



Retirement Benefits Authority

*Safeguarding your retirement benefits*

**RESEARCH PAPER**

**INFORMATION  
TECHNOLOGY USE  
BY PENSION  
TRUSTEES IN  
MEMBER EDUCATION  
IN KENYA**

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# CHAPTER ONE: INTRODUCTION

## **Background of the Study**

Pension education is becoming increasingly important to sponsors of DC (defined contribution) plans (Mitchell and Sylvester, 1998). Participants vary according to the types of information they need and can process regarding investment risk, return and related issues. Examining alternative approaches to pension education reveals that the way pension education is conducted can have a large impact on the investment behaviour of pension funds.

The ongoing shift from defined benefit (DB) to defined contribution (DC) pensions means that an increasing number of pension scheme members will be relying on DC arrangements to provide their retirement benefits in the future. In this context, it is very important that the investment choices available through these schemes are appropriate and well designed and that members have a clear sense of the risks they face. Emerging research in the behavioural finance field would suggest that the majority of individuals may not be equipped to make informed investment decisions.

Among other roles, pension plan administrator is required to offer advisory and training services to the trustees, members and the sponsor on their rights and obligations in the scheme, according to the Retirements (Administrators) Regulations, 2007. Therefore in this changing pension environment, the administrators have to offer financial education, which is a potentially important avenue to improve the quality of financial decision making to members. One of the tools that the administrators could leverage on to train members is ICTs. This is mainly because ICT adoption and use has since the late 1990s dramatically picked up across all sectors. The pension sector can therefore leverage it in expanding the outreach of its training programs.

## **1.1 Information and Communications Technology in Kenya**

In the new global economy, information technology (IT) is the major driver of both economic growth and improved quality of life (Atkinson and Castro, 2008). IT, since the

mid-1990s, has been the principal driver of increased economic growth in many nations. Atkinson and Castro (2008) show that IT is also at the core of dramatic improvements in the quality of life for individuals around the world, as the key enabler of many, if not most, of today's key innovations and improvements in society.

The IT sector in Kenya has undergone fundamental and dramatic changes in the last 12 years. The sector, which is one of the country's economic drivers, is today defined by competition, investment, dynamism, and exponential growth. The mobile sub-sector continued to thrive with the subscriber base expanding to 29.7 million up from 25.2 million in the previous year, representing a mobile penetration rate of 75.4 percent (CCK, 2012). Operators also increased their mobile capacity to 49.977 million compared to 47.677 million recorded in the previous year. The adoption of mobile technology in the financial sector continued to expand as banks developed innovative mobile banking (M-banking) solutions. For the period spanning July 1, 2011 to June 30, 2012, the mobile cellular subscriber base increased by 17.5 percent while mobile money transfer subscriptions grew by 12.1 percent.

The Internet sub-segment showed positive development with an estimated 14.032 million Internet users, representing Internet penetration of 35.5 percent in 2011/2012 financial year, compared to 21.2 percent in the previous year (CCK, 2012). This growth in the penetration is expected to spur the growth of the ICT industry going forward. A key driver of the growth in internet usage is the introduction of affordable internet access devices, including smart phones and social networking applications. The increase in usage is also attributed to aggressive and innovative promotions, special offerings and reduced tariffs launched by operators.

## **1.2 Research Problem**

Many Kenyan households do not save for retirement, and those who do, often contribute too little, or withdraw funds early. This leaves workers, especially low and middle income earners, vulnerable to insufficient savings to finance adequate living standards during old age and retirement. A saving for retirement culture is largely absent in African

countries due to the traditional systems of old age support by children and lack of knowledge on savings options (Odundo, 2003), which is evident in the fact that only 15 per cent of Kenyans were in any form of pension arrangement by 2009 (Nyakundi, 2009).

Kenya's Vision 2030<sup>1</sup> documents pension provision as an important pillar to achieving economic growth and faster development of the financial markets. In the long term therefore, the population should be empowered to make rational financial decisions in the short-term and long-term which will improve their lives and contribute to reduction in old age poverty (Kafele, 2010). Furthermore, although expansion of access to financial services in Kenya creates great opportunities, it also creates potential for the general population to take wrong financial decisions. To deal with the later, there is need for enhanced financial education and literacy initiatives that will enable people make correct financial decisions. As the intermediaries in the pension sector therefore, pension plan administrators are expected to keep members, trustees and sponsors informed so that they can make the right financial decisions. Simply making more appropriate financial services available does not automatically and positively impact people's livelihoods (FSD, 2009). Users of the financial services available must be able to make good and well-informed choices. Evidence from FinAccess 2009, however, show that majority of people in Kenya lack understanding of even basic financial concepts and thus suffer deficiencies in making correct financial decisions.

