Strategies
(i)   Each College department shall develop and maintain a comprehensive webpage(s)
(ii)   Each CBE staff will be encouraged to maintain a webpage on the College website
(iii)   Equip designated staff from various units across the College with skills on website design and content management
(iv)   Promote online publication of academic works by the College community
(v)   Deploy and maintain a robust content management system
(vi)   Ensure implementation of guidelines for web content generation
(vii)   Establish website committees at all levels

3.5.5 Operational procedures

The College shall:

(i)   Prepare website management guidelines.

(ii) Train designated staff from various units across the College with skills on website design and content management.

(iii) Promote allocation and use of individual web page on the College website

(iv) Publish academic works on the website

(v)   Operationalize website management guidelines

(vi) Each College directorate, department and unit shall be responsible for preparation of web content for its page(s) on the College website and make a permanent agenda on website improvement and management.

3.6 E-learning

3.6.1 Situational Analysis

As part of efforts to enhance teaching and learning, the College has recently started to develop and install e-learning system. Implementation of the system is still in its early stages. However, successful development and implementation of e-learning system, requires proper planning and sensitization among stakeholders. Evidence shows that there is inadequate preparation for the implementation of e-learning system.

3.6.2 Policy Issues

(i) Inadequate planning for e-learning implementation

(ii) Lack of skills among staff to use e-learning system in the College

(iii)Lack of quality and up to date content for e-learning

3.6.3 Policy statements

CBE shall endeavour to:

(i)   Develop e-learning strategy

(ii) Integrate ICT in teaching and learning activities

(iii) Promote the use of e-teaching and e-learning

3.6.4 Strategies

(i)   Establish guidelines on e-learning practice in order to enhance teaching and learning

(ii)   Establish and maintain relevant infrastructure to enhance teaching and learning

(iii) Equip lecture rooms and laboratories with up-to-date e-learning facilities

(iv)   Promote the use of e-learning and other ICT tools and services in teaching and learning activities

3.6.5 Operational procedures

The College shall:

(i) Prepare guidelines on e-learning practice in order to enhance teaching and learning.

(ii) Allocate adequate budget to support e-learning activities

(iii) Train staff to effectively undertake e-learning activities.

3.7 Electronic Information Resources

3.7.1 Situational Analysis

The College through its library section has managed to subscribe to a number of online library databases. Few College members of staff have been occasionally accessing these databases. However, a large group of staff noticed not to use the services for various reasons. The reasons include lack of information on how the online databases can be accessed. In addition, there are some reported incidences in which the online databases are not accessible due to technical problems.

3.7.2 Policy issues

(i)   Low usage of electronic information resources

(ii)   Lack of awareness on available electronic information resources

(iii) Inadequate technical support for accessing e-resources

(iv)   High costs of subscription to online scholarly databases

3.7.3 Policy statements

CBE shall endeavour to:

(i)   Promote utilization of e-resources to support academic purposes

(ii) Ensure availability of funds for online databases subscription

(iii) Ensure adequate technical support for accessing e-resources

3.7.4 Strategies

(i)   Raise awareness about e-resources among various categories of users

(ii)   Equip staff and students with information literacy skills

(iii)   Allocate adequate budget for subscription of online resources

(iv)   Encourage the utilization of open access e-resources

(v)   Equip staff with necessary skills to solve technical issues related to e-resources utilization

3.7.5 Operational procedures

The College shall:

(i) Conduct trainings on e-resources among various categories of users.

(ii) Increase budget to support for e-resources operations

(iii) Train and sensitize staff to use open access e-resources

(iv) Train staff on technical issues relating to e-resources utilization

3.8 Information sensitivity

3.8.1 Situational Analysis

Information, as we know it today, includes both electronic and physical information. The College information is managed throughout its lifecycle, regardless of source or format for delivery through multiple channels. While the College continues to produce, process and use volumes of information there is no clear definition to which information is confidential or sensitive, and how it has to be managed. Normal practice indicates use of few information handling guidelines and labelling procedures such as use of "confidential" labels.

3.8.2 Policy Issue

Inadequate information security controls to protect the College's sensitive and confidential information.

3.8.3 Policy Statement

The College shall establish information sensitivity guidelines and security controls to provide guides on information management.

3.8.4 Strategies

(i)   To ensure that information sensitivity guidelines are operationalized.

(ii) To familiarize employees with the information sensitivity guidelines and handling procedures.

3.8.5 Operational Procedures

The College shall:

(i) Establish information sensitivity guidelines.

(ii) Oversee implementation of information sensitivity guidelines and handling procedures.

