

DEBSWANA PENSION FUND COMMUNICATION POLICY

Policy owner	Communication Manager
Application scope	Communication Department (All Fund Communication) Finance & Administration Department (Member Relations) Legal, Risk & Compliance (Trustee Communication) CEO/Strategy Office (Stakeholder Engagement)
Effective Date	01 December 2015
Review due date	1 st September 2016
Associated policies/documents	DPF Communication Strategy 2016 DPF Communication Plan/Calendar 2016 DPF Crisis Communication policy

1. Introduction

This Communication Policy has been prepared by the Debswana Pension Fund (the Fund) and is effective from 1st December 2015. The Communication Policy has been designed to meet the legislative requirements and in addition, meet the Funds objectives that are outlined within this Policy. This policy will be reviewed and updated annually with the next review due by September 2016. This Policy should be read in conjunction with the supporting 'Communication Strategy' and 'Communication Calendar' which are detailed in Appendix 1 and 2 of this document.

2. Primary Objectives

- 2.1. To ensure that we are communicating with our audiences and we enhance the service we currently offer, we have set the following objectives:
- 2.2. Communicate in a friendly, expert and direct way to our stakeholders, treating all our stakeholders equally.
- 2.3. Ensure our communications are simple, relevant and have impact.
- 2.4. Deliver information in a way that suits all types of stakeholder.
- 2.5. Aim for full appreciation of the pension fund benefits and changes to the Fund by all Fund members, prospective Fund members and participating employers.
- 2.6. Promote the achievement of targeted Net Replacement Ratios by members through extensive marketing of Additional voluntary contributions as well as provide comprehensive financial education through the Fund's various communication mediums

3. Secondary Objectives

3.1. Reputation Management

The Fund Communications manager is tasked with risk monitoring and management of all communication risk that may face the Fund. In that regard, the department maintains a risk log for review and mitigation on an on-going basis. At any given point and in line with the mandate of the Fund, the DPF will consider the management of Fund reputation, and ensuring sufficient member education as key considerations amongst the prevailing communication risks. A reputational risk matrix has been developed to guide the organization on the possible risk events that can damage the Fund reputation. The top two communications risks identified at all given times are fed into the organizational risk log, which is reviewed by the Board of Trustees on a quarterly basis.

3.2. Professionalism

Through our communication, we will demonstrate the Fund's professionalism by ensuring that Staff members are thoroughly knowledgeable on the rules, regulations, products and services, in order to live up to our vision as the preferred provider of retirement services so that we are identifiable by stakeholders as a the primary, reliable resource for comprehensive, and useful information on pension administration. The Fund will develop and implement a *Brand Standards Policy Manual* that will further ensure that there is continued consistency on the positive image of the Fund and that employees live up to the values of the Fund in the process of executing their duties

3.3. Understanding and accessibility

We will respond promptly to stakeholders' information needs by conducting regular needs analysis that informs our communication strategy. The Fund will continuously seek and implement innovative ways to appropriately deliver information and education to members and stakeholders.

3.4. Pro-active planning and development

To anticipate and respond to stakeholder needs we will review our communication strategy and plans annually in order to factor in the emerging communication needs of our stakeholders, i.e. changes in both the internal and external environments and further seek to implement emerging communication best practices at all times relevant to the needs of our members.

3.5. Customization of communication messages.

To provide focused communication based on the varying needs of groups of stakeholders: members, beneficiaries, employers, service providers etc. we shall develop customised communication tactics where necessary taking cognizance of stakeholder differences and needs, and the effectiveness of various communications media for these different groups.

3.6. Responsiveness

The Fund shall develop an Incident & Crisis Communication Policy to support the organisation's crisis management strategy and the overall business continuity plan. The policy shall define roles and responsibilities as well as outline the criteria to be undertaken to communicate information in the event of an incident or crisis.

4. Measuring success

To monitor our success against our objectives we will:

- 4.1. Achieve a **year on year increase in the response rate** to our Satisfaction Surveys to each of our audiences.
- 4.2. Achieve above **75%** of positive responses in our Satisfaction Surveys to each of our audiences.
- 4.3. Have a supporting communications calendar that is adapted where necessary, to each of our audiences and implement it fully.