Although previous studies, (FSD, 2009), (Njuguna et al, 2011) and (OECD, 2008), have documented access to pension information by scheme members, they did not consider how information technology was used or the potential of IT to enhance distribution and accessibility of pension information. Neither did the studies consider the role of pension intermediaries, such as the trustees, in promoting pension literacy. Trustees are by law required to offer advisory and training services to scheme members on their rights and obligations in the scheme. This study sought to fill this research gap and considered the use of information technology by trustees in conducting member education in Kenya.

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<sup>1</sup> Economic blue print guiding implementation of policies and strategies to achieve key economic milestones by 2030

### **1.3 Research Objectives**

The study had the following objectives:

- i. To assess how trustees use information technology to promote member education
- ii. What IT channels trustees use
- iii. What kind of information trustees share with their members
- iv. To find out whether information flows both ways
- v. To find out whether information members receive meet their needs

### **1.4 Significance of the Study**

This study is very timely to understand how to use and take advantage of the high level of penetration of ICT to conduct financial education and providing useful information to stakeholders to enable them make correct financial decisions. A number of stakeholders would benefit from this initiative, namely;

**Retirement Benefits Authority:** The outcome of the study will enlighten the regulator on how administrators/trustees are executing their roles as required by the law and how the Authority itself can incorporate information and communication in its pension literacy activities.

**Government:** The findings will help sharpen their focus on how to make use of IT to convey financial information to the public.

**Members of Pension Schemes & Public:** They will gain knowledge, access quick and useful information via ICT channels that will help them make rational financial decisions to enhance their economic welfare even in old age. This will be possible through well designed financial education programs that rely on use of ICT with expanded outreach.

## CHAPTER TWO: LITERATURE REVIEW

### 2.1 Financial and Pension Literacy in Kenya

The Organisation for Economic Co-operation and Development (OECD) and its International Network on Financial Education (INFE) has defined financial literacy as a combination of awareness, knowledge, skill, attitude and behaviour necessary to make sound financial decisions and ultimately achieve individual financial wellbeing. This state of financial literacy has been found wanting in Kenya. Njuguna et al (2011) assessed pension scheme members' levels of finance and pension literacy and found that scheme members had relatively a higher level of knowledge on pension scheme practices than general financial literacy. However, in comparison with other countries the levels of both remained low and identified inadequate training fora for the low level of understanding of pension fund matters and a major hindrances to participation in pension scheme affairs.

Rather than offering easy solutions or merely promoting new product options, government, policy makers and private sector actors are looking for the most effective ways to develop the financial capability of the people they serve and promote positive financial behaviours. Some of these behaviours which have near-universal relevance include: making ends meet; keeping track of one's finances; retirement planning; choosing appropriate financial products; and staying informed about financial matters.

Agnew and Hurwitz (2013) observe that additional research suggests that lack of financial knowledge can influence financial decision-making related to retirement. For example, Lusardi and Mitchell (2011a) find that individuals who cannot correctly answer their basic financial questions are less likely to be retirement planners. Agnew and Hurwitz (2013) say that given that research demonstrates that planners accumulate more retirement wealth than non-planners, it follows that low financial literacy can lead to inadequate savings outcomes (for example, Lusardi and Beeler 2007; Lusardi and Mitchell 2007 a,b, 2011). In addition, Mottola and Utkus (2008) find that less financially sophisticated investors are more likely to hold inappropriately conservative asset allocations in their retirement plans leading to substantial welfare losses. Furthermore,

Agnew and Szykman (2005) find that individuals with less financial knowledge are significantly more likely to invest in the default option. In these cases, if the defaults are not carefully chosen, suboptimal retirement outcomes may result (Goda and Manchester 2010).

## **2.2 Pension Trusteeship in Kenya**

According to The Retirement Benefits Act “trustee” means a trustee of a scheme fund and includes a trust corporation. The Act requires the trustees of every scheme shall cause to be kept all proper books and records of account of the income, expenditure and assets of the scheme fund.

The Retirement Benefits (Occupational Retirement Benefits Schemes) Regulations, 2000 outlines the duties of trustee. The Trustees of the pension fund play a key role of safeguarding the interests of the fund’s members at all times. They are required to appoint an independent professional company known as the Fund Manager to invest the scheme funds and an independent bank known as the Custodian to look after the pension assets such as cash and other investments.

In addition, a Fund Administrator is appointed to maintain accurate records of all contributions made by the members and all benefits paid to the members. This separation of roles ensures good governance, transparency and accountability for the decisions made on behalf of the members.

Further, trustees have to communicate regularly with the members of the scheme with respect to the affairs of the scheme. Besides providing members with annual membership benefits statements, they also have to convene an annual meeting of members to enable them raise any matters pertaining to their schemes.

