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Support to the State Social Protection Fund on the introduction of funded element within the insurance-pension system, establishment of non-state pension funds and development of legal framework for regulating their activity
Twinning Project AZ/13/ENP/SO/24



ANNEX 81

Communication strategy for the implementation of the new funded component of the state pension system and non-state pension funds in 2015-2020

Baku 2015



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1. Summary

The strategic objective of the Republic of Azerbaijan is to conduct the pension provision system reform until 2020 December 31 including the introduction of a working pension funded component and to develop a regulatory framework for non-state pension fund development. This process must be systematic pursuant to the the *Concept of the reform of the pension provision system in the Republic of Azerbaijan for the period from 2014 to 2020* approved by the President of the Republic of Azerbaijan.

The Communication strategy for 2015-2020 is drawn up within the framework of the Twinning Project AZ/13/ENP/SO/24 "Support to the State Social Protection Fund on the introduction of funded element within the insurance-pension system, establishment of non-state pension funds and development of legal framework for regulating their activity" and the developed draft „Law on Funded Part of the Labour Pensions” and draft „Law on Private Pension Funds”.

The strategy defines the common objectives and tasks of communication during this period, responsibility of the initiative management institutions which are involved in the implementation of the new funded component of the state pension and non-state pension funds and the division of competences and coordination mechanisms, as well as, the required action – publicity plan for communication tasks.

Realization of the Communication strategy is planned from November 1, 2015 to December 31, 2020. Implementation of the Communication strategy is possibly open for timetable changes, in according to laws approval and promulgation procedures.

Communication strategy includes:

- 1) statement of purpose;
- 2) Current situation;
- 3) communications objectives 2015. – 2020.;
- 4) identified stakeholders;
- 5) key communications methods for each group of stakeholders (target groups);
- 6) work plan/schedule of communication activities;
- 7) steps for evaluating success of communication strategy;
- 8) crisis/risk communication plan.



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2. Current situation

2.1. Pension reform in the Republic of Azerbaijan

On November 4, the President of the Republic of Azerbaijan approved the *Concept of the reform of the pension provision system in the Republic of Azerbaijan during the period from 2014 to 2020*.

The pension provision system is one of the main directions of the national social protection policy. The main goal of the pension system reform is to reach the financial stability of pension provision system in the current, medium and long term, as well as, to guarantee the social protection for citizens, by providing them with high living standards. One of the pension provision system reform tasks provides practices to introduce additional voluntary pension savings of work components, as well as, build and develop private pension funds.

Taking into account the above mentioned, it is concluded that social issues, including changes in the pension system now and in the coming years also will be very significant for every citizen of Azerbaijan, therefore, they will be interested to be involved in the development of the pension system. Case analysis and interviews with the Azerbaijan State Social Protection Fund representatives evidence that the most popular information source for the pension issues in Azerbaijan society is television (TV), followed by printed media, online media and radio. At the same time Gaynarinfo news channel conducted survey with a question "Where do you mostly get the information?" shows¹ that the major part of respondents - 343 persons referred to news sites (internet), and to the question "To which information source do you mostly trust?", 120 persons responded said "Internet".

Public, which uses social networks, recognize Facebook.com as the most popular information channel, followed by Twitter.com. It shows Gaynarinfo news channel conducted survey. To the question "Mostly from which sites do you obtain the news?" - the most votes were taken by Facebook.com, Azadlig radio took the 2nd place. This is especially important given the fact that the majority of the population of Azerbaijan is young. Although everyone among the population throughout the country have internet coverage, 38% from total workforce (self-employed and farmers) are not covered by Individual Pension Insurance Accounts². In order to reach these groups, during the implementation of the Communication strategy, special attention should be given to the farmers and self-employed people for providing awareness about the changes in the pension system.

At the same time interviews with SSPF representatives suggest that the public so far has not been offered an explanation of the information with the help of modern digital communications tools such as infographic.