5. Achieving success

Our principles when delivering our communication will be to:

5.1. Improve member understanding and gain appreciation:

- 5.1.1. To ensure that our communications support member understanding we will:
- 5.1.2. Tailor our communication to the audience needs.
- 5.1.3. Make our messages clear, consistent and use the right language.
- 5.1.4. Provide contact information for people to find out more information.
- 5.1.5. Be consistent with our key messages throughout our communication.
- 5.1.6. Use the most appropriate delivery methods to reach our audiences and make communication accessible to everyone.
- 5.1.7. Provide good quality communications that meets the expectations of the audience.

5.2. Plan our communication and deliver by the most appropriate method:

- 5.2.1. We will use the most appropriate communication channel for the audience.
- 5.2.2. We will adapt our communication where possible following feedback from our audiences.
- 5.2.3. We will consider how to make the service available to all audiences and be accessible to everyone.
- 5.2.4. We will actively promote our service through our existing communication channel where appropriate, For example, employer road/shows and meetings.

5.3. Give our communication a clear purpose

- 5.3.1. Each of the communications we send will have a clear purpose and fit into our overall communications plan. This will ensure each item is part of our overall policy hence cost effective.
- 5.3.2. We will continually review all of our communication and to ensure that it is fit for purpose.

5.4. Give our communication impact through visual identity:

- 5.4.1. Pension schemes with their own style and brand result in communications that are instantly recognisable as pension related. A visual identity will be maintained consistently across our branding of various communication mediums.

6. Our key messages

- 6.1. There are a number of key messages to each of our audiences but through all of our communication the messages to the majority of audiences will be:

- 6.1.1. *Your pension is a valuable benefit*
- 6.1.2. *It is important that you understand how the DPF works now and in the future*
- 6.1.3. *Make sure that you are saving enough for retirement*

- 6.2. A summary of the key messages to each audience is below:

Audience Key message

6.2.1. Active members key messages

- 6.2.1.1. It is important that you understand your rights as a member and the impact of any changes in legislation on your pension Fund*
- 6.2.1.2. Your employer pays in to help you save for your retirement. However your final net replacement ratio is your responsibility – have a retirement plan/financial plan*
- 6.2.1.3. Understand the benefits, procedures and processes of your pension's administration.*
- 6.2.1.4. Maintain your records up to date at all times*

6.2.2. New / potential members and those opting to transfer out

- 6.2.2.1. Pension is a better and more profitable alternative to gratuity*
- 6.2.2.2. DPF is the preferred and best retirement Funds administrator for your pension Fund*
- 6.2.2.3. Seek to become financially literate and make informed decisions about your pension Fund*
- 6.2.2.4. The DPF is a good way to save for your retirement.*

6.2.3. Deferreds key messages

- 6.2.3.1. DPF is the preferred and best retirement Funds administrator for your pension Fund*
- 6.2.3.2. Understand the implications of transferring out of the Scheme.*
- 6.2.3.3. Keep your details up to date.*
- 6.2.3.4. Monitor the progress of your pension growth and maintain regular contact with DPF*
- 6.2.3.5. It is important to understand the impact of any changes in legislation*
- 6.2.3.6. We will keep you informed of any other changes.*

6.2.4. Pensioners key messages

- 6.2.4.1. Keep your details up to date.*
- 6.2.4.2. We are here to help with any questions you might have.*
- 6.2.4.3. You will continue to receive your pension for life*
- 6.2.4.4. You are an important part of the Fund*

6.2.5. Participating Employers key messages

- 6.2.5.1. You have a responsibility to provide employees with information about the DPF.*
- 6.2.5.2. You need to understand how the Fund works and the effect of any changes in legislation.*
- 6.2.5.3. The DPF is a valuable benefit for members and you need to help educate members about retirement planning and to understand any changes that transpire and the impact.*
- 6.2.5.4. You have a responsibility to inform the Fund of any changes to your employee benefits policy that will impact Fund operation, as well as any changes in members' circumstances.*

6.2.6. Employees of the Fund

Our objectives with regard to communication with DPF staff are:

- 6.2.6.1. To ensure that they have in-depth knowledge of the business of the Fund and the industry it operates within.*
- 6.2.6.2. to ensure they are aware of changes and proposed changes to the Fund*

6.2.6.3. *to provide on-the-job training to new and existing staff regarding the business of the Fund*

6.2.6.4. *To develop a customer centric culture within them that will ensure that service delivery standards are met.*

6.2.6.5. *To agree to and monitor service standards.*

6.2.7. communication with the media

The Fund will develop a public relations strategy that will include a media relation plan. Our objectives with regard to communication with the media are:

6.2.7.1. *to ensure the accurate reporting on Fund issues*

6.2.7.2. *To create a positive image of the Fund.*

6.2.7.3. *To use their mediums to communicate messages to our members and the general publics*

6.2.8. communication with Regulators and other interested parties

Regulators being supervisory bodies of the Fund, the DPF Compliance department will develop a specific stakeholder engagement plan to ensure close and cordial relations with regulators are maintained. Our objectives with regard to communication with regulators/interested parties are:

6.2.8.1. *to meet our obligations under various legislative requirements*

6.2.8.2. *to ensure the proper administration of the Fund*

6.2.8.3. *to deal with the resolution of pension disputes appropriately*

7. Communication deliverables

7.1. Media, tools and channels of our communication

The communication tools we will use will incorporate our existing communication channels for efficiency. The tools we use may adapt as we receive feedback from each of audiences. The tools we will use for each of our audiences are outlined below:

7.1.1. Fund members – Active, deferred and pensioner members

7.1.1.1. **Internet** – The Fund has established an extensive website www.dpf.co.bw containing Fund details, leaflets, guides and forms etc. There are also links to other organisations relevant to Fund members

7.1.1.2. **Fund newsletter** – We will issue a newsletter to all members of the Fund at every quarter during the year, the contents of which will cover current pension topics within the DPF and the pensions industry in general plus important repeated messages

7.1.1.3. **Deferred Members Business Seminar** – We will conduct an annual seminar for deferred members where interactive discussions will be made including Fund

updates and general counsel by industry experts. This will consist of the key messages, plus any topical issues such as changes affecting deferred members

- 7.1.1.4. **Benefit statements** – An annual benefit statement is sent directly to the home address of all members who are contributing to the Fund or had deferred accounts at the previous financial year end. Benefit statements are sent direct to the home address of deferred members where a current address is known
- 7.1.1.5. **Fund literature** – A range of Fund literature is produced by the Fund and is supplied to participating employers and Fund members directly. Copies of this Fund literature form part of the Fund's website www.dpf.co.bw
- 7.1.1.6. **Pay Slip advices** – The Fund issues pay advices to Fund pensioners in July of every year when pension salary adjustments are made, afterwards members may request payslips as and when needed.
- 7.1.1.7. **Correspondence** – The Fund uses both surface mail and e-mail to receive and send correspondence.
- 7.1.1.8. **Member Relations Offices** – The Fund has three offices in Gaborone, Orapa and Jwaneng for office consultations and with dedicated telephone helplines for Fund members and these are widely publicised in Fund literature. Other Key communication services provided through the Member Relations Offices are as follows;
- 7.1.1.9. **Monthly New Employee Inductions presentations** at the Participating employers
- 7.1.1.10. **Member Induction Welcome Packages** – In addition to the presentations, the MROs will prepare welcome packages to new Active Members and newly enrolled Pensioners with the relevant correspondence and educational literature.
- 7.1.1.11. **On-site Consultation Week** - Member Relations Officers will systematically base themselves in various participating employers divisions and make themselves available to members for one-on-one conversations with the Fund to afford members the time and opportunity for personalised enquiries. Appropriate branding will be placed on site to alert members to the DPF presence in their divisions in addition to other alerts through other communication mediums.
- 7.1.1.12. **Member education Workshops** - The Fund visits the venues of participating employers throughout the year to conducts presentations for each of the internal divisions/departments, thus promoting further close interactions with Fund members through Q&A sessions. MROs will develop an annual calendar of presentations to be conducted per employer, per division which is approved annually by Fund management.
- 7.1.1.13. **HR Partners Training Workshops** – Fund administration has to ensure that HR personnel that are tasked with pension administration at the pay points are constantly well informed and up to date with Pension developments in order

for them to effectively impart knowledge to their employees as and when necessary. It will be the responsibility of the Member Relations Officers to conduct **bi-annual** training workshops for HR Partners in their constituencies.