As the number of people reaching retirement age increases and retirement income solutions evolve, trustees have the responsibility to provide their members with sufficient information and guidance to be fully aware of their retirement options. Given the increasing complexity of pension schemes, trustees have a much greater need to communicate with scheme members. Any such member communication needs to be



clear, concise and accurate, ensuring that scheme members understand and appreciate the benefits being provided.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Research Design**

The nature of this research was descriptive. Descriptive research was suitable for this study since key aspects of the subject are known and hence it helps to generate more detailed information regarding key aspects of the subject. Descriptive survey design usually attempts to obtain a complete and accurate description of a situation and also data in descriptive research is commonly used as direct bases for marketing decision. It is designed to tackle the question of what and not how or when. Several other studies concerning service delivery quality and customer service have successfully used descriptive research design.

### **3.2 Population of the Study**

Since schemes are either managed by internal trustees or corporate trustees, in this study population was all trustees. We purposely chose 80 schemes spread out in all provinces excluding North Eastern. North Eastern was excluded because of insecurity challenges at time of study that was beyond the author to deal with.

### **3.3 Data Collection Methods**

The study largely relied on primary data. Primary data was collected using structured questionnaires with both close-ended and open-ended questions. Data was collected by use of questionnaires, which were administered to the randomly selected trustees. Additional information was collected through document reviews, such as Retirement Benefits Authority reports, Pension Schemes' Reports and returns and any other published material.

### **3.4 Data Analysis Methods**

Before processing the responses, the completed questionnaires were edited for completeness and consistency. Content and descriptive analysis was used to analyse the data. The content analysis was used to analyse the open-ended responses/questions. The

data was coded to enable responses to be grouped into categories. Quantitative data was analysed using descriptive statistics.

## CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATION OF RESULTS

### 4.1 Introduction

This chapter provides the analysis of the data provided by the respondents. The study sought to determine the use information technology by pension trustees in conducting member education in Kenya.

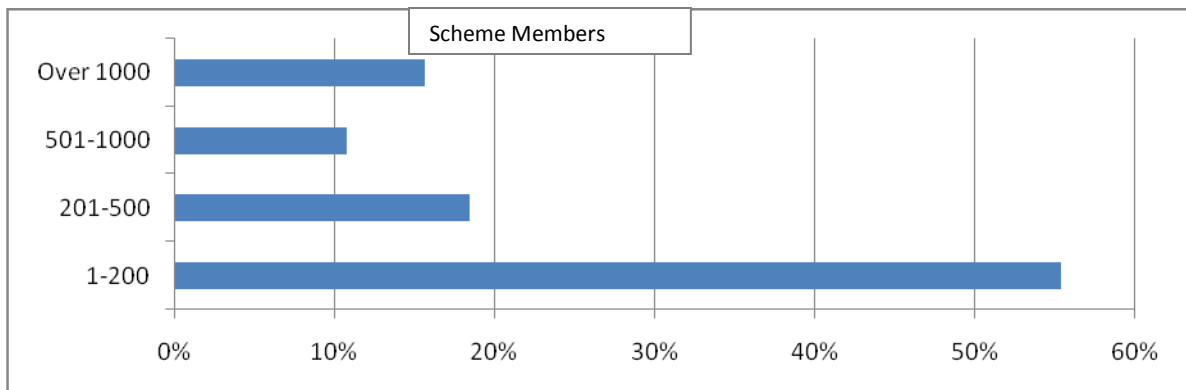
### 4.2 Response Rate

A sample of 80 schemes was randomly picked from a population of 1,200 registered retirement benefits schemes. Consequently, 80 questionnaires were administered to 80 schemes. The questionnaires were to be filled in by any trustee of the picked scheme. Response was received from 67 schemes, representing a response rate of 84 per cent.

### 4.3 General Information

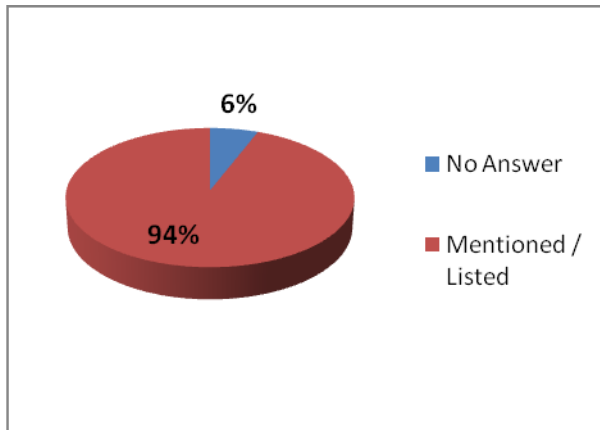
This section involved the backgrounds of the schemes. This covered scheme membership, role of trustees and communication with members. For the schemes we received responses, majority or 55 per cent were schemes with less than 200 members. Schemes whose members ranged between 501 and 1,000 members were the least represented at 11 per cent. The findings are presented in Chart 4.1 below.

