



# Finnnet

Building a Better Tomorrow, Today



## AUDIT, RISK MANAGEMENT AND STRENGTHENING INTERNAL CONTROLS IN PENSION FUNDS

IDENTIFICATION OF KEY STAKEHOLDERS

DATE: WEDNESDAY 18<sup>TH</sup> MARCH 2026

9:00 – 10:30 A.M.

PRIDE INN PARADISE, MOMBASA

GOVERNANCE . TRAINING . EMPLOYEE BENEFITS . TECHNOLOGY

**Session  
Objectives**

1

**Introduction**

2

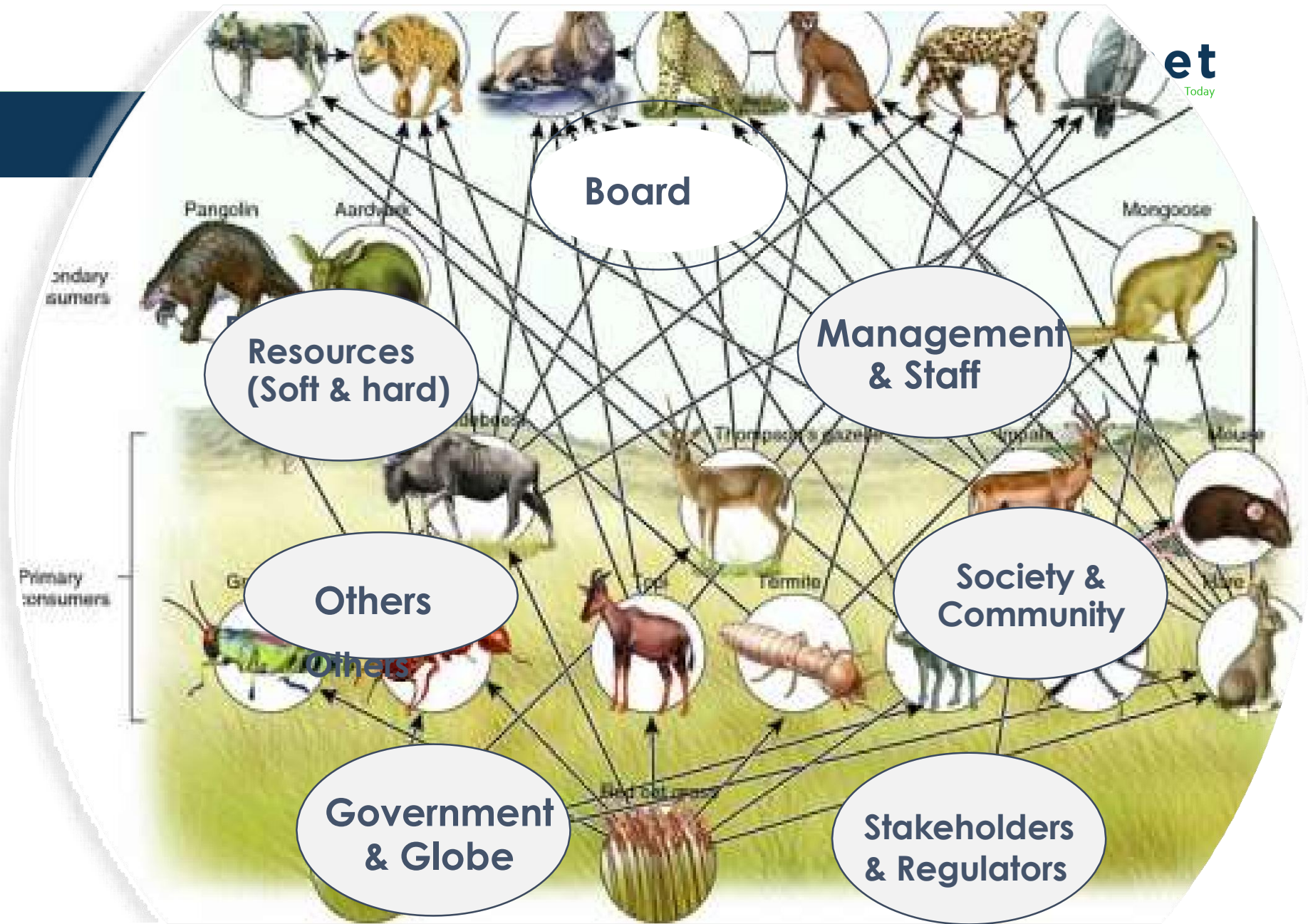
**Stakeholder Management**

3

**Role of Stakeholders in Audit**

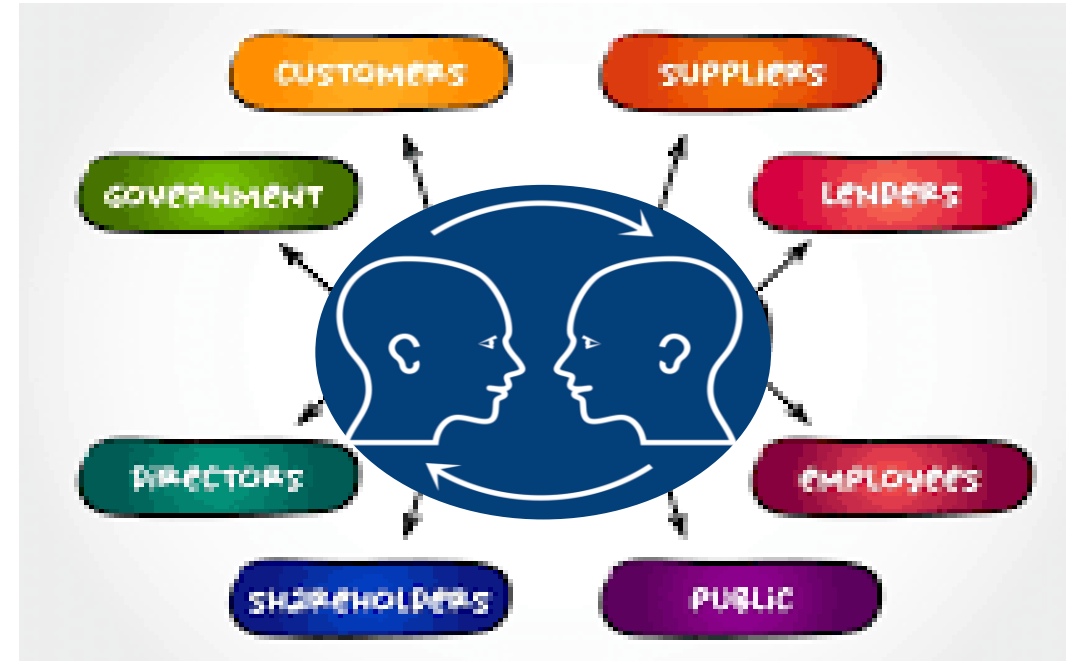
# STAKEHOLDER

**Individuals** or **groups** who have an **interest** in the organization's activities and **outcomes**.





# the power of communication



**Communication** is the process of exchanging information, ideas, thoughts, or feelings between individuals or groups through a common system of symbols, signs, behavior, or language.

