



Finnnet

Building a Better Tomorrow, Today



ENTERPRISE RISK MANAGEMENT & PENSION AUDIT PROGRAMME

DATE: 10TH – 13TH MARCH, 2026

GOVERNANCE . TRAINING . EMPLOYEE BENEFITS . TECHNOLOGY

FACILITATOR



- **Ph.D. at the University of Nairobi (thesis stage)**
- **Masters in Business Administration (Finance Option)**
- **Bachelor of Commerce (1st Class honors (Finance Option)**
- **Certified Public Accountant of Kenya(CPAK)**
- **Certified Information System Auditor (CISA)**
- **Certified Fraud Examiner (CFE)**
- **Member -National Quality Institute (NQI).**
- **Strategic Leadership Development Programme (SLDP).**
- **Trustee- KNBS Pension Scheme**
 - **Member – Institute of Internal Auditors**
 - **Lead ISO Auditor**
 - **Over 20yrs in Providing Audit and Assurance services**

MASENO UNIVERSITY RETIREMENT BENEFITS SCHEME (MURBS)

DETAILED RISK REGISTER

Risk Rating Guide

Likelihood

Rare (1)

Unlikely (2)

Possible (3)

Likely (4)

Almost
Certain (5)

Impact

Insignificant
(1)

Minor (2)

Moderate
(3)

Major (4)

Catastrophic
(5)

$\text{Risk Score} = \text{Likelihood} \times \text{Impact}$

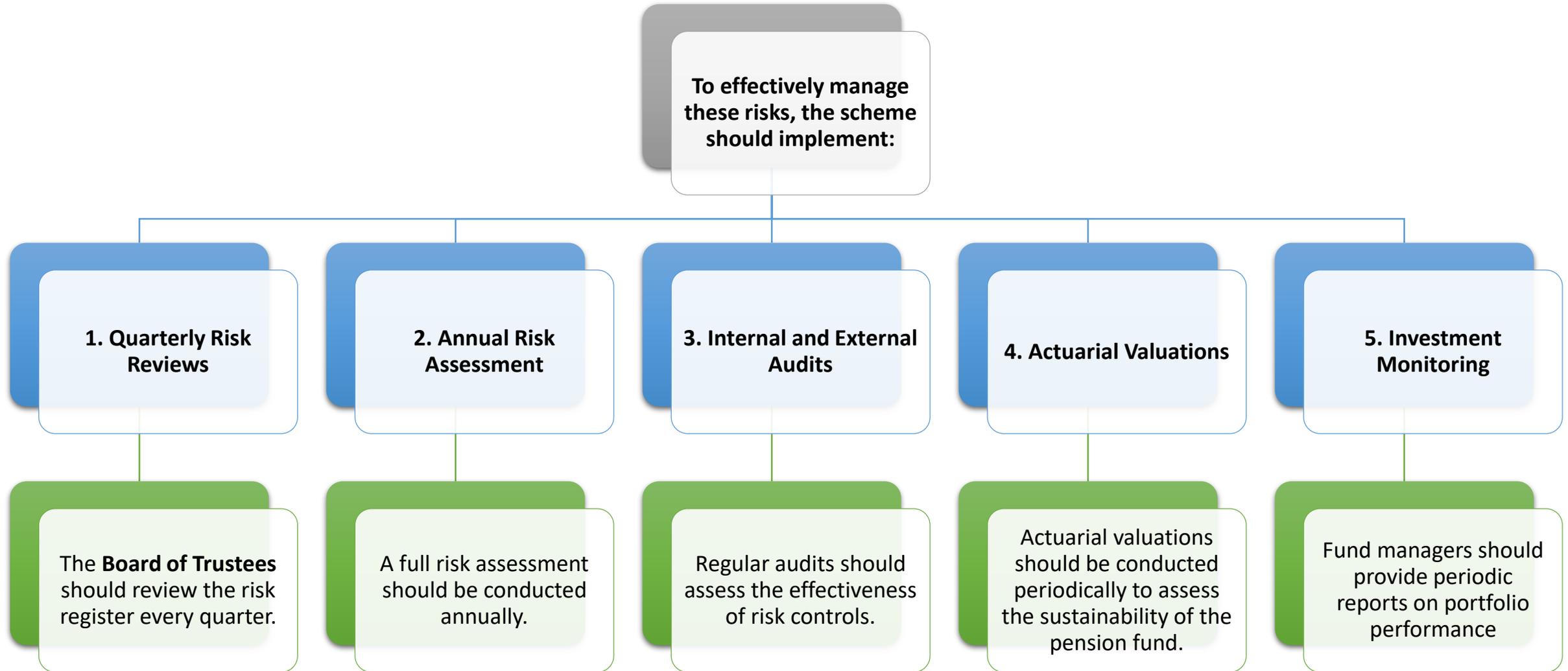
Risk ID	Risk Category	Risk Description	Root Cause	Impact	Likelihood	Risk Level	Mitigation / Controls	Risk Owner
R1	Investment	Poor investment decisions leading to low returns	Weak investment strategy, inadequate market analysis, lack of diversification	Major	Possible	High	Investment policy, diversification, professional fund managers	Trustees / Fund Manager
R2	Investment	Market volatility affecting asset value	Economic instability, global market fluctuations	Major	Likely	High	Diversified portfolio and regular portfolio review	Fund Manager
R3	Investment	Interest rate fluctuations affecting bond returns	Changes in monetary policy and inflation	Moderate	Possible	Medium	Diversified fixed-income investments	Fund Manager
R4	Investment	Inflation reducing real pension value	High inflation and poor inflation hedging	Major	Possible	High	Invest in inflation-hedged assets such as equities and real estate	Investment Committee
R5	Investment	Credit default by institutions invested in	Weak credit assessment and overexposure to risky securities	Major	Unlikely	Medium	Invest in highly rated securities	Fund Manager
R6	Investment	Concentration risk in one asset class	Lack of diversification strategy	Major	Possible	High	Asset allocation limits	Investment Committee
R7	Liquidity	Inability to meet pension benefit payments	Poor liquidity planning	Major	Possible	High	Liquidity monitoring and cash flow forecasting	Administrator
R8	Liquidity	Delay in employer remittance of contributions	Weak enforcement mechanisms and employer financial constraints	Major	Possible	High	Contribution monitoring and enforcement	Scheme Administrator
R9	Liquidity	Unexpected surge in retirement claims	Demographic changes and workforce restructuring	Moderate	Possible	Medium	Actuarial forecasting	Trustees