**Chart 4.1: Scheme Membership**



Most trustees, 94 per cent, could list functions of a trustee. Six per cent, however, could not enumerate even a single responsibility of trustee. The findings are presented in Chart 4.2 below.

**Chart 4.2: Functions of Trustees**



When asked, among the functions they listed which one to them was most important and 32 per cent, said safe custody of members' funds. The findings are presented in Chart 4.3 below.

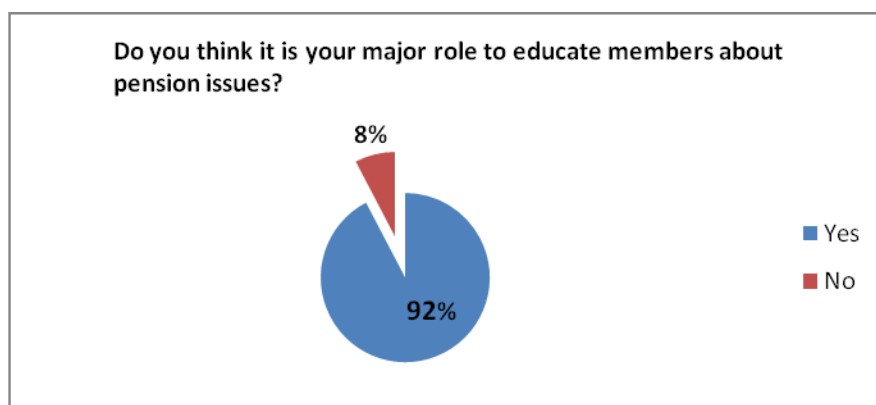
**Chart 4.3: Most Important Trustee Function**

Code	Response Item	Percent
2	Custody of Members' Funds	32%
3	Prudent Investment	8%
4	Record Keeping	2%
5	Member Education	8%
6	Monitor Investment Performance	0%
7	Monitor Legislation Changes	2%
8	Manage Scheme	21%
9	Help Members Access Benefits	3%
10	Compliance with Regulations	6%
12	Recruit New Members	2%
13	Act in Beneficiaries Best Interest	3%
14	Advise Members	2%
15	Comply with Trust Deed and Rules	2%
16	Make Decisions on Behalf of Members	0%
17	Ensure Remittances of Contributions	5%
18	Check Members Contributions	0%
19	Appoint Service Providers	2%
20	Monitor Activities of Service Providers	0%
21	Register, Collect, Submit Funds to FMs	0%
22	Coordinate AGMs & Stakeholder Forums	0%
23	Safeguard Members Interests	3%
	Total	100%

This was followed by scheme management as the second highest chosen responsibility. Functions which were ranked lowly were, record keeping, monitoring legislation changes, advise members, comply with trustee deed and rules, and appointment of service providers. But the following functions were not mentioned: monitor investment performance, monitor activities of service providers, and coordinate Annual General Meetings (AGMs) and stakeholder forums.

When asked if they thought educating members on pension matters was their major responsibility, majority, 92 per cent said yes. But eight per cent said it was not. The findings are presented in Chart 4.4 below.

**Chart 4.4: Is Member Education A Major Role?**

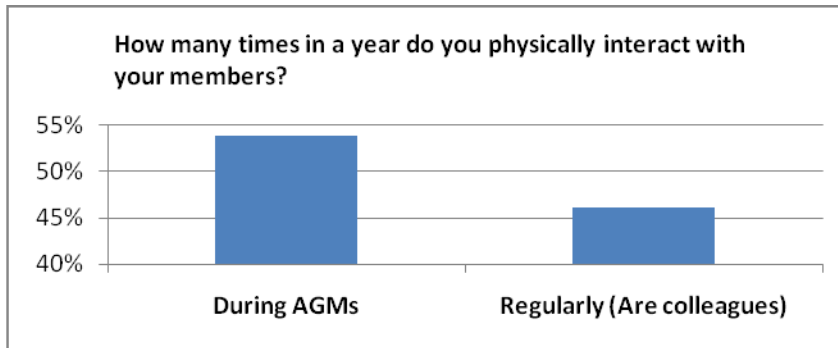


Majority of the schemes do not have a structured education programme for their members. They instead take advantage of annual general meetings to invite service providers and RBA officials to give a talk on various areas of pensions. Some also send their members to retirement planning seminars organised by Retirement Benefits Authority.

