



## DEBSWANA PENSION FUND COMMUNICATION POLICY

|                             |  |
|-----------------------------|--|
| <b>Policy owner</b>         | Principal Officer  |
| <b>Application scope</b>    | Communication<br>Finance & Administration (Outsourced - Member Relations & Member Education)<br>Legal, Risk & Compliance (Trustee Communication)<br>CEO/Strategy Office (Stakeholder Engagement) |
| <b>Effective Date</b>       | <b>01 November 2017</b>  |
| <b>Next Review due date</b> | <b>30 September 2024</b>   |
| <b>Related Documents</b>    | a) DPF Communication Strategy<br>b) DPF Communication Plan & Work Plans<br>c) DPF Crisis Communication Policy  |

| Department Control Owner | Overseer Department              | Contact Number     | Email  |
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| Version Control          |                                  |                    |  |
| Version                  | Date                             | Action             | Notes  |
| 01                       | 01 November 2017                 | Board Approval     | Initial Draft  |
| 02                       | 01 October 2019                  | Board Approval     | Policy Review  |
| 03                       | 01 December 2020                 | Board Approval     | Inclusion of the Electronic Communications and Transactions Act of 2014 provisions |
| 04                       | 19 October 2021                  | Board Approval     | Policy Review  |



## I. Document Scope

### I.1. Communication Policy

#### I.1.1. In terms of Regulation 18 of the Retirement Funds Act Regulations, a retirement fund shall have a communication policy which shall cover the following:

- I.1.1.1. What information will be provided to each class of stakeholders covering all members, participating employers and beneficiaries;
- I.1.1.2. Such communication shall meet standards set down by the Regulatory Authority;
- I.1.1.3. The language in which communication is provided shall ensure that the average member is able to understand the communication; and
- I.1.1.4. The medium of communication and the time frame within which such communication is provided.
- I.1.1.5. The policy shall ensure the confidentiality of information owned by the fund and clarify what information may be given to members, employers, board members and service providers, subject to the code of conduct regulating the use and disclosure of confidential information under regulation 15(2) (k).

#### I.1.2. Regulation 15(2)(k) of the Retirement Funds regulations requires that;

- I.1.2.1. A code of conduct for a Board shall contain provisions relating to
  - I.1.2.1.1. Establishment of such other policies as may be required by legislation such as investments policy and communication policy.
  - I.1.2.1.2. Use or disclosures of confidential information and
  - I.1.2.1.3. How gifts or courtesies to the Board members may be disclosed and the procedures for such disclosure.

#### I.1.3. Prudential Fund Rule 10 (PFR10) Funding Valuation Rule further requires that;

- I.1.3.1. The minimum information that must be communicated to members be as follows;



**1.1.3.1.1.** *An explanatory pamphlet on admission and a benefit statement to be provided at least once a year thereafter, which will include the following;*

- 1.1.3.1.1.1. Details of the fund (name, contact person, registration no.)
- 1.1.3.1.1.2. Details of benefits payable to the member
- 1.1.3.1.1.3. Rate of contribution by the member and the employer
- 1.1.3.1.1.4. General information (e.g. Where to inspect rules, financial statements, etc.)
- 1.1.3.1.1.5. A projection of the likely benefits on retirement in current purchasing power terms assuming realistic rates of expenses and investment return in excess of inflation. The rates of expense and investment return in excess of inflation and any other relevant assumptions must be stated in the projection document

*1.1.3.1.2.A notice to members, or their beneficiaries, on specific events such as:*

- 1.1.3.1.2.1. Fund restructuring, communicating the nature of the restructuring and its impact on the members;
- 1.1.3.1.2.2. Claim, including retirement, resignation, dismissal, retrenchment and death, communicating the benefit due, information required by the fund before the claim can be settled, and to whom that information is to be supplied