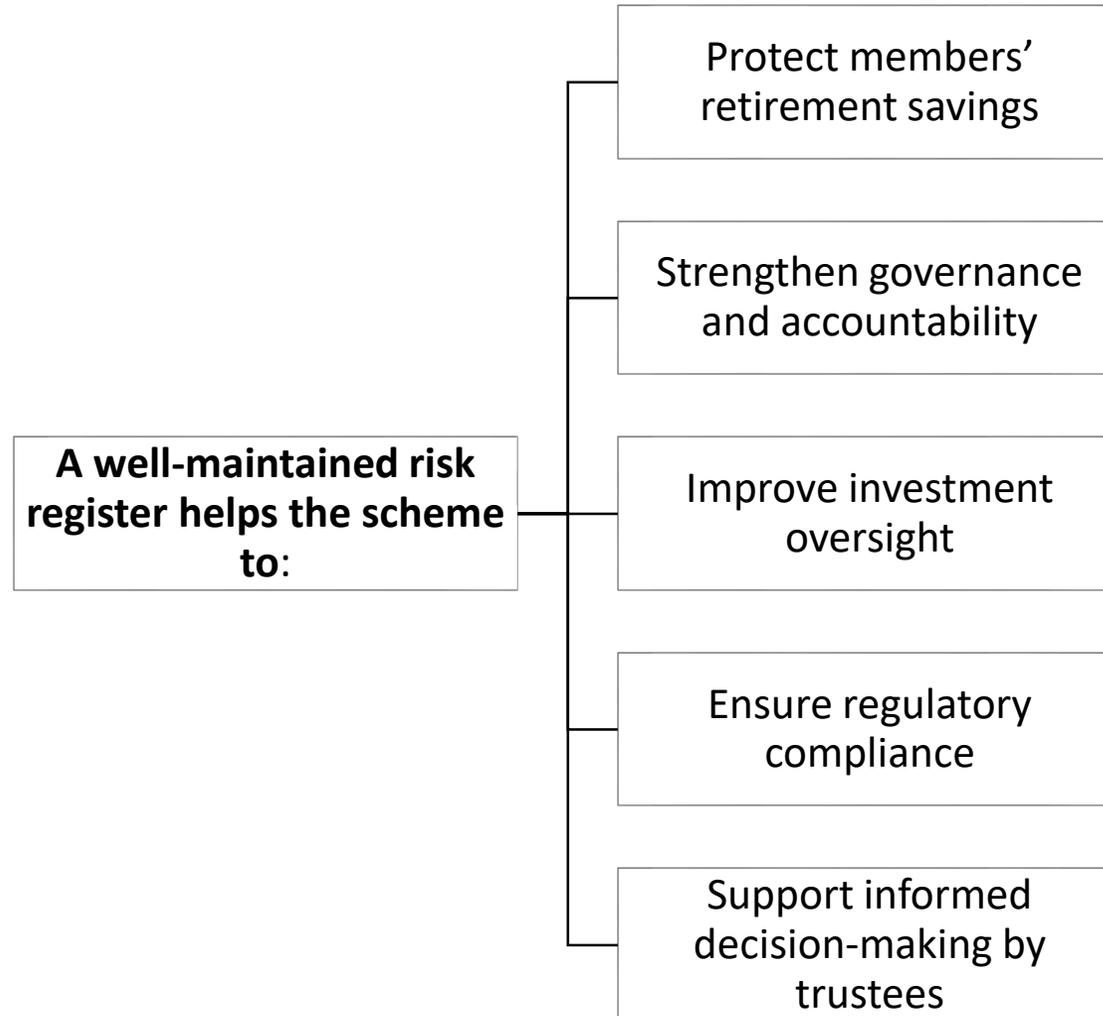
DETAILED RISK REGISTER

R11	Operational	Fraud by staff or service providers	Weak internal controls and oversight	Major	Unlikely	Medium	Internal audits and segregation of duties	Trustees
R12	Operational	Loss of scheme records	Poor document management systems	Moderate	Unlikely	Medium	Digital records and backup systems	Administrator
R13	Operational	Failure of pension administration system	Inadequate IT infrastructure	Major	Possible	High	IT maintenance and backup systems	IT Department
R14	Operational	Inaccurate member data	Poor data entry processes and lack of validation	Major	Possible	High	Data validation and audits	Administrator
R15	Compliance	Non-compliance with pension regulations	Lack of regulatory awareness and monitoring	Major	Unlikely	Medium	Compliance reviews and training	Trustees
R16	Compliance	Failure to submit statutory reports	Weak compliance management systems	Moderate	Possible	Medium	Compliance calendar	Administrator
R17	Compliance	Breach of trust deed and scheme rules	Poor governance and oversight	Major	Unlikely	Medium	Legal review of decisions	Trustees
R18	Compliance	Regulatory changes affecting scheme operations	Changes in pension legislation	Moderate	Possible	Medium	Continuous regulatory monitoring	Trustees
R19	Governance	Conflict of interest among trustees	Lack of conflict disclosure policies	Major	Possible	High	Conflict-of-interest declarations	Trustees
R20	Governance	Poor oversight of service providers	Weak performance monitoring	Major	Possible	High	Service level agreements and reviews	Trustees
R21	Governance	Lack of trustee expertise in investments	Inadequate training	Moderate	Possible	Medium	Trustee capacity building programs	Trustees

DETAILED RISK REGISTER