# FEEDBACK CHANNELS

## 1. Toll Free Lines



## 2. Social Media



## 3. Validation workshops



## 4. Sensitization Workshops



## 5. Partnerships

- Banks for pension processing
- Underwriters for PRMS & RBB
- Investment managers
- Trust Fund
- Regulators

## 6. Stakeholder Groups



## 7. Multi-Sectoral Intervention

## 8. Leadership Round Tables

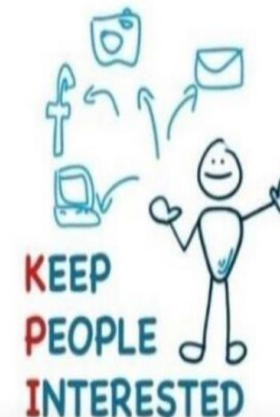
## 9. Dinners & Cocktails with Stakeholders

## 10. School & University Awards Programmes

## ROLE OF THE BOARD

1. Identify its stakeholders and develop matrix – map out areas of interaction and balance of interest. Needs to be a regular board agenda
2. Approve a **stakeholder management policy**
3. Approve a **communication policy**
4. Approve a **whistle blowing policy**
5. Develop a **conflict resolution mechanism** – Alternative Dispute Resolution mechanism (ADR) – arbitration, mediation, negotiation & conciliation
6. Identify competitors