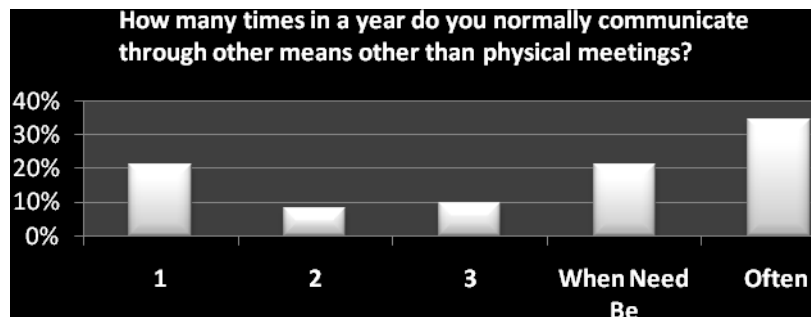
Majority of Trustees comprising 54 per cent, only interact with members physically during their schemes' AGMs. But those who regularly interact with their members are those who work in the same office, they are colleagues. On how many times in a year they normally communicate with their members through other means other than physical meetings, 34 per cent said they did it often, followed by those who said when need be,

tying with those who do it once a year at 21 per cent. The findings are presented in Chart 4.5 and 4.6 below.

**Chart 4.5: Times Trustees Physically Interact With Members**

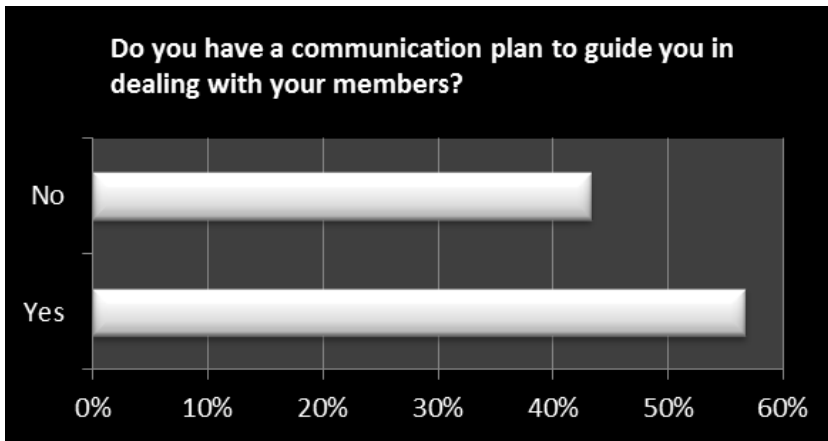


**Chart 4.6: Times Annually Trustee Communicate With Members**



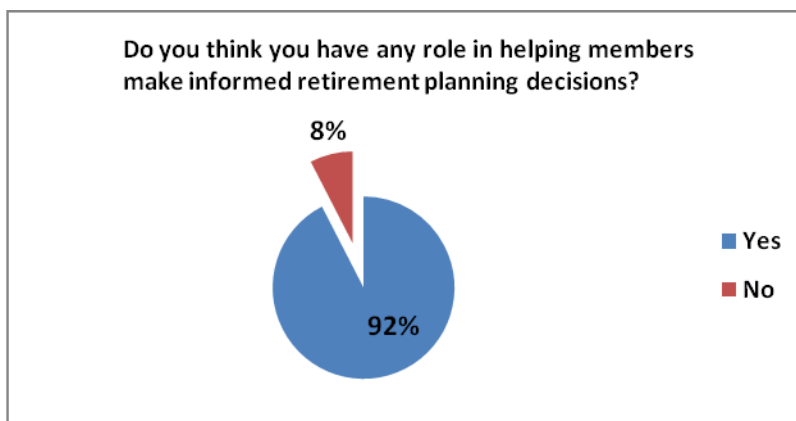
Majority of trustees, 57 per cent, said they had a communications policy. Having a communication is important because it enables trustees have a document to guide their communications in an organised manner. This enables them to set out their communication objectives, how they plan to achieve them and who is responsible for the different aspects of communications.

**Chart 4.7: Whether They Have A Communication Plan**



Asked whether they had any role in helping members make informed retirement planning decisions, majority, 92 per cent agreed while eight per cent disagreed. Asked how they are helping members make informed retirement planning decisions they mentioned following activities: Posting information on noticeboards, inviting professionals during AGMs, ensuring members attend retirement benefits related seminars, conduct annual prudent financial management and dissemination of information on importance of saving. The findings are presented in Chart 4.7 below.