3.9 Internet and Email Use

3.10.1 Situational Analysis

Internet and email have become powerful and reliable sources of information and communication all over the world. Similarly, to CBE community the use of Internet and email has helped people in simplifying and supporting their work. Staff and students use Internet and email for different purposes, but ethical use of internet should always be priority. Therefore, controls and monitoring systems and guidelines to the Internet and email use is important, though CBE has never used one.

3.9.2 Policy Issues

(i)   Lack of Internet and email use guidelines.

(ii)   Poor handling of staff email accounts

(iii)   Inappropriate use of Internet and email services

3.9.3 Policy Statements

The College shall

(i) Establish Internet and email use guidelines to ensure staff and students use the services in a safe and responsible manner.

(ii) Ensure appropriate use CBE email address to prevent tarnishing the College image to the public.

3.9.4 Strategies

(i) Ensure employees use the internet and email in a safe and responsible manner.

(ii) Ensure that employee Internet and email use can be monitored or researched during an incident.

3.9.5 Operational Procedures

i) The College shall install systems that monitors and limits Internet use from any host within CBE's network.

ii) The College shall provide training to employees on the safe and responsible way of using the internet and email.

iii) The College shall acquire network management and monitoring software.

3.9.6 Strategies

i) To ensure CBE email system is not used for the creation or distribution of any disruptive or offensive messages.

ii) To ensure a reasonable amount of CBE resources for personal emails is used and non-work related email being saved in a separate folder from work related email.

iii) To define and sensitize staff about privacy matters in relation to the use of College's email system.

iv) To familiarize employees with the email retention topic areas.

3.9.7 Operational Procedures

The College shall:

i) Provide mail use guidelines and training on proper use of Internet and College's email system

ii) Establish enforcement procedure to ensure appropriate use of its Internet and email services.

iii) Establish enforcement procedures to ensure staff adhere to the email retention guidelines.

CHAPTER FOUR

GOVERNANCE OF THE POLICY

4.1 Governance of Information and Communication Technology Policy

Effective governance of the ICT Policy requires the following:

i) Identification and management of areas affected by policy implementation.

ii) Ensure that each department analyses and articulates its requirements for effective implementation of the policy.

iii) Overseeing individual accountability and responsibilities within departments in relation to the policy implementation.

iv) Establishing a framework for coordinating, monitoring and evaluating the implementation of the Policy.

v) Setting up College website committee.

vi) Preparation of policy implementation plan.

vii) Allocation of an adequate budget for the policy implementation.

viii) Addressing roles and service delivery structure of each department with its related functions, responsibilities, delegations and authorities towards Policy implementation.

ix) Continuous improvement of the Policy to meet the College corporate objectives.

4.2 College Website Committee

There shall be College website committee which shall be responsible for all College website management and administration matters. Similarly, there shall be website sub-committees for each campus, directorate, and department/Unit. The sub-committees shall be responsible for proper and effective management of the campus, directorate and department/unit website or web page(s) respectively. Composition

and functions of these committees are stated in the College ICT regulations and guidelines documents.

CHAPTER FIVE

MONITORING AND EVALUATION

5.1 Monitoring and Evaluation

Collection and analysis of information aimed at improving effectiveness of the Information and Communication Technology that is monitoring; and comparison of actual against planned impact of the Policy, that is evaluation will involve different stakeholders playing their role in the realization of desired Objective. The College shall establish a mechanism for monitoring and evaluation of the implementation of Information and Communication Technology Policy. Key personnel in Monitoring and Evaluation of the Corporate Social Responsibility are as indicated in Table

5.2. Monitoring and Evaluation shall involve:-

i) Establishment of mechanisms of accountability for monitoring and evaluating the implementation of the Information and Communication Technology Policy.

ii) Establishment of framework that will provide basis for monitoring and evaluating the Policy implementation at all College levels.

iii) Establishment of sound institutional framework for translating the goals, objectives and strategies into actual programmes at all levels that is Units/Sections, Departments, Directorates, and Campuses. This means that the implementation will be effected through the existing College institutional set up.

5.2 Key players of Monitoring and Evaluation of Policy

SN	Key Players	Key Activities
1	Governing Body	- Approving the Policy and overseeing the implementation of the policy by Management.
2	Human Resources Management and Administration Committee	- Recommending the approval of the Information and Communication Technology policy to the Governing Body for approval. - Receiving and deliberating on Information and Communication Technology policy implementation reports.
3	Rector	- Overall coordination of the implementation of Information and Communication Technology policy.
4	Deputy Rector (PFA)	- Coordinating Information and Communication Technology implementation.
5.	Campus directors	- Oversee the implementation of Information and Communication Technology policy at the respective campus.
6.	Computer Manager	- Administering implementation of various Information and Communication Technology policy activities. - Preparing annual Budget for Information and Communication Technology policy matters. - Responsible for operational management of ICT and ICT Policy
7.	Director of Finance	- Coordinating issues related to finance.

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