¹ <http://qaynar.info/xeber-n-etmli-syavuun-qanhttp://qaynar.info/xeber-n-etmli-syavuun-qan-yerddir-t8074.html>
<http://qaynar.info/xeber-azrbaycanda-n-cox-izniln-telekanal-t8697.html>

² Report „Lessons learned”, http://www.lm.gov.lv/upload/eng/lessons_learned_25_07_2014.pdf



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2.2. Public opinion

Successful work of the funded pension components and the implementation of non-state pension funds is based on the education and information of the all society. It is very important to clarify the opinion and knowledges of different groups of society during the process of implementation of the new funded component of the state pension system and non-state pension funds, to penetrate changes into peoples' attitudes and opinions, to fix the problems during the process of exchange of information, as well as, effectively react and improving communication content or adapting channels. Stimulating society understanding and knowledges about advantages of the new funded part of the labour pensions and non-state pension funds, as well as practical side of this process – why and how persons practically should be involved in these funds, what the main benefits are – these are questions which need to be communicated more actively in the public space, thus decreasing societal ignorance and possible negative attitude. The main precondition for successful implementation process of the new funded part of the labour pensions and non-state pension funds in Azerbaijan is to decrease the possible negative attitude and ignorance. Therefore, it is very important to start accomplishing regular public opinion polls before implementation process of the new funded part of the labour pensions and non-state pension funds, as well as, continue them after December 31, 2020. While an overall research about society's understanding level in this field was not managed, one may conclude that society is interested to get an objective information.

3. Objectives of Communication Strategy 2015-2020

1. To raise public awareness concerning the implementation of the new funded component of labour pensions and private pension funds, provision of regular and comprehensive information about the process of these legislative initiatives.
2. To encourage active public participation, giving required informative support for target audience and society in general.
3. To provide accesibility of information and two-way communication on a state scale, to encourage active participation of regional population in the implementation the new funded component of labour pensions and involvement in private pension funds.
4. To promote collaboration between all involved institutions and information mediators.

The mentioned objectives are possible to be achieved using both – direct and indirect communication channels, providing target groups with information, giving integrated information for all involved institutions, as well as reacting coherently to the questions on the media agenda and possible crisis situations.



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4. Audiences of Communication Strategy

All population of Azerbaijan of working age (15-63) are audiences of Communication strategy for implementation of the new funded component of the labour pension and participation in non-state pension funds. However, particular attention will be focused on persons, who have difficulties and problems to receive information about the implementation of the new funded component of the labour pension and participation in non-state pension funds. For instance, persons who are excluded from electronically based information and communication channels.

4.1. Potential beneficiaries

All persons (15-63) who are subject to the state insurance in accordance with the Law of the Republic of Azerbaijan “On Social Insurance” and who were born after /date, month/year³/ for men and after /date, month/year⁴/ for women are potential beneficiaries. At the same time, the possibility exists that many persons distrust to voluntarily joining the process because of previous negative monetary reform experience.

4.2. Youth

International research experience witnesses that young generation usually are more open and positive minded about changes. Moreover, if this target group will be more educated not only about planning changes concerning to voluntary joining the new funded component of the state pension and non-state pension funds, but also pension system in general, it will lead to awareness and positive attitude among other population groups concerning the voluntarily joining the newly funded component of the state pension and non-state pension funds.

4.3. Employers

Employers and enterprises are significant target audience. For this target the need to be provided with comprehensive information concerning possibilities to carry out voluntary payment in non-state pension funds regarding their employees.

³ LAW ON FUNDED PART OF THE LABOUR PENSIONS (DRAFT) Depends on the Law comes into force. Applies to persons who have not reached 15 years before age limit indicated in Article 7 of Law of the Republic of Azerbaijan on Labour Pensions

⁴ LAW ON FUNDED PART OF THE LABOUR PENSIONS (DRAFT) Depends on the Law comes into force. . Applies to persons who have not reached 15 years before age limit indicated in Article 7 of Law of the Republic of Azerbaijan on Labour Pensions



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4.4. Difficult achievable groups of population

Often these are lonely persons or families which live far from populated places to certain degree isolated both from mass media and public institutions. Thus, in order to elicit information for themselves they use less or no traditional and internet media, social networks.

About 36% of total workforce in Azerbaijan work in agriculture and about 20% work in service sectors. Moreover, farmers live far from populated places to certain degree isolated both from mass media and public institutions, thus, particular attention needs to be paid during communication campaign in order to provide these persons with practical information.

There is a risk that persons are confused about changes, as well as information which are received might not be understandable or received late. It is important for those target audience to receive information as much as possible in the places they visit – shops, banks, local municipality, post offices, libraries, schools, culture clubs, hospitals, etc. One of the solution for this target audience is the direct mail in order to decrease the communicative isolation.