**1.1.3.2.** Projection of Benefits for Defined Contribution Funds be provided as follows;

- 1.1.3.2.1. A defined contribution fund must provide its members, as part of their annual benefit statements, with an illustration of the likely value of their pensions on retirement in current monetary terms. This will be achieved through projecting benefits assuming only a rate of investment return in excess of inflation (i.e. a real rate of return).
- 1.1.3.2.2. The board of the fund must determine the rate of expenses to be deducted from the contributions payable into the fund after consulting the actuary to the fund or the fund's auditor. Such rate of expense must be realistic in terms of the experience of the fund, but may take account of likely changes in future. The benefit projection must state any assumptions used to modify the rate of expense as revealed in the previous financial year of the fund
- 1.1.3.2.3. The Regulatory Authority shall publish a rate of investment return in excess of inflation that may be used in the projection of the



benefits and annuity rates that they feel are representative of the market. If the board of the fund considers either of these rates to be inappropriate in their particular circumstances, the board of the fund, after taking expert advice, may use rates that they feel are more suitable in the circumstances of their fund provided that they motivate in writing to the Regulatory Authority why such rates have been used

**1.1.4. Prudential Fund Rule 2 (3.8) Investment Rules requires that;**

1.1.4.1. The board shall report annually to members the strategy, in summary form and in such manner as shall be determined by the board (which may differ between active members, pensioners and deferred pensioners), in such a way that a typical member will be able to:

1.1.4.1.1. Understand the objectives set for the investment manager, where investment is in assets other than pooled investment portfolios offered through policies of insurance or collective investment schemes, and reconcile these objectives with the overall investment strategy set by the board, or

1.1.4.1.2. Understand the strategy lying behind the selection of the particular pooled investment portfolio/s.

**1.1.5. Electronic Communications and Transactions Act of 2014 provides that;**

1.1.5.1. Information shall not be denied legal effect, validity or enforcement solely on the grounds that:

(a) it is in the form of an Electronic Communication

(b) it is not contained in the electronic communication purporting to give rise to such legal effect, but it is merely referred to in that electronic communication.

1.1.5.2. An electronic signature shall not be denied legal effect, validity or enforcement solely on the grounds that it is in electronic form

1.1.5.3. In any legal proceeding, electronic communication will be admissible as communication evidence.

It is therefore the Fund's policy that all communication made by staff in the normal course of business, acting within their scope of work and using the Fund's authorised electronic modes of communication shall be valid.



## 1.2. Communication Strategy

The Debswana Pension Fund Communication Strategy is an addendum to this Communication Policy. It is reviewed annually to ensure alignment to the prevailing stakeholder communication needs. Building onto the communication policy, the communication strategy covers the following:

- 1.2.1. An analysis of Fund **stakeholders and their communication needs**. A stakeholder priority matrix defines the focus and emphasis areas for Fund communication.
- 1.2.2. An **analysis of prevailing business issues** (over and above stakeholder needs) requiring Fund communication either due to regulation or just for the purpose of furthering the Fund business objectives
- 1.2.3. An analysis of the **nature and frequency of the communication mediums** to be utilised. Cost effectiveness must at all times be an important consideration.
- 1.2.4. A **Communication Work Plan/project plan indicating the communication tactics** to be employed annually that will address the communication needs and business issues identified to facilitate members' communication and education. Objectives, Timelines, Resources and Roles and responsibilities are specified.
- 1.2.5. A **Communication budget** of the funds and resources allocated by the Fund, for member communication and education annually.
- 1.2.6. A **criteria for the evaluation method to determine the success of the communication strategy** as well as the review process that is followed to address any shortcomings. Both the communication policy and strategy were drafted after a review of all the issues mentioned above.

## 2. Introduction

This Communication Policy has been prepared by the Debswana Pension Fund (the Fund) and is effective from 01 November 2019. The Communication Policy has been designed to meet the legislative requirements and in addition, meet the Fund objectives that are outlined within this Policy. This policy will be reviewed and updated bi-annually with the next review due by 30 September 2024. This Policy should be read in conjunction with the supporting Communication Strategy and Communication Calendar.