**KPI = KEY PERFORMANCE INDICATOR?**



# INTEGRATED REPORTING



- Financial Report
- Strategic Objectives
- Opportunities and Risks
- Sustainability Report
- CSR Report
- Expected challenges and prospects for the scheme
- Board performance
- Corporate governance statement
- Trustee remuneration

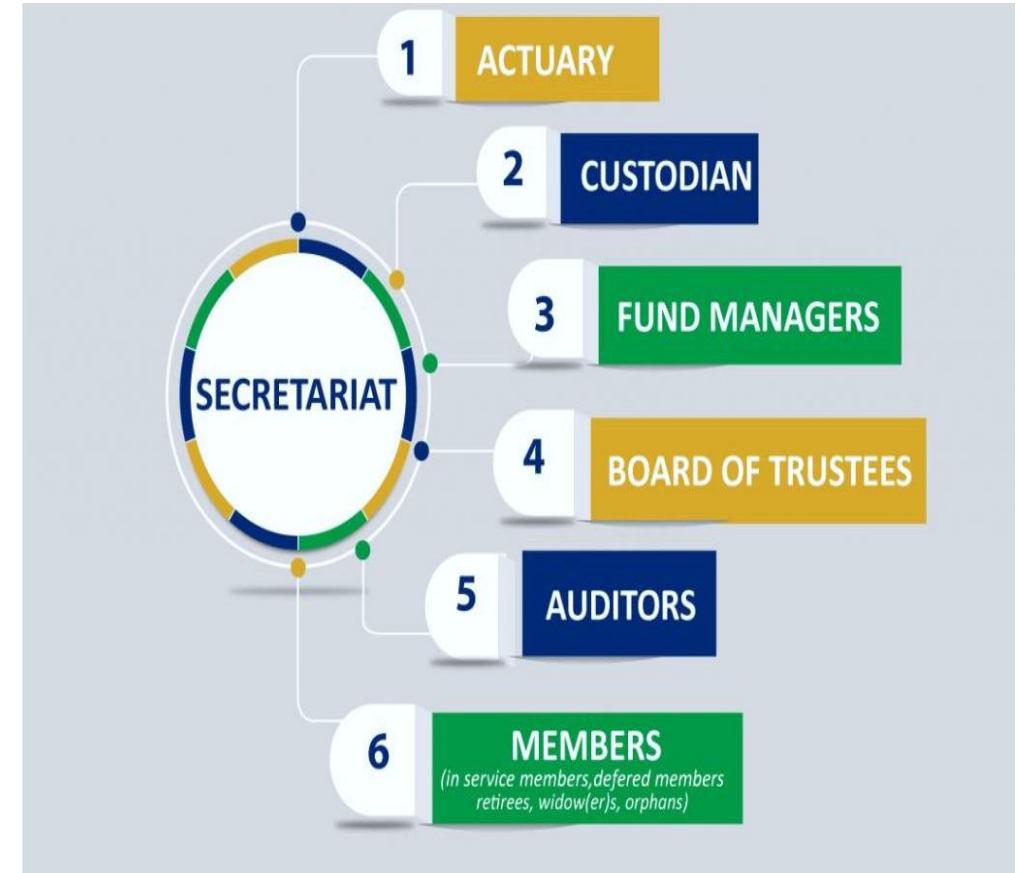
# PENSION SCHEME STAKEHOLDERS

Anyone who has a stake in the scheme either through **interest, influence** or both. Stakeholders can range from shareholders, to staff, board members, volunteers, funders, government, customers and beyond.

The **primary stakeholders** in a typical corporation are its investors, employees, customers, and suppliers.

## Stakeholders for a scheme includes:

- Government
- KRA
- RBA
- IRA
- Competing Entities
- Media
- Suppliers
- Members
- Beneficiaries
- Sponsor
- Trustees
- Staff



## STAKEHOLDER MANAGEMENT PRINCIPLES

Stakeholder management is the process by which you **organize, monitor and improve your relationships** with your stakeholders. It involves systematically identifying stakeholders; **analyzing** their **needs and expectations**; and planning and implementing various tasks to engage with them.

