MEMBER ENGAGEMENT BRIEFING

Importance of a Member Survey for Trustees of a Kenyan Pension Scheme

Enhancing trustee decisions through member feedback

SECTION 01

Foundations of Member Surveys

WHY THIS MATTERS

Purpose and Context of the Presentation

1

Regulatory environment

Trustees work under the Retirement Benefits Act and the Retirement Benefits Authority, which set out their duties.

2

Why surveys matter

Surveys give trustees a direct line to what members think, going beyond the numbers in a financial report.

3

Members are changing

Shifting age groups and more digital use raise the bar for communication, service and retirement readiness.

4

Governance and risk

Member feedback sharpens decisions, builds accountability and improves long-term outcomes for members.

Guided by the RBA

DEFINITION

What Is a Member Survey in a Pension Scheme?

Listening to members

1

What it does

A member survey gathers feedback in a structured way to learn members' views, experiences and expectations.

2

What it covers

Understanding of benefits, service satisfaction, communication, trust in trustees and retirement readiness.

3

How it is run

Online forms, SMS tools, paper forms or focus groups, chosen to fit the kind of members in the scheme.

4

Why it helps

It gives members a voice and gives trustees clear evidence to act on, alongside normal governance.

WHAT WE SET OUT TO LEARN

Objectives of Conducting a Member Survey

1. **Measure satisfaction**

   Check how happy members are with administration, benefits, communication and service providers.

2. **Check awareness**

   See how well members understand benefits, rules and retirement options, then improve how we explain them.

3. **Gauge trust**

   Test how much members trust the way the scheme is run and the decisions trustees make.

4. **Spot readiness gaps**

   Find gaps in contributions, money skills and retirement expectations among members.

5. **Guide planning**

   Use the results to set priorities, share resources well and shape member education.

6. **Show accountability**

   Prove the scheme is open and responsive by actively asking members for their views.

SECTION 02

Why Member Surveys Are Important

WHO COMES FIRST

Members as Primary Stakeholders

1. **Members are the beneficiaries**

   Members are who the scheme exists for, and trustees are bound to act in their best interest.

2. **Surveys reveal more**

   Feedback shows how members see the scheme and its value, beyond what operational reports show.

3. **Matching decisions to needs**

   Surveys help make sure big decisions meet what members expect, like clear communication and benefits.

4. **Building trust**

   Treating members as key stakeholders strengthens trust and confidence in how the scheme is governed.

Members come first

CLOSER TO MEMBERS

Improving Communication and Engagement

1 Member insights

Surveys show which communication channels members prefer and where understanding falls short.

2 Better communication

Targeted messages, based on feedback, lift engagement and cut down on complaints.

3 Trust through dialogue

Two-way communication and clear information build trust and reduce risk for the scheme.

DECISIONS ON EVIDENCE

Supporting Data-Driven Trustee Decisions

Backed by data

1. **Decisions on evidence**

   Trustees can make strategic choices from reliable data rather than guesswork or assumptions.

2. **Catching issues early**

   Surveys help spot problems before they grow into complaints or regulatory risks.

3. **Insight by group**

   Data split by age, location or job helps tailor action for specific groups of members.

4. **Tracking trends**

   Repeat surveys show trends over time, so trustees can see what is working.

SECTION 03

Alignment with RBA Guidelines

RBA PRINCIPLES

Good Governance and Member Participation

1 Core principles

RBA guidelines stress accountability, transparency, fairness and member participation in running schemes.

2 Role of surveys

Surveys give members a clear way to take part, beyond the usual statutory meetings.

3 Trustee duties

Trustees must act carefully, meet their fiduciary duties and treat every member fairly.

4 Disclosure

Surveys support open reporting on service quality to members and regulators, in line with RBA principles.

STAYING OPEN

Transparency, Accountability and Communication

1

Clear communication

RBA guidelines push for open communication so members understand how the scheme is run.

2

What surveys show

Surveys reveal how members rate communication and how responsive trustees are.

3

Accountability in action

Sharing results and action plans with members shows trustees are accountable and on track.

4

Always improving

Surveys test whether key documents and learning materials are clear, so communication keeps getting better.

Open and accountable

MANAGING RISK

Supporting Fiduciary Oversight and Risk

1 Spotting risk

Trustees must find and watch risks that could hit member benefits, financial and non-financial.

2 Role of surveys

Surveys surface non-financial risks like dissatisfaction and misinformation before they grow.

3 Proactive oversight

Using survey insight in risk planning strengthens oversight and meets regulator expectations.

SECTION 04

Alignment with Trust Deed, Rules and Scheme Strategy

STAYING WITHIN THE RULES

Consistency with Trust Deed and Rules

1. **Role of the Trust Deed**

   The Trust Deed sets the scheme's purpose, trustees' powers and duties, and members' rights.

2. **Why surveys help**

   Surveys help trustees run the scheme in a way that reflects members' interests and expectations.

3. **Showing compliance**

   Surveys give evidence that trustees act prudently, communicate well and protect members.

4. **Finding the gaps**

   Surveys reveal where members do not understand the rules, prompting clearer explanation or change.

Guided by the rules

BUILT AROUND MEMBERS

Alignment with Scheme Objectives and Strategy

1 Scheme objectives

Schemes aim to provide retirement benefits, run efficiently and keep member confidence.

2 Role of surveys

Surveys help trustees judge whether those aims are met, seen from the members' side.

3 Strategy that fits

Survey insight lets trustees align strategy, refine aims and track outcomes properly.

4 Staying relevant

Good alignment keeps the scheme relevant, sustainable and focused on long-term member value.

BETTER SERVICE

Improving Administration and Provider Oversight

Better service delivery

1. **Feedback that counts**

   Surveys give useful feedback on key admin processes and the quality of customer service.

2. **Checking providers**

   Trustees use survey data to judge how service providers perform and to push for improvement.

3. **Smoother operations**

   Better administration means happier members, fewer complaints and a more efficient scheme.

SECTION 05

Challenges and Practical Considerations

WHAT GETS IN THE WAY

Common Challenges in Conducting Surveys

1. **Low response rates**

   Out-of-date contact details and low engagement mean fewer members take part.

2. **Survey fatigue**

   Frequent surveys with no visible results leave members tired of being asked.

3. **Cost**

   Professional survey design and analysis can be costly, especially for smaller schemes.

4. **Data privacy**

   Keeping member data private and secure is essential to keep trust and meet the rules.

Honest about the gaps

HOW TO DO IT WELL

Handling Challenges and Best Practice

1 Accurate data

Keeping member records up to date means surveys reach the right people and results are reliable.

2 Clear communication

Using several channels and explaining the benefits lifts how many members take part.

3 Close the loop

Sharing findings and action plans with members builds trust and keeps them engaged.

PULLING IT TOGETHER

Conclusion and Way Forward

1. **Surveys are essential**

   Member surveys help trustees meet their duties and improve outcomes for members.

2. **Challenges are manageable**

   With careful planning and good practice, the common hurdles can be handled.

3. **Make them regular**

   Trustees should make surveys a normal part of governance to guide strategy and service.

4. **Trust and accountability**

   Acting on survey insight builds trust, strengthens accountability and keeps the scheme sustainable.

The way forward