## 3. The DPF Communication vision & mission statements

***“Debswana Pension Fund aims to provide focused, effective and measurable communication that is relevant to stakeholder needs and supports the DPF business objectives”***



This vision will be achieved through;

- ✓ *Consistent, continuous and timely Fund Communication*
- ✓ *Robust Member education Programs*
- ✓ *Effective Stakeholder engagement*
- ✓ *Diligent and Proactive Reputation Management*

#### 4. Primary Objectives

The primary communication objectives is to;

- 4.1. achieve **an Educated and Informed Membership**, and
- 4.2. Build effective and lasting stakeholder relationships through continuous **Stakeholder engagement**.

To ensure that these objectives are achieved, when we are communicating with our audiences, we have set the following guiding principles for consideration in the development of our communication strategy:

- 4.3. To communicate in a friendly, expert and direct way to our stakeholders,
- 4.4. To ensure our communications are simple, relevant and have impact.
- 4.5. To deliver information in a way that suits all types of stakeholder whilst recognising and responding to their varying communication needs.
- 4.6. To aim for full appreciation of the pension fund benefits and changes to the Fund by all Fund members, prospective Fund members and participating employers.
- 4.7. To promote financial literacy and the achievement of targeted Net Replacement Ratios (NRR) by members

#### 5. Secondary Objectives

##### 5.1. Reputation Management

The Fund Principal Officer is tasked with risk monitoring and management of all communication risk that may face the Fund. In that regard, the Administrators' Communication department will maintain a risk log for review and mitigation on an on-going basis. Numerous reputational risks are



outlined. Amongst these risks, **the management of Fund reputation and ensuring sufficient member education are key considerations amongst the prevailing communication risks.** As such, a reputational risk matrix has been developed to guide the Fund in the monitoring of the possible risk events that can lead to damage of the Fund reputation.

| FUND REPUTATION RISK MATRIX           |   |            |             |   |          |       |               |
|---------------------------------------|---|------------|-------------|---|----------|-------|---------------|
| RISK CATEGORY                         | POTENTIAL KEY RISK INCIDENTS  | LIKELIHOOD | PROBABILITY | RISK DESCRIPTORS                                    |          |       |               |
|                                       |   |            |             | (FREQUENCY OF INCIDENTS & ASSOCIATED LEVEL OF RISK) |          |       |               |
|                                       |   |            |             | Major   | Moderate | Minor | Insignificant |
| <b>Investments management</b>         | Allegations of unethical conduct and/or subsequent criminal conviction of individuals or companies where DPF has vested interests | Rare       | <5%         | 1   | 0        | 0     | 0             |
|                                       | Association of DPF investments to political conflicts, human rights abuse, or other related violations                            | Rare       | <5%         | 1   | 0        | 0     | 0             |
|                                       | Negligent investment decisions (or lack thereof) by DPF Board & management leading to significant loss of funds                   | Unlikely   | <35%        | 1   | 0        | 0     | 0             |
| <b>Administration &amp; Financial</b> | Managerial incompetence leading to maladministration of fund business and loss of Funds   | Unlikely   | <35%        | 1   | 0        | 0     | 0             |
|                                       | Staff incompetence leading to compromised data integrity and poor service delivery  | Unlikely   | <65%        | 5   | 3        | 2     | 1             |
|                                       | Non-qualification of annual financial statements due to audit disputes leading to failure to report to members                    | Unlikely   | <35%        | 1   | 0        | 0     | 0             |
|                                       | Data loss due to poor IT infrastructure   | Unlikely   | <95%        | 1   | 0        | 0     | 0             |
|                                       |   |            |             |   |          |       |               |
| <b>Regulatory</b>                     | Non-compliance to Labour Act and Income Tax Act   | Unlikely   | <35%        | 1   | 0        | 0     | 0             |
|                                       | Non-adherence to the retirement tax laws  | Likely     | >65%        | 2   | 1        | 0     | 0             |