1. Identify stakeholders
2. Conduct purposeful stakeholder analysis
3. Focus on engaging stakeholders
4. Establish clear goals & expectations
5. Develop strong stakeholder relations
6. Communicate effectively
7. Consult regularly
8. Involve stakeholders in decision making

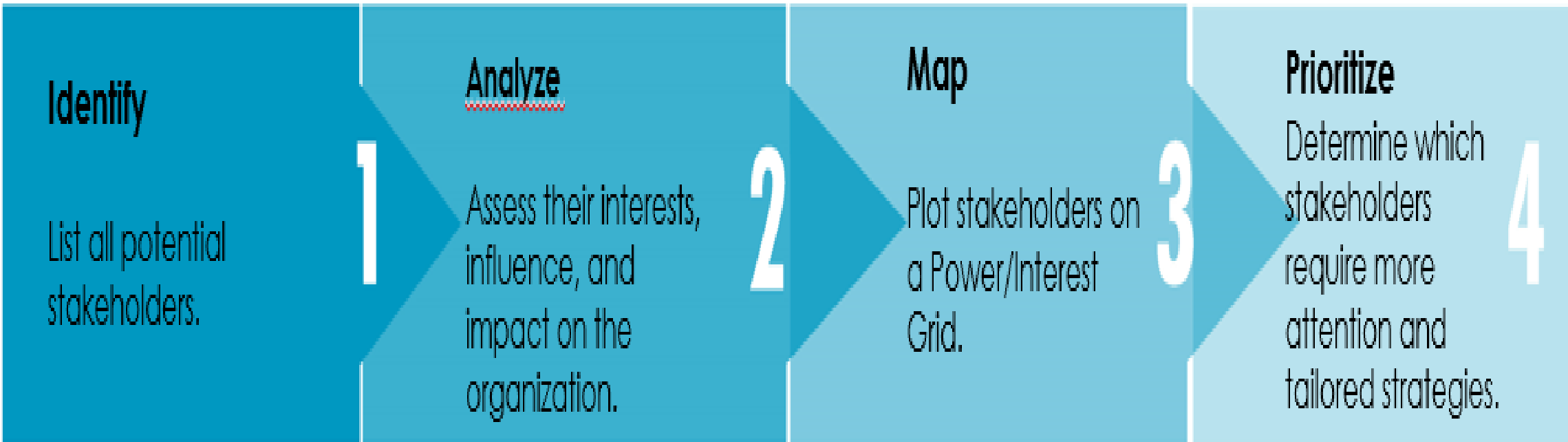


## SAMPLE – STAKEHOLDER REQUIREMENTS

<b>Employees</b>	Ability to pay salaries, wages, and benefits
<b>Suppliers</b>	Capacity to pay a debt for goods or services provided to the entity
<b>Creditors</b>	Future cash flows, the security of debts
<b>Governments, Agencies, and Regulators</b>	Efficient allocation of economic resources, regulating, taxation, national statistics
<b>Customers</b>	Supply of quality goods or services
<b>Equity Investors</b>	Cash flows and share price
<b>The Public</b>	Variable interests
<b>Development Partners</b>	Impact of use of funding



# STEPS IN STAKEHOLDER MAPPING



**Handle with Care**

(wield significant power over outcomes but have minimal direct interest)

- Government regulator/policy maker
- Industry associations or trade groups
- Media outlets or influencers
- Industry analysts or experts
- Key partners or alliances
- Special interest groups/advocacy organizations

**Top Priority**

(have power and significantly influence outcomes)

- Shareholders /investors
- Key customers
- Key suppliers/partners
- Employees & labor unions
- Regulatory authorities & government agencies

**Low Priority**

(have little impact on outcome and have minimal investment)

- General public
- Local community members
- Occasional clients
- Vendors and service providers
- Unengaged employees
- Media outlets/bloggers with limited reach
- NGOs with limited resources
- Passive investors