4.5. Involving institutions

Bank, insurance companies – function as information source for customers which indirectly could receive information about private pension funds via banks, insurance companies information nets (webpages, internet bank etc.). At the same time banks, insurance companies provide persons with financial education about pension system in general so that people could make well – considered decisions about voluntary joining to any pension level.

State institutions

State Social Protection fund, involved ministries – are sources of information for their customers which directly (face-to face meetings, answers to questions etc.) and indirectly (webpages, social platforms etc.) deliver information about voluntary joining the new funded component of the state pension system and non-state pension funds.

4.6. Society in general

Mass media

Mass media, journalists enlighten the society every day about social questions. Journalists are actively following changes and government decisions in the field of pensions, as well as, are regularly analyzing risks and benefits in order to give actual and objective information for society. European Union experience testify that it is very important to provide active and regular cooperation with journalists, head of media, because they in general are constructing public sentiments and could stimulate informing society about implementing the new funded component of the state pension system and participation in non-state pension funds,



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benefits of joining, as well as, providing information accessibility in distant regions of Azerbaijan.

Libraries, schools, medical institutions– these are institutions which people from region, populated places everyday visit and meet with representatives. Thus, it is very important to provide information for representatives about implementing the new funded component of the state pension system and participation in non-state pension funds, benefits of joining.

Head of local municipalities, civil servants, lawyer – these are experts from whom persons are asking different questions including the new funded component of the state pension system and participation in non-state pension funds. Thus, these multipliers are able to participate and cooperate in order to run different regional forums, as well as informing about activities through webpages and informative publications.

Opinion leaders – persons, which are experts, an authority, to whom the population listen in.

5. Messages of Communication Strategy and Visual Identity

5.1. Main messages of Communication Strategy

- Participation in the new funded component of the state pension system and non-state pension funds is voluntary and beneficial offering extra guarantee income in an old age.
- Voluntary and additional participation in the new funded component of the state pension system and non-state pension funds guarantee future profitability for current employees and their family members – thinking in long – term perspective, it is an opportunity to receive back surplus taxes.
 - It is an opportunity to help developing national economy and state – investments in state and private pension funds work for all nation. The more social insurance premium are paid today, the bigger pension will receive tomorrow.
 - The more you pay – the more you receive.

5. 2. Visual identity

Communication strategy provide for developing visual identity in order to put into practice communication campaign about the state pension system and non-state pension funds. Logo and visual identity are parts of components which allow to recognize the offer service among others in order to ensure their identification and reliability. Professionally made visual identity builds up united, graphical canon for each of brand visual expressions. The first step for building up visual identity is developing graphical signs or logo. All other elements of identity should be coincident with each other. Message should be simple, clear and adequate. Graphical design should clearly communicate planned association related with definite brand. Mandatory



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precondition for successful communication is using common visual identity (e.g. in webpages, outdoor advertising, on printing materials, etc.).

6. Timing

There are such common communication tasks during all Communication strategy activities:

1. Create successful coordination between all involved institutions during the process of communication; provide movement of information and obtain mutual coordinated flow of information;
2. React on the media agenda connected with implementation activities and individuals opinions on the mass media.



Stage 1. Preparation for the implementation of funded pension component and private pension funds

Time: From November 1 2015 till March 31, 2016. Raising society level of information about the pension reform matter and providing accessibility of information for potential participants of the state pension and private pension funds.

Tasks:

1. To inform society about possibilities of voluntary joining the new funded component of the state pension system and private pension funds.
2. To provide potential participants of pension scheme with detailed and simple information about practical opportunities of voluntary joining the new funded component of the state pension system and private pension funds, rules, documents, benefits, etc.
3. To realize quantitative public opinion research in order to size up society attitude about previous reform of pension system, as well as, voluntary possibility of investing money thus providing highest pensions in future for themselves.



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Stage 2. Implementation of the funded component of labour pension and private pension funds

Time: From April 1, 2016 till January 31, 2020. Providing basic information: to inform society about opportunities of voluntary joining the new funded component of the state pension system and private pension funds, rules, documents, benefits, etc., popularization the best practice examples, informing about results achieved during implementation activities.

Tasks:

- 1) To inform society about results and progress during implementation new funded component of the state pension system and private pension funds – impact on national economy and development society in general.
- 2) To provide regular activities in order to exchange information with target audiences. To develop cooperation with employers in order to educate them about questions of private pension funds and provide with overall information.
- 3) Analyse informative needs of target groups on a regular basis and provide them with necessary information.
- 4) To summarize and popularize successful experience examples during the target audience information process.