**Chart 4.8: Do Trustees Have Role Helping Member Make Retirement Decision**





#### 4.4 Member Communication or Education

Top in the list of the kind of information schemes pass to members is member statements. But there is also information on benefits of saving for retirement, industry update, investment options and member rights. Asked how they send the statements, majority or 83 per cent said they are hand-delivered. Very few used emails and Post Office. On keeping contact details of members, 88 per cent of trustees said they had members' contacts – mobile numbers, emails, and postal addresses. A lot of contact was in form of mobile numbers and physical addresses and few email addresses. The findings are presented in Chart 4.8 below.

**Chart 4.9: Whether Trustees Keep Members' Contacts**

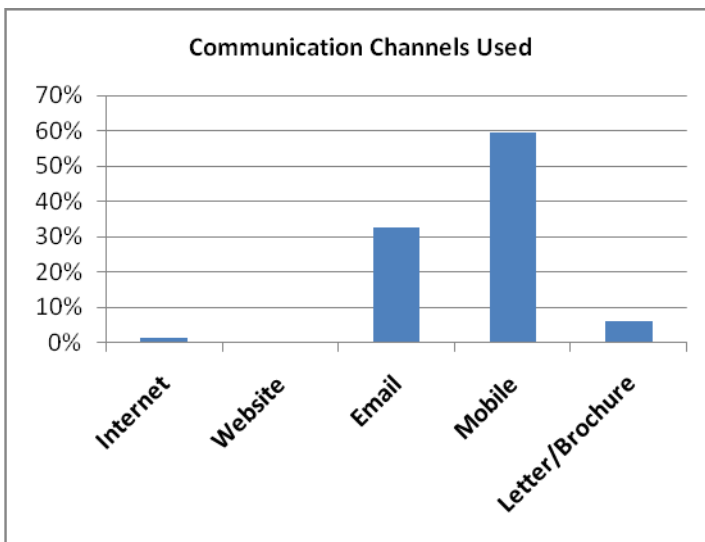


When asked to tick from a list of information resources, majority of trustees mentioned mobile phone as the most used, followed by email, and website. But other forms such as posters, notice boards and memos were also mentioned. Overwhelming number of trustees said educating members on planning for their retirement was more important than giving them information about their accounts.

## 4.5 Use of Information Technology

When trustees have information they want to pass to members, majority use Short Messaging Service (SMS) via mobile phones, followed by emails and letters/brochure (Chart 4.9). This is based on their ranking on the most often used communication channels with their members. The majority, 59 per cent, chose mobile phone, followed by email then letters or brochures. Internet was the least used by a meagre two per cent.

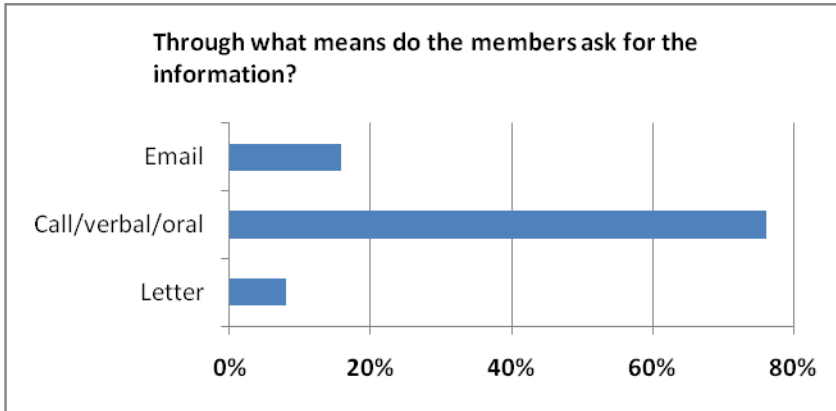
**Chart 4.10: Communication Channels Used**



The study also found out that most members ask about their benefits. For example, a number want to know how their current savings can help them now while working. They want also to know how to get higher returns; how they can withdraw full benefits; and the safety of their savings. They also want to know how their retirement package will be calculated, the portion of benefits paid on termination of employment and transfer of benefits to other scheme.

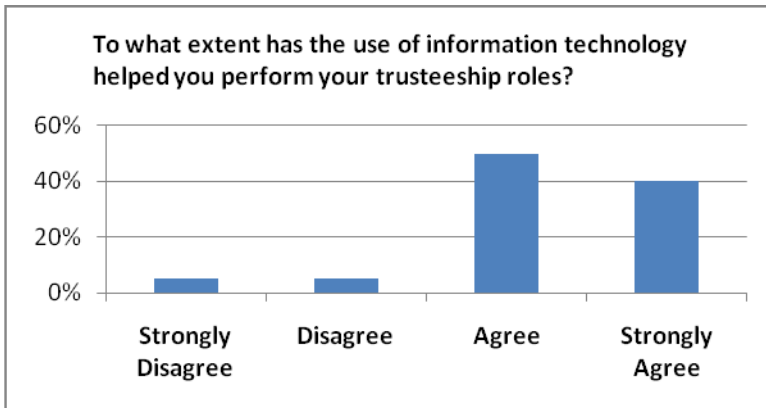
When trustees were asked the means through which members ask for information, call or verbal was at the top at 76 per cent, followed by email and letters. The findings are presented in Chart 4.10 below.