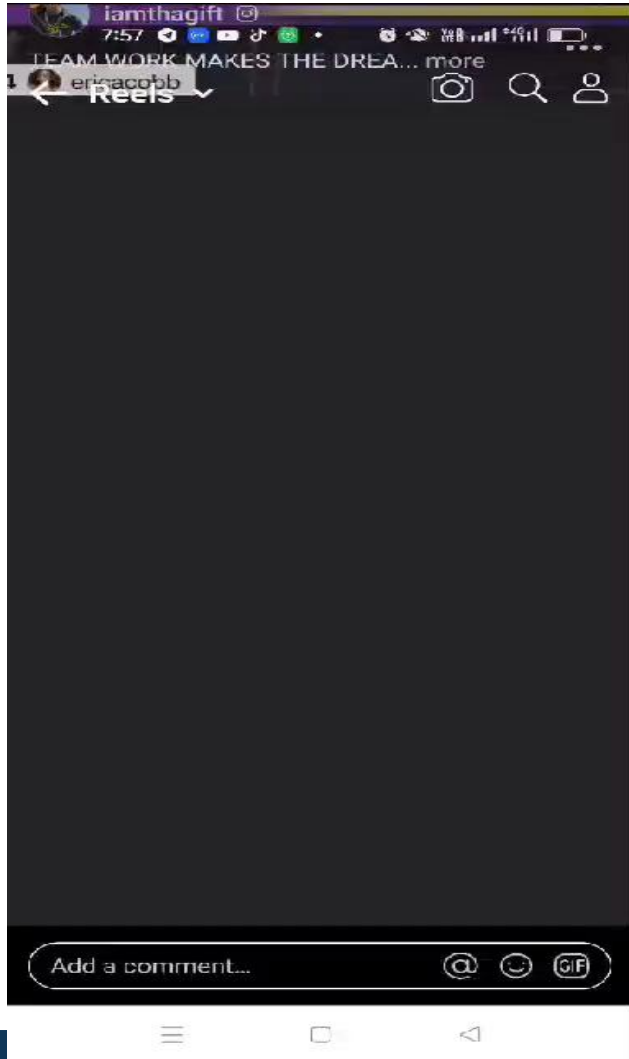
**Need Help to Participate**

(have significant interest but limited power to influence outcomes )

- Small shareholders
- Minority business partners
- Local communities affected by operations
- Suppliers with limited alternatives
- Employees in specialized roles
- Long term contract holders
- Creditors



## IMPORTANCE OF STAKEHOLDER MAPPING



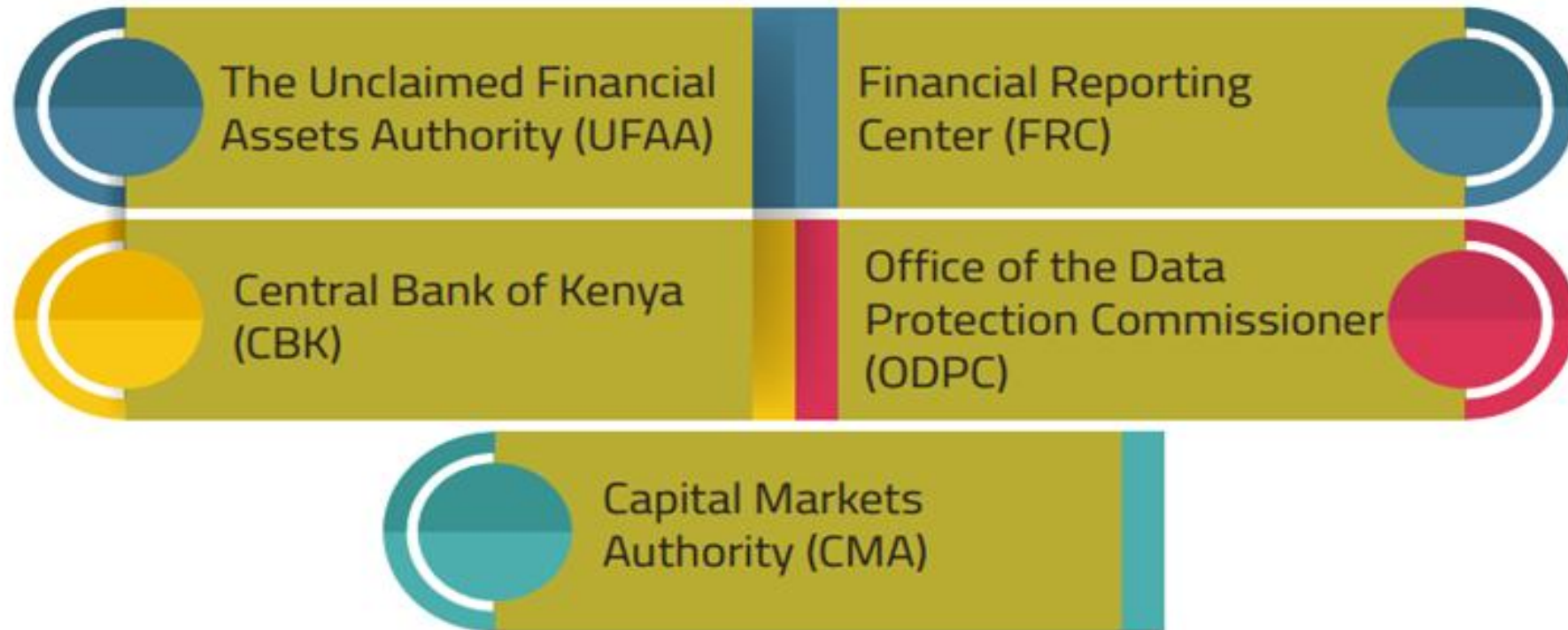
1. Develop engagement strategies to meet specific needs and expectations
2. Alignment with organizational goals
3. Ensures all stakeholders are on the same page and working towards common objectives.
4. Member trust, satisfaction and building relationship
5. Meets legal requirements and promotes good governance practices to avoid potential legal or reputational risks