- 7.1.2. Annual Pensioners Conference** – The Fund hosts a Pensioner conference annually to give pensioners updates on Fund business and developments. Interactive discussions are a part of the agenda where pensioners get the opportunity to ask questions and give feedback on their service experiences.
- 7.1.3. Business Fair /Road Shows** - The Fund stages an annual road-show where it visits the buildings of participating employers in the Fund to educate members about retirement planning. Additionally, the Fund invites financial advisors from the retirement services industry to accompany Fund personnel at the shows and impart relevant knowledge to members during the events.
- 7.1.4. Member Portal** – The Fund will with effect from 01 March 2016 launch a Members Portal that will allow members to view their records as well as retrieve information, particularly personal details and benefit statements. The Fund member portal is found here [DPF-PORTAL](#)
- 7.1.5. Social Media Platforms** – the Fund will interact with members on its Facebook and Twitter pages as part of its member education program. Issue-specific Social media Communication Campaigns will be incorporated into the annual communication plans. These platforms will also serve as alternative and real-time communication mediums for the Fund Crisis Management Strategy.
- 7.1.6. SMS Communication** – The Fund has in place an SMS system through which members receive regular notifications and real time updates on the business of the Fund. Fund Administration utilises the system for feedback to members on their individual submissions whilst the system is interactive and allows members to reply back by SMS to the Fund, thus promoting personalised service through member to Fund conversations.
- 7.1.7. Annual Member Business Updates** – Fund Communication team will tour the participating employers to address the members on the full business update at the end of every financial year after the Board of Trustees has approved all Fund performance reports, Fund Valuations and Audits.
- 7.1.8. Annual Reports & Financial Statements** – The Fund releases a report on Fund performance on an annual basis to Fund members. Fund performance is also incorporated into the Annual Business Updates in order to ensure that those Fund members that may have not understood the literature will receive simplified reports as part of the presentations. It is also made available on the Fund's website
- 7.1.9. Quarterly Business E-Reports** – On a quarterly basis the Fund releases a brief electronic report via email updating Fund members on the status of the investment markets and the Fund operations. This is done to ensure that members are constantly reassured (Without having to wait for annual financial reports) of the safety of their investments whenever there are emerging market events affecting Fund assets that lead to a lot of unrest within both media and industry commentators. For example, disinvestments, market crashes, economic crisis, political unrest, wars etc.

7.1.10. Annual Stakeholder Business Breakfast – The Fund recognises the importance of engaging business partners, particularly high level decision makers such as participating employer Executive Committees and their Senior Leadership teams whose organisational strategies have the potential to impact on Fund business. The Fund therefore hosts them annually both to give Business updates as well as discuss regulatory developments, their employee benefits policies and collaborative efforts. Other business partners such as asset managers and consultants are engaged albeit on a separate platform and agenda.

7.1.11. Audio-visual media – The Fund produces educational videos and audio material periodically as a means of achieving diversity in its communication mediums and to obtain maximum impact of its communication messages.

7.1.12. Pre-retirement Counselling Workshops - The Fund will conduct workshops for near retirees on an annual basis to prepare them for the transition from active membership to pensioner membership. This workshop normally entails presentations on retirement options and guidance on how to choose a retirement option

7.1.13. Trustee Education Forums – The Fund, through the office of the Board Secretary, will facilitate engagement forums between Member Elected Trustees and their constituent members where the mandate of the Trustees will be clarified by the Fund and the members given an opportunity to express their expectations of their representatives in terms of what to advocate for on their behalf.

7.2. Participating employers

To assist employers participating in the DPF, the Fund has a range of communication materials and methods that aims to increase their understanding of pension issues and help them fulfil their responsibilities as Fund Employers. By working together both the Fund and employers should be able to provide a better service offering to members.

7.2.1. Participating Employers Web Portal – Through the Fund web portal there is a dedicated site where HR Partners will provide inputs and updates to the pension Fund as well interact with the Fund administration department on pension matter concerning employees.