**Chart 4.11: Communication Channels Members Use To Ask Questions**



The Trustees agreed when asked how the use of information technology helps them perform their trusteeship roles that it does. Absolute majority, i.e., 90 per cent agreed with 40 per cent strongly agreeing and 50 per cent agreeing ( Chart 4.11) below.

**Chart 4.12: How IT Use Has Helped Trusteed Perform Their Duties**



However, although they rely on it (using telephone calls, SMSs and email), they listed a number of challenges they face in using information technology to educate and inform their members, namely:

- Members not conversant with ICT techniques, e.g., email, except mobile phone.
- Lack of internet connection.
- Low ICT access especially in rural areas where electricity and network coverage for mobile phones is a challenge.

- Some members don't have access to email, either because they work in outfield, or absence of network.
- Even those who have email access some take long before reading their emails.
- Some members have poor sight thus not able to read SMS and emails.
- Lack of computers by some members, sometimes trustees not sure if the information gets to all members.
- Members need interpretation of information sent to them.
- Some members do not have mobile phones.
- Some members still prefer personal interaction with trustees.
- Some schemes lack their own websites through which members can access their information.
- Not all members can access emails due to types of business, for example, in transport, where employees are out in the field.

## **CHAPTER FIVE: CONCLUSION AND RECOMMENDATIONS**

The study reveals that there is a lot of exchange of information between Trustees and their members. The exchange is both ways. They include pertinent information from Trustees that would help members make informed financial decisions. On the other hand, members would require information Trustees that again will enable them make better decisions. Results show that Trustees rely on various ICT channels to provide this information and members use the same to make enquiries. The retirement outcome that a member receives, therefore, is more likely to be improved when they engage on key issues through ICT, which should include pension education programs and literacy training. Trustees should make sure that communications meet the needs of members from when they join the scheme until when they retire.

### **5.1 Conclusion**

Given the increasingly complex legislative and compliance controls imposed on occupational pension schemes over the last decade, trustees have a much greater need to communicate with scheme members. High profile press comments about pension schemes makes regular communication even more important. Any such member communication needs to be clear, concise and accurate, ensuring that scheme members understand and appreciate the benefits being provided. Whether providing information, responding to an enquiry, making a payment, providing details of options or asking for a response, the content of pension communications should be tailored to the customer's needs.

Considering the research objective of this study, various observations have been made that lead to the following conclusions. Although trustees are using a number of information technologies to communicate with members, it was noted that there are still a number of challenges. Major information going out to members from trustees was members' statements. This could be explained by trustees' opinion that their main role is to ensure safe custody of their scheme's funds. Consequently, majority of the schemes do not have a structured education programme for their members. They instead take

advantage of annual general meetings to invite service providers and RBA officials to give a talk on selected pension issues. Also trustee training need to be intensified because, although the proportion is small, the study found out that six per cent of trustees interviewed could not enumerate even a single responsibility of a trustee. The regulation that requires that all trustees are trained is laudable and must be enforced. Majority of trustees use mobile phone when communicating with members, followed by email then letters or brochures. Internet was the least used. Members also preferred face-to-face and meetings, but they get this opportunity probably only once during AGMs and thus the need for Trustees to organise more forums to train and share information with their members. 90 per cent of trustees agreed that the use of information technology helps them perform their trusteeship roles, but they face challenges, which also training sessions with members would help address.

## **5.2 Recommendation**

- Trustees should ensure that member communications are accurate, clear, understandable and engaging. They should focus on providing the right information, at the right time using the right channel.
- Trustees should consider how best to use resources such as a scheme website, email, the company intranet, webinars and podcasts, mobile phone applications and text messages.
- Trustees should document their approach to communications in a plan. This could set out their communication objectives, how they plan to achieve them and who is responsible for the different aspects of communications.
- Trustees should review scheme communications regularly, for example once a year, and when legislation changes. Monitor how effective they are in achieving their objectives and take action when they don't meet their objectives.
- Trustees should ensure that member communications is an item in their risk register.
- Trustees should also communicate information to their scheme members about:

- ✓ their current investment strategy and why they need to review the suitability of their investment choices
  - ✓ how their level of contributions is a key factor in determining the overall size of their pension fund, and,
  - ✓ costs and charges.
- Trustees may wish to document their approach to communications in a plan which sets out their communication objectives, how they plan to achieve them and who is responsible for the different aspects of communications.
- As employees often look to employers for information, employers can play a major role in delivering successful communications. Trustees should work with the employer on a coordinated approach and in some situations they may wish to issue joint communications from the employer and trustees.
- Trustees should decide what their objective is for each member communication, monitor how effective the communication is in achieving that objective and take action if the objective is not achieved. For example, trustees should ensure that feedback immediately after a communication is sent out is monitored in case there has been a significant level of confusion or misunderstanding about its content. In some cases, trustees may need to clarify or correct the previous communication.
- Effective communication does not have to be elaborate, glossy or costly. Trustees should use the most appropriate channels of communication and, where possible, they should accommodate members' preferences. For example:
  - scheme administrators can communicate with members face-to-face or via telephone calls
  - with the agreement of employers, posters in the workplace or roadshows may be useful.
- In developing their communications, trustees should consider the following:
  - **Understanding the audience.** Trustees should take account of the characteristics of the membership, for example their levels of financial awareness, access to technology and any disabilities or impairments.

- RBA should require trustees to allocate time and resources to educating members pension issues and strive to.
- help small schemes which might not have strong financial base to host their own training sessions.
- RBA should widen its retirement planning training programme because it could have huge impact given its potential for wide outreach.

## **LIMITATIONS OF THE STUDY AND AREAS FOR FURTHER RESEARCH**

The study was limited by the inability to confirm from scheme members, since they were not respondents in the study, whether the information trustees give them is the right information, given in right the right way and at the right time. To be understood by members, trustees need to communicate in clear plain language that is easily understood. This will be necessary for effective member education in Kenya and is subject for future work.



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## QUESTIONNAIRE

### **Information Technology Use by Pension Trustees in Member Education in Kenya**

Thank you for your willingness to answer this survey, which focuses on your experiences and opinion concerning the use of information in member education or communication. The information you and other trustees are providing us will be reported in a study by Retirement Benefits Authority. The primary goal of the study is to better understand trustees' experiences with information technology in executing their mandate.

We appreciate your time and participation. For this study you were selected at random from a list of trustees. This study is conducted by: Mr Kaburu Mugambi of Retirement Benefits Authority, Research Department. If you have any questions or concerns, please contact him on telephone 0722856146, email [amugambi@rba.go.ke](mailto:amugambi@rba.go.ke).

The records of this study will be kept private. In any sort of report we might publish, we will not include any information that will make it possible to identify you.

### **SECTION I**

#### **Information About You**

- 1.1 How many schemes are you a trustee?
- 1.2 What is the total membership?
- 1.3 What do think are your main functions as trustees?
- 1.4 Of the functions you mentioned, which one, to your opinion, is most important?

- 1.5 Do you think it is your major role to educate members about pension issues?
- 1.6 If yes above, what education programme (s) have you carried out in the last one year?
- 1.7 How many times in a year do you physically interact with your members?
- 1.8 How many times in a year do you normally communicate through other means other than physical meetings?
- 1.9 Do you have a communication plan to guide you in dealing with your members?
- 1.10 Do you think you have any role in helping members make informed retirement planning decisions?

If yes, how are you doing it?

## **SECTION II**

### **Member Communication/Education**

- 2.1 What kind of information do you pass to members?

- 2.2 How do you send members their statements?
- 2.3 How often do you communicate with scheme members?
- 2.4 Is there a feedback mechanism where members can send you a query about their account or seeking other information?
- 2.5 Do you keep contact details of all members?

If yes, specify.....

- 2.6 Which of the following resources do you use to inform members? [Tick appropriately]
- Scheme website
  - Mobile phone
  - Text message
  - Email
  - Company intranet
  - Others (specify)
  - None
- 2.7 In your opinion between giving members information about their accounts and educating them on planning for their retirement, which is most important?

### **SECTION III**

#### **Use of Information Technology**

- 3.1 When you have information you want to pass to members, how do you do it?

- 3.2 Rank the following communication channels depending on how often you use them to communicate with members. Start with the mostly used to least used.
- Internet
  - Website
  - Emails
  - Mobile phone
  - Brochures
- 3.3 Apart from the above channels is there other means you use when dealing with members?
- 3.4 Is there a feedback mechanism where members can ask for information?
- 3.5 What kind of information do members normally ask?
- 3.6 Through what means do the members ask for the information?
- 3.7 To what extent has the use of information technology helped you perform your trusteeship roles? (Strongly Disagree, Disagree, Agree, Strongly Agree). Indicate.
- 3.8 What are the main barriers do you face using information technology in educating or communicating with your members?

## **SECTION IV**

**Thank You**