## IMPORTANCE OF STAKEHOLDER MAPPING

There are other regulatory bodies that may interact with the Retirement Benefits industry stakeholders.

These include but are not limited to.



# IMPORTANCE OF STAKEHOLDER MANAGEMENT

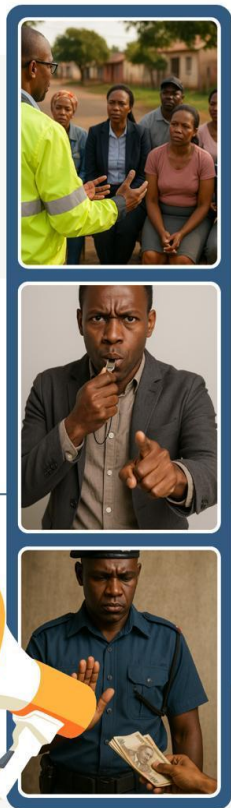

**OFFICE OF THE ATTORNEY GENERAL**  
 STATE DEPARTMENT FOR JUSTICE, HUMAN RIGHTS &  
 CONSTITUTIONAL AFFAIRS

## YOUR VOICE YOUR RIGHT!

**CALL FOR  
PUBLIC PARTICIPATION**

The Office of the Attorney General and State Department for Justice invites your views on:

- Public Participation Bill
- Whistleblower Protection Bill
- Anti-Corruption Laws (Amendments) Bill



**Log in to:**  
<https://publicparticipation.statelaw.go.ke>

7. Management of risk
8. Builds confidence and loyalty among members
9. Conflict management
10. Management of expectations – clear understanding of each perspective
11. Encourages innovation – people, process, product
12. Identifying opportunities and risk – explore insurance cover



# KEY PRINCIPLES OF STAKEHOLDER MANAGEMENT

## Engagement

- Proactive:** Regularly reach out to stakeholders before issues arise.
- Continuous:** Maintain ongoing communication, not just during crises or changes.

## Transparency

- Open Communication:** Share information honestly and openly.
- Regular Updates:** Keep stakeholders informed about developments and decisions.

## Responsiveness

- Timely Responses:** Address stakeholder inquiries and concerns promptly.
- Feedback Mechanisms:** Provide channels for stakeholders to voice their opinions.

## Mutual Respect

- Trust Building:** Develop and maintain trust through consistent and respectful interactions.
- Respectful Interactions:** Honor stakeholder perspectives and contributions.

# DEVELOPING A STAKEHOLDER ENGAGEMENT PLAN

## Define Objectives:

Clearly articulate what you aim to achieve with stakeholder engagement.  
Example: Improve member satisfaction with new digital services.

## Identify Stakeholders:

Use stakeholder mapping to list and categorize stakeholders.  
Example: Members, employees, regulators.