|                                      |   |                |      |   |   |   |   |
|--------------------------------------|---|----------------|------|---|---|---|---|
|                                      | Non adherence to NBFIRA Act, Retirement Funds Act, DPF Rules  | Likely         | >65% | 1 | 0 | 0 | 0 |
|                                      | Non-compliance to financial reporting standards (FRS)   | Unlikely       | <35% | 2 | 1 | 0 | 0 |
|                                      |   |                |      |   |   |   |   |
| <b>Corporate governance</b>          | Litigation sought by or against the Fund by any third parties   | Likely         | >65% | 5 | 3 | 2 | 1 |
|                                      | Public tender disputes between DPF and bidders on any of its procurements   | Likely         | >65% | 2 | 1 | 0 | 0 |
|                                      | Contractual disputes with business partners   | Unlikely       | <35% | 5 | 3 | 2 | 1 |
|                                      | Non-compliance to Group SHE policies  | Almost certain | >95% | 5 | 3 | 2 | 1 |
|                                      | Risk by association ( By carrying the name "DEBSWANA" DPF inherits any reputational risks carried by the Debswana Diamond Company and vice versa) | Almost certain | >95% | 1 | 0 | 0 | 0 |
|                                      |   |                |      |   |   |   |   |
| <b>People &amp; Corporate values</b> | Allegations of internal corruption by DPF Trustees, management and staff  | Unlikely       | <35% | 1 | 0 | 0 | 0 |
|                                      | Misappropriation of DPF Funds by internal staff   | Rare           | <5%  | 1 | 0 | 0 | 0 |
|                                      | Public scandal pertaining to any of DPF staff members and Board arising from any alleged misconduct   | Rare           | <5%  | 1 | 0 | 0 | 0 |
|                                      | Public accusations of poor service delivery by DPF members and service providers  | Likely         | >65% | 5 | 3 | 2 | 1 |
|                                      | Violation of member human rights of any form relating to the confidentiality of their records   | Unlikely       | <35% | 1 | 0 | 0 | 0 |
|                                      |   |                |      |   |   |   |   |
| <b>Communication</b>                 | Misrepresentation of the DPF through communication of false information creating mistrust towards the Fund  | Likely         | >65% | 5 | 3 | 2 | 1 |





As part of mitigating the Fund reputational risks, a Brand Standards and Identity Manual has been developed to guide employees through representation of the DPF Brand over and above other existing policies such as the code of conduct. The Brand Manual can be found here <http://www.dpf.co.bw/communication/Documents/DPF%20Brand%20manual%202016.pdf>

## 6. Key Communication Principles for internal stakeholders entrusted with delivering the communication messages to Fund Stakeholders

### 6.1. 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 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

### 6.2. 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.

### 6.3. 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.



#### 6.4. 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.

#### 6.5. Responsiveness

The Fund has developed an Incident & Crisis Communication Policy to support the organisation's crisis management strategy and the overall business continuity plan. The policy defines the communication roles and responsibilities as well as outline the criteria to be followed when communicating information during an incident or crisis.

### 7. Measuring success

To monitor our success against our objectives and the effectiveness of our communication the DPF will conduct annual and continuous assessments of its services through

- 7.1. An annual stakeholder satisfaction survey
- 7.2. Workshop evaluation surveys
- 7.3. Visitor/Customer Feedback Forms
- 7.4. Face to face member engagements

Through these surveys we aim to:

- 7.5. Achieve at least a **10% in the response rates** to our Satisfaction Surveys.
- 7.6. Achieve annually above **75%** of positive responses in our Satisfaction Surveys and/or above the set organisational Score card targets.



## 8. Achieving success

Our principles when delivering our communication will be to:

### 8.1. Improve member understanding and gain appreciation:

To ensure that our communications support member understanding we will:

- 8.1.1. Tailor our communication to the audience needs.
- 8.1.2. Make our messages clear, consistent and simple in the appropriate language.
- 8.1.3. Provide contact information for people to find out more information.
- 8.1.4. Be consistent with our key messages throughout our communication.
- 8.1.5. Use the most appropriate delivery methods to reach our audiences and make communication accessible to everyone.
- 8.1.6. Provide good quality communications that meets the expectations of the audience.