Stage 3. Evaluation of the level of public awareness on the funded component of labour pension and participation in private pension funds

Time: From February 1 till December 31, 2020.

Evaluating society level of information about implementation process of voluntary joining the new funded component of the state pension system and private pension funds, analysis of results. It is necessary to realize quantitative and qualitative public opinion research in 2020, as well as, media monitoring and content analysis.

7. Channels

The task of Communication strategy is to provide objective information for population of Azerbaijan about possibilities of voluntary additional joining the new funded component of the state pension system and private pension funds, give information about joining process, as well as, promote society understanding about benefits from voluntary joining. Thus, during the implementation activities of communication strategy and communication plan a broad range of communication channels need to be used in order to provide objective and exhaustive information for all groups of society. Constantly there will be a need to evaluate choice of communication channels and their particular use considering fast moving development of



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internet mass media in order to provide more effective using of channels during the Stage 2. It is necessary to find ways to the secondary informers– associations, societies, state and government institutions with broad range of customers. Giving information for society and involving various partners will provide effective and successful communications, including all greater groups of society especially out of reach part of society – self-employed people, farmers, people who are out of social security system, people in imprisonment, people with disabilities, lonely people, as well as, people who live far from populated places, people who work outside Azerbaijan.

Planning communication channels:

Mass media – national and regional newspaper, periodicals, television, radio, websites.

Outdoor advertisement– stands, posters, outdoor installations (in metro, on buses, taxi) using elements of created visual identity.

Informative activities – seminars, exchange of experience activities, informative days activities in the towns (open doors), lectures for each target audience, press conferences, competitions, forums and other public activities.

Direct contacts – individual meetings and exchange of information, presentations.

Internet – internet portal about pensions (www.mypension.az), SSPF webpage, information in the state institutions webpages, in vortals of bank, insurance companies.

Social media and social platforms – created communication account in the social platforms - twitter.com, facebook.com, and the most popular social web of discussions in Azerbaijan, developing and using consistent hashtag.

Informative telephone – free of charge informative telephone line, where everybody could receive operative answers on questions related to voluntary joining the new funded component of the state pension system and participation in private pension funds.

Mediators of information – libraries, pharmacies, hospitals, health centres, societies, NGO, municipalities, educational institutes, post offices, shop assistants, banks, insurance companies, SSPF regional offices, etc.

Regional forums – large informative activities for all target audiences in every region of Azerbaijan.

Direct mail – direct mail for each household informing about voluntary and extra participation in the new funded component of the state pension system and non-state pension funds.



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8. Resources for the implementation of information and publicity activities

The sources necessary for funding the implementation of the Communication Action Plan:

- Azerbaijan's state budget;
- the budget of the Central Bank and the involved State institutions.
- individual actions with the involvement of private financial institutions - co-financing of those institutions.

In the implementation of the Communication strategy, the initiatives of involved partners are additionally supported, which provide financial participation - the realisation of information activities, production and distribution of information materials matched by the approved visual identity.

9. Managing and monitoring of the communication process

The State Social Protection Fund is responsible for the execution of the Communication strategy and its communications plan and provides general information on the implementation of activities and performance results as a whole. The State Social Protection Fund also ensures oversight of communication process, confirming the information contained in the annual and final report on the information and publicity measures plan.

The monitoring of the process is ensured by the State Social Protection Fund Communication management group, which is established by the instruction of SSPF chairman, and in which representatives participate from all involved institutions.

10. Evaluation indicators of the Information and Publicity Activities

Performance

Activity	Performance indicators
Website	Number of users Number of publications Received electronic information requests Signing for the electronic receipt of information
Social media	Number of users Number of publications Feedback measurements - the number and quality Signing for the electronic receipt of information



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Press information	Information press release number News coverage at the national and local media (number of publications)
Press conferences	Number of press conferences News coverage at the national and local media (number of publications)
Seminars	Number of seminars Reached audience (number of visitors) Covered territory
Conferences	Number of conferences Reached audience (number of visitors) Covered territory
Publications	Number of publications, number of copies Reached audience Covered territory
Sociological investigations - quantitative and qualitative study	the level of public awareness about the work of funded pension component implementation and participation of the private pension funds

The impact and performance indicators will provide an analysis of quantitative and qualitative research and the content analysis on media publications content.