7.2.2. Employers' web page – The Debswana Pension Fund website www.dpf.co.bw has a section for Fund participating employers. This is used to provide the necessary literature and forms that HR Partners require when administering pensions at their respective pay-points.

7.2.3. Employer guide – The Fund will produce and maintain an Employer guide to assist Fund employers to understand their role. The guide is a key resource and explains the statutory requirements of the Employer with regards to the Fund. Fund employers will be availed with both a hard copy and electronic copy of the guide and the latest version also made available on the Fund's website

7.2.4. Fund employer e- newsletter – The Fund will produce a newsletter twice a year for participating employers covering current issues, Fund changes and administration

issues. This will be sent to employers electronically by Email, usually twice a year. Also included coverage on contribution reconciliations issues.

7.2.5. Annual Reports and ad-hoc reports– The Annual Report and Financial Statements are produced annually and sent to all participating employers. Ad hoc reports often occur when there are emerging issues that employers may need clarification or assurance on. These are produced on a needs basis.

7.2.6. Employer meetings or other ad hoc meetings – The fund holds a number of employer meetings at the offices of main employers in the Fund to which all Fund Employers are invited. The Fund also attends meetings with employers either at the request of the employer or if it has identified a need. These are usually to keep Employers up-to-date with Fund developments and to offer training and assistance to the employer to help them to carry out their pension obligations

7.2.7. Employer Training – The Fund offers training to all HR personnel of participating Employers on the DPF and their role in administering pension benefits. Training covers the full range of administrative and Regulatory activities and is tailored to the needs of the particular employer

7.3. Prospective Fund members

7.3.1. Fund Profile & Facts Brochure & Member Guides – All prospective Fund Members are given basic information about the DPF. The Fund requires Employers to provide all employees information about the Fund and to provide either a hard copy of the Fund guides or direct them to the website for an electronic version, when they become eligible to join the Fund. The Fund's website has a section for Fund historical information including historical performance of the Fund assets amongst other information.

7.3.2. Internet – The Fund has established an extensive website www.dpf.co.bw containing Fund details, brochures, guides and forms etc. There are also links to other organisations relevant to Fund members

7.3.3. Fund newsletter – Fund newsletters are accessible prospective members publicly on the Fund website. Employers are encouraged to make the newsletter available to all of their eligible staff regardless of whether they are currently contributing to the Fund.

7.3.4. Public Education Campaigns – The Fund will stage a number of pension shows using media such as radio and TV for the purpose of raising awareness to prospective members and the general public on the importance of retirement planning. The Fund continuously shares its educational productions where possible with media for re-publishing and distribution to the public at large.

7.4. Prospective Participating employers

The Fund provides information to prospective Employers to ensure they understand the Fund Rules and Regulations, their implications and the role of a Participating Employer. The Fund will provide information required to facilitate a smooth transition in respect of prospective Employers approved by the Board of Trustees to join the Fund and further apply.

8. Confidentiality of information & Data Protection

8.1. Confidentiality of information

All employees of the Fund are bound by a signed confidentiality contracts requiring due diligence in the handling of member records & further prohibiting any unauthorised release of Fund information to third parties.

8.2. Data protection

The Fund has further put in place a robust Fund administration IT platform with in-built systems controls that ensure controlled access and usage of member records. The Fund may, if it chooses, pass certain details to a third party, if the third party is carrying out an administrative function of the Fund, for example, the Fund's actuaries, investment consultants, asset manager, mailing services, advertising agencies, banks etc. however these are bound by non-disclosure agreements within their contracts and service level agreements. The DPF has also put in place the necessary disaster recovery measures to safeguard against possible loss of data.

8.3. Member access

The Fund maintains an open door policy with regard to member who may wish to inspect Fund records. With prior consultation, members may request access to their data at any given point.

9. APPENDIX I - Communication Strategy Frame Work

10. APPENDIX II - 2015 Communication Needs Analysis Quadrant

11. APPENDIX III – Communication Plan/Calendar

12. Signed

E. KGABOETSILE 
Chairman – Benefits & COMMS Committee

19-01-2016
Date


Chairperson- Board of Trustees

03/02/16
Date