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

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

### 8.3. Give our communication a clear purpose

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



#### **8.4. Give our communication impact through visual identity:**

8.4.1. Pension Funds 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.

### **9. Our key messages**

9.1. 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:

*9.1.1. Your pension is a valuable benefit*

*9.1.2. It is important that you understand how the DPF works now and in the future*

*9.1.3. Make sure that you are saving enough for retirement*

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

#### **Audience Key message**

##### **9.2.1. Active members key messages**

*9.2.1.1. It is important that you understand your rights as a member and the impact of any changes in legislation on your pension Fund*

*9.2.1.2. 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*

*9.2.1.3. Understand the benefits, procedures and processes of your pension's administration.*

*9.2.1.4. Maintain your beneficiary nomination forms and personal records up to date at all times*

##### **9.2.2. New / potential members and those opting to transfer out**

*9.2.2.1. Pension is a better and more profitable alternative to gratuity*



- 9.2.2.2. *DPF is the preferred and best retirement Fund for your pension Fund*
- 9.2.2.3. *Seek to become financially literate and make informed decisions about your pension Fund*
- 9.2.2.4. *Being a member of DPF is a good way to save for your retirement.*

### **9.2.3. Deferred key messages**

- 9.2.3.1. *DPF is the preferred and best retirement Fund for your pension Fund*
- 9.2.3.2. *Understand the implications of transferring out of the Scheme.*
- 9.2.3.3. *Keep your beneficiary nominations and personal details up to date.*
- 9.2.3.4. *Monitor the progress of your pension growth and maintain regular contact with DPF*
- 9.2.3.5. *It is important to understand the impact of any changes in legislation on your Fund*
- 9.2.3.6. *We will keep you informed of any other changes.*

### **9.2.4. Pensioners key messages**

- 9.2.4.1. *Keep your beneficiary nominations and personal details up to date.*
- 9.2.4.2. *We are here to help with any questions you might have.*
- 9.2.4.3. *You will continue to receive your pension for life*
- 9.2.4.4. *You are an important part of the Fund*

### **9.2.5. Participating Employers key messages**

- 9.2.5.1. *You have a responsibility to provide employees with information about the DPF.*
- 9.2.5.2. *You need to understand how the Fund works and the effect of any changes in legislation.*
- 9.2.5.3. *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.*
- 9.2.5.4. *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.*



### **9.2.6. Employees of the Fund**

Our objectives with regard to communication with DPF staff are:

- 9.2.6.1. To ensure that they have in-depth knowledge of the business of the Fund and the industry it operates within.*
- 9.2.6.2. to ensure they are aware of changes and proposed changes to the Fund*
- 9.2.6.3. to provide on-the-job training to new and existing staff regarding the business of the Fund*
- 9.2.6.4. To develop a customer centric culture within them that will ensure that service delivery standards are met.*
- 9.2.6.5. To agree to and monitor service standards.*

### **9.2.7. 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:

- 9.2.7.1. to ensure the accurate reporting on Fund issues*
- 9.2.7.2. to create a positive image of the Fund.*
- 9.2.7.3. to use their mediums to communicate messages to our members and the general publics*

### **9.2.8. 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:

- 9.2.8.1. to meet our obligations under various legislative requirements*
- 9.2.8.2. to ensure the proper administration of the Fund*
- 9.2.8.3. to deal with the resolution of pension disputes appropriately*