11. Outcome indicators 2015-2020

No.	Indicator	November/December 2015	November/December 2020
1.	The number of participants in the funded component of labour pension	Number not defined	>250 000 participants
2.	The number of participants in the private pension funds	Number not defined	>250 000 participants



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3.	The level of public awareness concerning the new funded component of the state pension system and non-state pension funds	Number not defined	80%
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12. Crisis/risk communication plan

Crisis communication action plan is designed to identify potential risks to the above mentioned implementation of activities in the management and communication - both in content and technical, as well as, to prepare communicative messages in case of a specific situation identified as a crisis. It also specifies how all involved organizations communicate in the period of risk both during the crisis and post-crisis period.

With the name „crisis” in the action plan is understood an event or situation, which may seriously undermine the process of the implementation of activities or may endanger the reputation of the implementation process. Risk is defined as the probability or likelihood that one or more targets will not be achieved.

Objective and tasks of the crisis communication action plan

Objective: to ensure successful and continuous communication and reduce or prevent the threat of potential crisis.

Tasks:

1. Investigate the communicative risks of the process, analyze and limit them;
2. As soon as possible, efficient and targeted response to risk or crisis, as well as, to communicate in a crisis situation;
3. To coordinate the institutions involved in communication through the procedure of the communication management scheme;
4. To prevent the appearance of negative image in the society.

Symptoms of the crisis

- media publications (news agencies, newspapers, internet media, TV, radio);
- the correspondence of the institutions involved (public appeals, complaints, suggestions on issues of public interest of the public and professional organizations);
- the reports of the officials of the involved institutions;
- the claims of target audience representatives;



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- expert opinions, data analysis materials;
- activities of public, professional organizations and pressure groups to reach their specific goals;
- inaccurate and unconfirmed information from the information intermediaries about the implementation process;
- non-sufficient resources for full implementation of the strategy.

Crisis risk factor analysis

Overall, the problem situations reflect broader problems in the country at the policy level - for example, lack of administrative capacity (lack of staff competence, frequent staff turnover in state administration institutions, lack of cooperation, low professional qualifications, etc.), as well as public policy-making dimming, low political participation, lack of state strategy and planning problems.

Crisis communication principles:

1. A unified view of the problem, the process or the event.
2. Targeted and coordinated flow of information to specific target audiences, the media, etc.
3. Extensive and explanatory information on the activities, development in the process of implementing.
4. Cooperation between the involved institutions.
5. Transparency in the providing information on the activities, possibilities and principles of implementation.
6. Problem identification, if necessary, fault and error recognition.
7. The real solution to the problem and its explanation.

The evaluation of the crisis/risk communication

The characteristics of the risk/crisis communication effectivity

- 1) Positive attitude towards the implementation of activities in public and target groups (media, potential beneficiaries, the government/parliament etc);
- 2) The main action - preventive and effective in eliminating problem's turning into crisis;
- 3) In a crisis situation - the crisis is restricted as soon as possible and in a timely manner;
- 4) Decision-making process is open and transparent;
- 5) Ensure the continuity and succession of the implementation process of the activities.



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The evaluation criteria of the effectivity of risk/crisis communication:

- 1) the timeliness of risk or crisis factor identification (the time, when the risk factors are identified, how far events are developed, how the information is appeared in the media, etc.);
- 2) the determination of the risk or crisis factor prevention/limitation (how effectively target groups are identified, how the reports are prepared, what methods are used, etc.);
- 3) the precision and co-ordination of the risk or crisis communication (how the communication of the involved institutions is coordinated, what the duration of the message coordination is among institutions);
- 4) Risk or crisis monitoring (risk/crisis development, the time factor for identification and limitation).



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Annex 1

Communication activities plan

Stage Nr. 1. Preparation for the implementation of funded pension component and private pension funds

Type of activity	Implementation period	Target groups	Responsible institution
Designing of visual identity. Develop the visual identity for the campaign of the implementation of funded component in the labour pension scheme and private pension funds (logo and other elements). Identity elements must be compatible and readable, the message should be simple, unambiguous and adequate.	November 2015 - February 2016	The whole society	Administration of the SSPF, the SSPF Public Relations Sector of the Department on International and Public Relations, if necessary, the external service provider
Producing of electronic calculator for the funded component of the labour pension, placement on SSPF website http://sspf.gov.az/ Promotion of the calculator in mass media, websites, social networks	November 2015 - February 2016	Pre-retirement age people, who have access to the Internet	SSPF Public Relations Sector of the Department on International and Public Relations
Meetings of the administration of SPPF with fund management affiliate employees, local government representatives, NGOs. Presentation of electronic calculator	2016 January - April 2016	SSPF regional administration, local government representatives, NGOs	Administration of the SSPF, SSPF Public Relations Sector of the Department on International and Public Relations
Meeting with different target groups (citizens, participating institutions, NGOs). Explaining of the initiatives and benefits of the new laws to citizens	November 2015 - May 2016	SSPF central authorities and regional	Administration of the SSPF, SSPF Public Relations Sector of the Department on International and



