



**ASISA**  
ACADEMY

AND



**ASISA**  
FOUNDATION

PRESENT

# FUND POLICIES AND RISK MANAGEMENT WORKSHOP

## 1. WHAT IS THE ASISA ACADEMY?

The ASISA Academy, in partnership with the ASISA Foundation, makes available online a full series of Retirement Fund Trustee Education (RFTE) workshops at no cost to South African retirement funds and their trustees. The Academy is the preferred service provider for the ASISA Foundation which receives grant funding from sponsors for trustee education, thus allowing the workshops to be made available in this way. This pooled initiative ensures the independence of the education programme from the individual sponsors of the ASISA Foundation. Our workshops are aimed primarily at trustees and principal officers of retirement funds and are ideally run with individual funds but can also be delivered as multi-fund courses. Since inception, we have delivered more than 400 workshops to more than 4,800 trustees and principal officers in South Africa, Botswana, and Namibia, with highly favourable feedback.

In the wake of South Africa (and the world) experiencing its first lockdown during the Coronavirus pandemic, the team at the ASISA Academy reflected on how we could offer our Retirement Fund Trustee Education workshops online in live sessions using videoconference and for practical time periods instead of our traditional 1-day and ½-day face-to-face workshops. We have, therefore, adapted our content and composition of the RFTE programme into an online offering using either MS Teams or Zoom depending on your preference. Our preference is to use Zoom with its new enhanced security features.

## 2. ONLINE WORKSHOP LEARNING OUTCOMES

The following tables summarise the Learning Areas and Learning Outcomes covered in this workshop:

### FUND POLICIES & RISK MANAGEMENT (1/2 day – 3 hours)

Learning Area	Learning Outcomes - By the end of the course successful delegates will be able to...
Strategic planning	<ul style="list-style-type: none"> <li>• Illustrate an understanding of strategy development principles and theories to assist the board in setting and implementing fund strategies and policies.</li> </ul>
Fund Policies	<ul style="list-style-type: none"> <li>• Demonstrate the purpose of fund policies and the regulatory requirements of developing these policies;</li> <li>• Illustrate the use of policies and procedures in good corporate governance;</li> <li>• Explain the steps required for the development of fund policies;</li> <li>• Explain the specific purposes and minimum regulatory requirements of the following fund policies:               <ul style="list-style-type: none"> <li>○ Risk management policy                   <ul style="list-style-type: none"> <li>i. Discuss the steps required in the formulation of a risk management policy;</li> </ul> </li> <li>○ Communication policy</li> </ul> </li> </ul>



Learning Area	Learning Outcomes - By the end of the course successful delegates will be able to...
	<ul style="list-style-type: none"> <li>i. Evaluate the communication policy of a retirement fund to determine its effectiveness and justify its efficacy;</li> <li>ii. Critically evaluate the content of the communication policy to establish if it is in line with legal requirements and best practice;</li> <li>o Investment Policy Statement <ul style="list-style-type: none"> <li>i. Discuss the core principles underpinning an optimal investment policy statement (IPS);</li> <li>ii. Identify the essential elements that needs to be part of the IPS;</li> <li>iii. Incorporate developmental concepts into the fund's IPS;</li> <li>iv. Discuss how risk management and voting rights form part of the IPS;</li> <li>v. Evaluate how to communicate the IPS's requirements and ethos to service providers who will be mandates to give effect to them;</li> <li>vi. Discuss a suitable time frame within which the trustees should revisit the IPS principles for relevance and efficacy;</li> </ul> </li> <li>o Board Assessment Policy <ul style="list-style-type: none"> <li>i. Discuss the purpose of a board assessment policy;</li> <li>ii. Demonstrate an understanding of the construction of a system of appraisal for the different role players;</li> </ul> </li> <li>o Dispute Resolution Policy <ul style="list-style-type: none"> <li>i. Discuss the use and importance of an internal complaint management system;</li> <li>ii. Explain the key components that should be addressed by a dispute resolution policy.</li> </ul> </li> </ul>
<b>Risk Management</b>	<ul style="list-style-type: none"> <li>• Define risk management;</li> <li>• Discuss the purposes and principles of risk management with regard to the impact that risks could have on the financial position of the fund, the members, reputation and breaches of regulation and the likelihood of these risks materialising;</li> <li>• Demonstrate an understanding of the important role of trustees within the risk management process;</li> <li>• Understand how to identify risks, how to rank risks in terms of likelihood and impact, construct a risk matrix, construct a risk register and develop risk mitigation strategies;</li> <li>• Explain the process of building a resilient fund that can withstand the effect of unforeseen circumstances;</li> <li>• Evaluate the benefit of having a risk management strategy in place.</li> </ul>