## 10. Our Communication Mediums and frequency 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:

### Fund Communication Matrix

This matrix outlines the current (as of November 2017) communication channels, their target audience and frequency

| Communication medium                          | Focus Area                            | Active Members | Deferred Members | Pensioner Members | Participating Employers | Business Partners | Fund employees | General publics | Frequency of communication | Reviewed            |
|---|---------------------------------------|----------------|------------------|-------------------|-------------------------|-------------------|----------------|-----------------|----------------------------|---------------------|
| <b>Print/Paper Based</b>                      |                                       |                |                  |                   |                         |                   |                |                 |                            |                     |
| Bokamoso Newsletter                           | Fund Communication & Member Education | √              | √                | √                 | √                       | √                 | √              | √               | Three per annum            | Ongoing             |
| Abridged Annual Report & Financial Statements | Fund Communication                    | X              | √                | √                 | X                       | X                 | √              | X               | Once a year                | Ongoing             |
| Fund Book of Rules                            | Member Education                      | √              | √                | √                 | √                       | √                 | √              | √               | Once off                   | As per rules change |
| Active & Deferred Members Guide               | Member Education                      | √              | √                | X                 | X                       | X                 | √              | X               | Once off                   | On a need basis     |
| Pensioners Guide                              | Member Education                      | X              | X                | √                 | X                       | X                 | √              | X               | Once off                   | On a need basis     |
| Death Benefits Payment Policy & Guide         | Member Education                      | √              | √                | √                 | √                       | X                 | √              | X               | Once off                   | On a need basis     |
| Funeral Advance Cover guide                   | Member Education                      | √              | √                | √                 | √                       | X                 | √              | X               | Once off                   | On a need basis     |
| AVC & Retirement Planning Guide               | Member Education                      | √              | √                | X                 | X                       | X                 | √              | X               | Once off                   | On a need basis     |



|   |  |   |   |   |   |   |   |   |   |                    |                 |
|---|--|---|---|---|---|---|---|---|---|--------------------|-----------------|
| Fund Profile  | Fund Communication   | √ | √ | √ | √ | √ | √ | √ | √ | Once off           | On a need basis |
| Pension Projection Statements   | Fund Communication   | √ | √ | X | X | X | √ | X | X | Bi-annually        | Bi-annually     |
| Annual Benefit Statements   | Fund Communication   | √ | √ | X | X | X | √ | X | X | Once a year        | Annually        |
| Pension Annuity Pay Slips   | Fund Communication   | X | X | √ | X | X | √ | X | X | Twice a year       | Annually        |
| Letter Correspondences  | Fund Communication   | √ | √ | √ | X | X | X | X | X | Ongoing            | Ongoing         |
| Employer Guide  | Stakeholder Engagement   | X | X | X | √ | X | √ | X | X | Once off           | On a need basis |
| New Member Engagement Starter Packs   | Member Education   | √ | X | X | X | X | √ | X | X | Monthly            | Annually        |
| Newspaper advertorials & Press Releases   | Public Relations /Reputation Management                        | √ | √ | √ | √ | √ | √ | √ | √ | quarterly          | quarterly       |
| <b>Digital/Electronic media</b>   |  |   |   |   |   |   |   |   |   |                    |                 |
| <a href="http://www.dpf.co.bw">Fund Website (www.dpf.co.bw)</a>                     | Fund Communication   | √ | √ | √ | √ | √ | √ | √ | √ | Ongoing            | monthly         |
| Member Portal ( <a href="https://portal.dpf.co.bw/">https://portal.dpf.co.bw/</a> ) | Fund Communication   | √ | √ | √ | X | X | √ | X | X | Ongoing            | monthly         |
| Bokamoso Newsletter (electronic)  | Fund Communication & Member Education                          | √ | √ | √ | X | X | √ | X | X | three times a year | Annually        |
| Business e-Brief (electronic)   | Fund Communication   | √ | √ | √ | √ | X | √ | X | X | quarterly          | Annually        |
| Employers' newsletter - HR Partners (electronic)                                    | Fund Communication   | X | X | X | √ | X | √ | X | X | twice a year       | Annually        |
| Email notices & updates   | Fund Communication   | √ | √ | √ | √ | X | √ | X | X | Ongoing            | Ongoing         |
| Social Media (Facebook & Twitter)   | Stakeholder Engagement & Public education (Financial literacy) | √ | √ | √ | √ | √ | √ | √ | √ | Ongoing            | Ongoing         |
| Film Documentaries & Docudrama  | Member Education   | √ | √ | √ | √ | √ | √ | √ | √ | Once off           | On a need basis |
| SMS Communication (notices & updates)   | Fund Communication   | √ | √ | √ | X | X | √ | X | X | Ongoing            | Ongoing         |
| <b>Face- to -Face Communication</b>   |  |   |   |   |   |   |   |   |   |                    |                 |