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		administration, the other involved institutions, local government representatives, NGOs	Public Relations
Preparation of the modern visual - textual informative material about the funded component of the labour pension and the private pension funds. Placing at the SSPF website, distribution to mass media, other involved institutions, citizens	November 2015 - May 2016	Pre-retirement age people, who have access to the Internet; mass media audiences	SSPF Public Relations Sector of the Department on International and Public Relations in collaboration with IT specialists
The quantitative study of the population awareness on pension system Objective: Determination of the level of public awareness on social insurance, attitude measurements towards the potential involvement in private pension funds	November 2015 - May 2016	People in age 15 to 63 years, people, who are active in the labor market and are tax payers. Representing both urban and regions	SSPF in cooperation with sociological research performers



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Stage Nr. 2. Implementation of the new funded component of labour pension and private pension funds

Type of activity	Implementation period	Target groups	Responsible institution
Production of the social advertising video, audio clips, outdoor advertising			
Design of the concept of the social video advertising and outdoor advertising for implementation of the new funded component of labour pension and private pension funds	May 2016 - July 2016	Pre-retirement age people	SSPF Public Relations Sector of the Department on International and Public Relations
Testing of concept of the social video advertising and outdoor advertising in focus groups with the aim to study the attitude of target groups on video advertising and outdoor advertising quality. If necessary, make corrections	July 2016 – August 2016	Pre-retirement age people	SSPF Public Relations Sector of the Department on International and Public Relations
Production and placement of the advertising products: a) production of the social advertising video in the Azerbaijan language, placement in the most popular national and regional TV broadcasting channels; b) production of the social advertising audio clip in	August 2016 - October 2016	The whole of society throughout the national territory	SSPF Public Relations Sector of the Department on International and Public Relations



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<p>the Azerbaijani language, placement in the most popular national and regional radio broadcasting channels;</p> <p>c) Production of the outdoor advertising posters and placement in the major cities (bus stops, subway, on buses, etc.) and in regions</p>			
<p>Publicity campaign, informing people about new legislative initiatives</p>			
<p>The press conference on the day when the State President promulgated the "Law on Funded Part of the Labour Pensions" and "Law on Private Pension Funds"</p>	<p>2016 1 April (date may be corrected in accordance with the period of adoption and promulgation of the laws)</p>	<p>Journalists of TV, radio, printed and online media; mass media audiences</p>	<p>SSPF Public Relations Sector of the Department on International and Public Relations, other participating organizations</p>
<p>Preparation and distribution of 5 video releases on the most popular national and regional broadcast TV channels, as well as in the SSP website:</p> <p>1) April. Theme: What the new laws "Law on Funded Part of the Labour Pensions" and "Law on Private Pension Funds" mean for population.</p> <p>2) May. Theme: The essence of the state-funded pension level.</p> <p>3) June. Theme: How a person can be practically involved in the state funded and non-funded pension scheme.</p> <p>4) July. Theme: Benefits and guarantees for members of state funded and non-funded pension</p>	<p>April 2016 - August 2016</p>	<p>Pre-retirement age population; TV viewers and Internet users</p>	<p>SSPF Public Relations Sector of the Department on International and Public Relations, representatives of the private pension fund</p>



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levels. Reminder about opportunities to get involved. 5) August. Theme: State funded and private pension schemes operating principles and the participant's potential benefit. SSPF and private pension fund representative (s) participate in video release.			
Preparing and distributing of explanatory publications on implementation of the funded component of labor pension and citizens' participation in private pension funds: 1) national press; 2) regional press; 3) SSPF web site; 4) Internet portals; 5) magazines.	April 2016 - September 2016	Pre-retirement age population; printed media and Internet users	SSPF Public Relations Sector of the Department on International and Public Relations
Participation in the weekly TV program of the national broadcasting channel every Thursday, informing about the implementation of the funded component of labor pension and citizens' participation in private pension funds; answers to citizens' questions submitted in advance	2016 April - July 2016	Pre-retirement age population; TV viewers	SSPF Public Relations Sector of the Department on International and Public Relations, SSPF Pension Division
Participation in the discussion programs of the national broadcasting radio channel, informing about the implementation of the funded component of labor pension and citizens' participation in private pension funds; answers to citizens' questions submitted in advance.	2016 April - May 2016; 2016 December - January 2017; 2017 October - November 2017;	Pre-retirement age population; radio listeners	SSPF Public Relations Sector of the Department on International and Public Relations, SSPF Pension Division