R22	Technology	Cybersecurity breach affecting member data	Weak IT security systems	Major	Possible	High	Cybersecurity controls and monitoring	IT Department
R23	Technology	Data loss due to system failure	Lack of backup and disaster recovery	Major	Unlikely	Medium	Regular backups and disaster recovery plan	IT
R24	Technology	Unauthorized access to member records	Weak access control systems	Major	Possible	High	Role-based access controls	IT / Administrator
R25	Reputational	Delayed pension payments	Inefficient administrative processes	Major	Possible	High	Improved processing systems	Administrator
R26	Reputational	Allegations of mismanagement of funds	Weak transparency and governance	Major	Unlikely	Medium	Transparent reporting and audits	Trustees
R27	Reputational	Poor communication with scheme members	Lack of communication strategy	Moderate	Possible	Medium	Member engagement and communication channels	Administrator
R28	Strategic	Declining scheme membership	Workforce reduction and low enrollment	Major	Possible	High	Member awareness and employer engagement	Trustees
R29	Strategic	Economic downturn affecting investments	National or global economic crises	Major	Possible	High	Diversified long-term investment strategy	Fund Manager
R30	Strategic	Long-term pension sustainability risk	Poor actuarial planning and demographic changes	Catastrophic	Unlikely	High	Periodic actuarial valuation	Trustees







This **detailed risk register** enables the Maseno University Retirement Benefits Scheme to systematically identify and manage risks affecting investments, governance, compliance, operations, and long-term sustainability of the pension scheme

“All of life is the management of risk, not its elimination.”— Walter Wriston

**THANK YOU ANY
QUESTION?**



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