|   |                        |   |   |   |   |   |   |   |              |          |
|---|------------------------|---|---|---|---|---|---|---|--------------|----------|
| Employer (HR) training and workshops                        | Stakeholder Engagement | X | X | X | √ | X | √ | X | Once a year  | Annually |
| Participating Employers' Senior Leadership Business Updates | Stakeholder Engagement | X | X | X | √ | X | √ | X | Once a year  | Annually |
| New Employee Inductions                                     | Member Education       | √ | X | X | X | X | √ | X | Once a month | Monthly  |
| Active & Deferred Members Pre-retirement Seminars           | Member Education       | √ | √ | X | X | X | √ | X | Once a year  | Annually |
| Annual Deferred Member's general Meeting                    | Stakeholder Engagement | X | √ | X | X | X | √ | X | Once a year  | Annually |
| Annual Pensioners' Conference                               | Stakeholder Engagement | X | X | √ | X | X | √ | X | Once a year  | Annually |
| Regional Pension Workshops (Deferred & Pensioner Members)   | Member Education       | X | √ | √ | X | X | √ | X | Once a year  | Annually |
| Active & Deferred Member's Finance Fairs (new)              | Member Education       | √ | √ | X | X | X | √ | X | once a year  | Annually |
| Walk-ins ( one on one consultations)                        | Fund Communication     | √ | √ | √ | √ | X | √ | X | Ongoing      | Ongoing  |

## 10.1. Description of Mediums

### Print/Paper Based Mediums

- 10.1.1. **Fund newsletter** – The Fund issues a newsletter to all members of the Fund three times a year, the contents of which predominantly cover Fund events, Notices, Educational articles on both Fund benefits and financial literacy.
- 10.1.2. **Benefit statements** – An annual benefit statement is sent directly to the home address of all active and deferred 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. Members may also upon request be emailed a copy of their benefit statement.
- 10.1.3. **Fund literature** – A range of Fund literature, inclusive of guides and policies, is produced by the Fund and supplied members and participating employers on a periodical basis. Copies of this Fund literature can be found on the Fund's website [www.dpf.co.bw](http://www.dpf.co.bw)



- 10.1.4. **Annuity 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.
- 10.1.5. **Letter Correspondence** –The Fund uses surface mail to send letter correspondence to Active, pensioners and deferred members who do not have email. A database of contact addresses is maintained and updated on an ongoing basis.
- 10.1.6. **New Members Starter Packs** –The Fund on a monthly basis prepares information packs for new members in addition to regular inductions. The packs include guides, a welcome letter and a small branded gift/token.
- 10.1.7. **Annual Reports & Financial Statements** – The Fund releases a report on Fund performance on an annual basis to Fund members and the general public. Fund performance is also incorporated into the Annual Stakeholder Engagement Business Updates in order to ensure that fund developments are communicated as required by the Retirement Funds Act 2014.
- 10.1.8. **Newspaper Advertorials and Press Releases** The Fund will issue quarterly press releases and purchase advertorials placements for general industry commentary articles and publicity of Fund Events In order to promote communication of positive developments in the Fund to the wider public and media as a way of proactively managing the Fund reputation