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<p>2016 - information on the new laws, in later years - reminding and updating information about opportunities to participate</p>	<p>2018 May - June 2018; December 2018 - January 2019; 2019 September - October 2019; 2020 May - June 2020</p>		
<p>Preparation and distribution of audio releases to national and regional radio broadcasting channels (prepared in accordance with the soundtrack from 5 thematic video releases):</p> <ol style="list-style-type: none"> 1) April. Theme: What the new laws "Law on Funded Part of the Labour Pensions" and "Law on Private Pension Funds" mean for population. 2) May. Theme: The essence of the state-funded pension level. 3) June. Theme: How a person can be practically involved in the state funded and non-funded pension scheme. 4) July. Theme: Benefits and guarantees for members of the state funded and non-funded pension levels. Reminder about opportunities to get involved. 5) August. Theme: State funded and private pension schemes operating principles and the 	<p>April 2016 - August 2016</p>	<p>Pre-retirement age population; radio listeners</p>	<p>SSPF Public Relations Sector of the Department on International and Public Relations, a representative of the private pension fund</p>



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participant's potential benefit. (SSPF and private pension fund representative (s) participates in video release.)			
Direct mail			
Direct mail to every 15 to 63-year-old Azerbaijani citizen, who is an active member of the labor market (the tax payer). Each registered resident at the country receives mail through Azerbaijan Post. The consignment contains: 1.1. A SSPF Head signed letter of invitation to participate in a private pension scheme; 1.2. application form (with instructions on how to fill and submit the application); 1.3. advanced visual - textual information material for citizens' participation in private pension fund (see. Stage 1 communication activities)	2016 October - November 2016	All Azerbaijan citizens 15 to 63 years of age, who are taxpayers and who have registered residential address	Administration of the SSPF, the Head of the SSPF, Azerbaijan Post
Updating of the information at SSPF website			
Regular replenishment and renewal of the information on implementation of labor pension funded component and participation in private pension funds. Parallel information update in <i>facebook</i> and <i>twitter</i> accounts	2016 April - December 2020	The whole of society - Internet users, the media, the representatives of local governments and non-governmental sector	SSPF Public Relations Sector of the Department on International and Public Relations



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State funded pension calculator maintenance and promotion	2016 April - December 2020	Pre-retirement people - Internet users	SSPF Public Relations Sector of the Department on International and Public Relations
Special activities			
High-level discussion on the changes of the pension system. Participation of representatives of the involved institutions (in the presence of journalists). Discussion of live show in the most popular national TV channel. Participates the Presidential Administration, SSPF, Central Bank, Ministry of Labour and Social Affairs, Ministry of Justice, the Ministry of Taxation, Ministry of Finance etc.). Themes: 1. The objectives and benefits of the reform of pensions (demographic and economic analysis); 2. Investment opportunities; 3. Benefits of the national economy; 4. Financial market stability; 5. The development of the social security system, etc.	2016 June	The whole society -TV spectators, media representatives, local government and non-governmental sector representatives	SSPF Public Relations Sector of the Department on International and Public Relations; SSPF administration, the Presidential Administration, the Central Bank, the Ministry of Labour and Social Affairs, the Ministry of Justice, the Ministry of Taxation, the Ministry of Finance etc.
Seminar for public relations specialists from SPPF, the Central Bank, Ministry of Labour and Social Affairs, Ministry of Justice, Ministry of Taxation, Ministry of Finance, to ensure uniform reasoning about implementation of labour pension funded component and participation in private pension funds.	2016 May	Public relations professionals from involved organizations	Public relations professionals from SSPF, the Central Bank, the Ministry of Labour and Social Affairs, the Ministry of Justice, the Ministry of Taxation, the Ministry of Finance etc.