### 3. OUR PRESENTER



#### **Jolly Mokorosi – B Comm, MBA, Certificate in Pension Law**

As a seasoned independent retirement fund trustee Jolly sits on a number of boards of trustees of SOEs and listed companies' funds. She is the chairperson of two of these funds and has previously worked as the principal officer of the Municipal Councillors Pension Fund. She previously worked at Old Mutual within their Corporate Distribution and Employee benefits divisions. Jolly is also ASISA Academy Principal Officer Professional Qualification (NQF7) Programme Champion.

### 4. FEEDBACK FROM PAST DELEGATES



"Today's session meant that I could consolidate everything that I had learnt over the days of the course. It has been very valuable. I am very excited about the knowledge I have gained. Great course!"

"Overall, it was definitely encouraging, and I learnt new things once again. The course would be a great tool for all our staff members".

"What an excellent day! Learnt a tremendous amount from the brilliant speakers today."

"Great lecturers from the industry that has a wealth of knowledge to share. Thoroughly enjoyed it!"

"The program has broadened my perspective in terms of the actual industry - I am learning so much. It has been a great experience so far"

"Programme is fantastic, makes you apply your mind especially to the things you know but are ignorant of".



## 5. WORKSHOP CODE OF CONDUCT

Delegates, presenters and other Academy staff are all expected to engage in the following ways.

1. Delegates commit to learning on the course.
2. Delegates and Academy staff commit to signing in at least 10 minutes prior to the starting time so as not to delay the commencement of the session which puts pressure on the presenter and other delegates. The Zoom/ MS Teams room will open 10 minutes before the workshop is due to start. Please ensure that you have logged in and settled down comfortably by the starting time.
3. Academy staff commit to starting the workshop on time.
4. Delegates are requested to switch on their cameras at the start of the session. After introductions we request delegates to switch off their cameras in order to keep the platform stable and data usage optimised.
5. Delegates must ensure that their audio is muted throughout the session, except when participating in discussions or posing questions.
6. If delegates have questions or comments, they can use the chat platform or click the raised hand icon which can be located on the screen's "floating bar" in Microsoft Teams and by clicking on the "Participants" button in Zoom.
7. The presenter will agree a break time with delegates as part of the introductions.
8. When returning from the breaks, delegates are requested to switch on their microphones on re-entering the session so that the presenter can have an indication of the number of delegates that are back.
9. Delegates must advise the Academy if they are not able to make a session or if, for unavoidable reasons, they are going to be late.

## 6. MONITORING AND EVALUATION

The ASISA Foundation-sponsored Trustee Education workshops are formally monitored and evaluated (M&E) by an independent agency. This M&E process ensures our trustee education programmes are planned and presented in a manner which brings about effective knowledge transfer, with real improved governance and financial literacy amongst delegates for the ultimate benefit of fund members and beneficiaries. The context of our online workshops has required adaptation of the M&E process, as explained below.

### DELEGATE INTAKE FORMS

Each delegate will be asked to complete and submit online intake forms before the commencement of the workshop, including details of their retirement fund, role in the fund board, email address and demographics. We are required by the Financial Sector Code in the context as a BEE Regulator to keep statistics based on demographics and gender, hence we request that all demographic and gender statistics should be completed.

### ASSESSMENT FORMS

Delegates will receive an online link to a workshop assessment form at the end of a workshop on which they are required to score various aspects of the workshop and make compliments or suggestions for improvements. Comments made by delegates may be used in marketing material.

### M&E FEEDBACK FORMS

A first set of online questions is supplied to delegates via an online link before the workshop which delegates are asked to complete before the workshop commences. A second set of the same questions will be supplied via an online link to delegates at the end of the workshop. Answers are completely anonymous.

### ATTENDANCE CERTIFICATES

Delegates who have submitted all of the workshop documentation described above will receive emailed ASISA Academy attendance certificates which reflect 3 Batseta CPD points in respect of the half-day workshop. The fund remains responsible for ensuring that the CPD points awarded are updated on the Batseta database.

## 7. CONTACT INFORMATION

For course dates, venues and other information please contact the ASISA Academy on:

- Email: [LEARN@asisaacademy.org.za](mailto:LEARN@asisaacademy.org.za)
- Landline: +27 21 673 1620
- Website: <https://www.asisa.org.za/academy/programmes/retirement-fund-trustee-education/>