### Digital/Electronic Mediums

- 10.1.9. **Internet** – The Fund has established an extensive website [www.dpf.co.bw](http://www.dpf.co.bw) containing Fund details, leaflets, guides and forms etc. There are also links to other organisations relevant to Fund members
- 10.1.10. **Member Portal** – The Fund has a Members Portal that gives members access to their membership records as well as educational material. Members are able to update their personal details and print their benefit statements through the portal. The Fund member portal is found here <https://portal.dpf.co.bw/>
- 10.1.11. **Social Media Platforms** – The Fund also interacts with members on Facebook and Twitter in order to achieve continuous member engagement. The –pages also serve as brand communication platforms for non DPF Members and thus indirectly serving the DPF public relations objective. Content ranges widely from regular notices, educational to light hearted event features and commentary. The annual communication plan includes social media campaigns. These platforms also serve as future primary real-time communication mediums for the Fund Crisis Management Strategy.
- 10.1.12. **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 administrative submissions to



the Fund. The system is also interactive and allows members to send and receive SMS to and from the Fund, thus promoting personalised service through online conversations.

- 10.1.13. **Quarterly Business E-Briefs** – On a quarterly basis the Fund releases a brief electronic report via email updating Fund members on the status of the investment performance 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.
- 10.1.14. **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. A docudrama was produced in 2014 which is currently being used as an educational tool for financial literacy.
- 10.1.15. **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
- 10.1.16. **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.

### Face to Face Communication

- 10.1.17. **Deferred Members Annual Meeting** – The Fund conducts an annual seminar for deferred members where interactive discussions are made, including Fund updates on developments.
- 10.1.18. **Member Relations Walk Ins** – Fund Members will access services from three offices being 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;
- 10.1.19. **Monthly New Employee Inductions presentations** at the Participating employers
- 10.1.20. **On-site Consultation Week** - Member Relations Officers (MRO) 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.
- 10.1.21. **Member education Workshops** - The Fund’s administration service provider will visit the venues of participating employers throughout the year to conduct presentations per divisions/departments, thus promoting further close interactions with Fund members through Q&A



sessions. Administrators' MROs will develop an annual calendar of presentations to be conducted per employer, per division which is approved annually by Fund management.

- 10.1.22. **HR Partners Training Workshops** – Fund administration also ensures that HR personnel that are business partners to the pension administration at the participating employers are empowered 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 Administrator through Member Relations Officers (MRO) to conduct **bi-annual** training workshops for HR Partners in their constituencies.
- 10.1.23. **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 asks questions and give feedback on their service experiences.
- 10.1.24. **Business Fairs /Road Shows** - The Fund hosts periodical road-shows where it visits participating employers to educate members about or address members on pertinent issues as they emerge. 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.
- 10.1.25. **Annual Stakeholder Engagement 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.
- 10.1.26. **Pre-retirement Counselling Workshops** - The Fund conducts 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
- 10.1.27. **Trustee Education Forums** – The Fund, through the office of the Board Secretary, facilitate as and when required 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.

### **Mediums for Prospective Fund members, Media & general public**



**10.1.28. Fund Profile & Facts Brochure** – 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 them with links to the web resources where they can find detailed information about the DPF to review before they become eligible members of the Fund.

**10.1.29. Internet & Social Media** – The Fund’s website has all public information that can be accessed by media and the general public. There are also links to other organisations relevant to Fund members. Our Social media pages are open and accessible to all publics.

### **Mediums for 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.

## **11. Confidentiality of information & Data Protection**

### **11.1. Confidentiality of information**

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

### **11.2. Data protection**

Further, the Fund has 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 Administrator, Actuaries, Investment consultants, Asset managers, Mailing services, Advertising Agencies, Banks etc. However these stakeholders are bound by non-disclosure agreements within their contracts and service level agreements. The DPF has also put in place the necessary disaster recovery and crisis management strategies to safeguard against any compromise or loss of member data.



**11.3. Member access**

The Fund maintains an open door policy with regard to members who may wish to inspect Fund records. With prior consultation, members may request access to their personal data and or relevant Fund reports when deemed necessary.

**12. Signed**

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**Chairman - Benefits & Communications Committee**

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**Chief Executive Officer**