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Discussion on the pension system and social security issues among the involved organizations and NGOs in the presence of journalists.	2016 July - August 2016	Society - media users; non-governmental sector, the participating organizations	SSPF Public Relations Sector of the Department on International and Public Relations; participating organizations, NGOs
SSPF free of charge informative telephone line devoted to answer people questions	2016 February - December 2020	Society as a whole, each member of society	SSPF Public Relations Sector of the Department on International and Public Relations
Information actualization campaign			
Information actualization campaign in the most popular web sites (in parallel to the SSPF <i>facebook</i> account, <i>twitter</i> account). SSPF prepared materials in 6 blocks of information: 1) 2018 September. Topic: What has changed in people's everyday life since the new legislation was adopted. Opportunities for people to get involved. 2) October 2018. Topic: Explanation of the state funded and non-funded pension levels. The possibility to choose the most advantageous. 3) November 2018. Topic: More profitable opportunity to participate in the pension scheme - practical information.	September 2018 - February 2019	All population - internet users. Especially accentuating the target group - young people, who have recently entered the labor market.	SSPF Public Relations Sector of the Department on International and Public Relations, a representative of the private pension fund



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<p>4) December 2018. Topic: The security aspects of the pension system.</p> <p>5) January 2019. Theme: Private pension funds investments in the development of national economy. Practical suggestions on how everyone can get involved (participation of representatives of the private pension fund).</p> <p>6) February 2019. Topic: Profitability of the private pension plan. A reminder how citizens can be involved (participation of representative of the private pension fund).</p> <p>In parallel, all the period - operational answers in <i>facebook</i> and <i>twitter</i> account to citizens' questions and comments.</p>			
<p>Information updating campaign in the regional newspapers and in their websites. SSPF prepared materials in 6 blocks of information:</p> <p>2) 2018 September. Topic: What has changed in people's everyday life since the new legislation was adopted. Opportunities for people to get involved.</p> <p>2) October 2018. Topic: Explanation of the state funded and non-funded pension levels. The possibility to choose the most advantageous.</p> <p>3) November 2018. Topic: More profitable opportunity to participate in the pension scheme - practical information.</p>	<p>September 2018 - February 2019</p>	<p>The people, living in the regions. Readers of regional newspapers and regional newspapers website users. Special emphasis is placed on the target group – farmers and self-</p>	<p>SSPF Public Relations Sector of the Department on International and Public Relations, the private pension fund representative. Perhaps attract regional administrations and regional opinion leaders</p>



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<p>Public opinion leaders (economists, presidential administration representatives, social experts etc.) opinion articles in national newspapers (in the comments section) of the population and national economy benefits from the new pension scheme implementation (for example, marks 3 years since the law "Law on Funded Part of the Labour Pensions" and the Draft "Law on Private Pension Funds" entry into force).</p> <p>In parallel opinion article promotion in <i>facebook</i>, <i>twitter</i> accounts, placing on SSPF website</p>	2019 April - May 2019	The whole society - national print media and Internet users, social media users	SSPF Public Relations Sector of the Department on International and Public Relations in collaboration with experts, opinion leaders



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Stage Nr. 3. Evaluation of the level of public awareness on the funded component of labour pension and participation in private pension funds

Type of activity	Implementation period	Target groups	Responsible institution
Sociological investigations			
Focus group studies (qualitative research). Objectives: 1) to define the level of public awareness about the work of funded pension component implementation; 2) to define the level of public awareness about the participation of the private pension funds.	2020 February - May 2020	People in age 15 to 63 years, people, who are active in the labor market and are tax payers. Representing both urban and regions	SSPF in cooperation with sociological research performers
The quantitative study of the effectiveness of the campaign. Objective: Determination of the level of public awareness on social insurance, attitude measurements towards the involvement in private pension funds	March 2020 - June 2020	People in age 15 to 63 years, people, who are active in the labor market and are tax payers. Representing both urban and regions	SSPF in cooperation with sociological research performers
Evaluation of publications			
Media monitoring and content analysis on the issues	2020 February -	-	SSPF Public Relations Sector of the



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<p>on the implementation of labor pension funded component and participation in private pension funds. Individual assessment of:</p> <ol style="list-style-type: none"> 1) national print media publications; 2) national TV channel broadcasting programs; 3) national radio broadcasting programs; 4) Internet media publications; 5) regional media publications; 6) regional broadcasting television programs; 7) regional radio broadcasting programs 	<p>December 2020</p>		<p>Department on International and Public Relations</p>
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