## Develop Engagement Strategies:

Tailor approaches for different stakeholder groups.  
Example: In-person meetings for key players, newsletters for general members

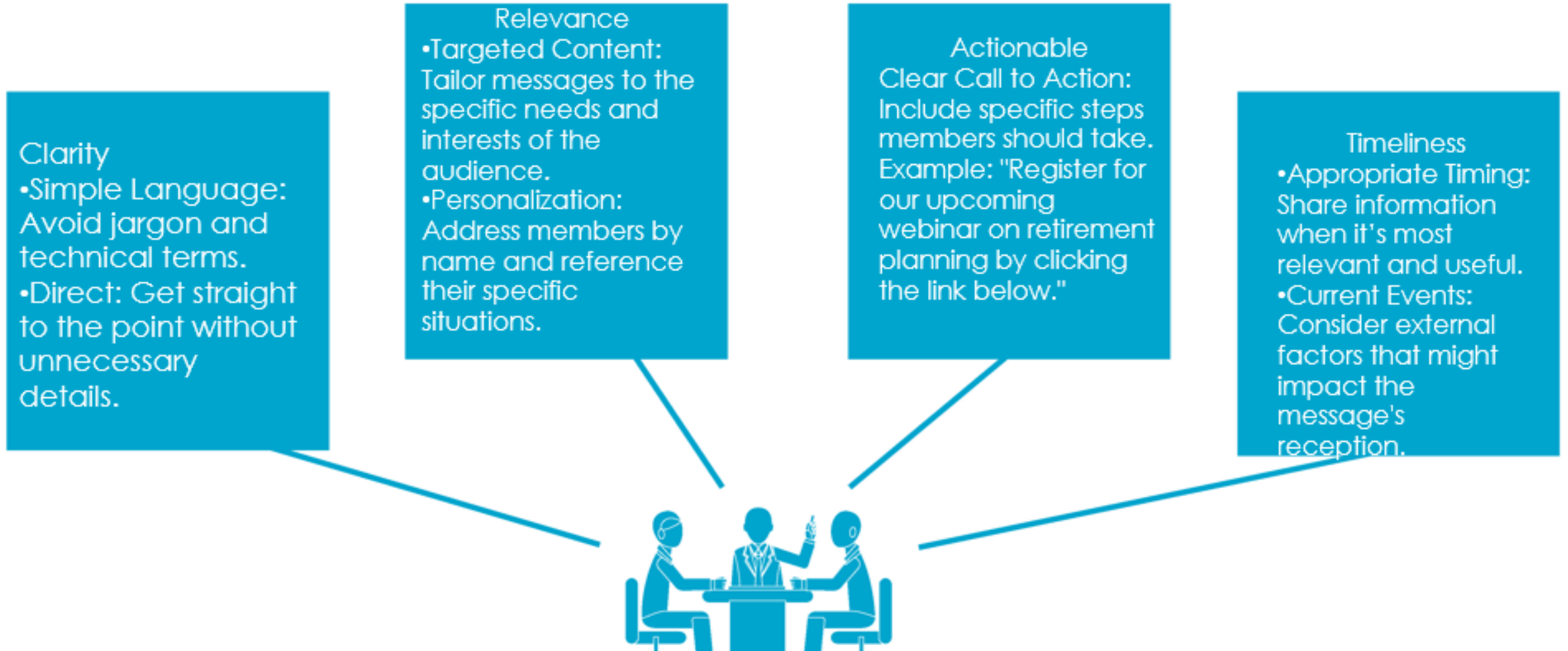
## Implement Plan:

Execute the engagement strategies using appropriate channels and tools.  
Example: Launch a series of webinars on new policy changes.

## Monitor and Review:

Assess the effectiveness of engagement efforts and adjust as needed.  
Example: Conduct surveys to gather feedback and improve strategies.

# CRAFTING MESSAGES



# DIGITAL COMMUNICATION STRATEGIES



## Website

- User-Friendly Design:** Easy navigation, clear layout, and accessible content.
- Regular Updates:** Keep information current and relevant.
- Member Portal:** Secure access to personal account information and resources.



## Social Media

- Platform Selection:** Choose platforms where members are most active.
- Engaging Content:** Use multimedia (images, videos) to enhance posts.
- Interactive:** Encourage comments, questions, and discussions.



## Email Marketing

- Segmentation:** Group members based on demographics or interests for targeted campaigns.
- Personalization:** Customize emails with member-specific information.
- Automation:** Use tools to schedule and send emails automatically.



## Webinars /Virtual Meetings

- Interactive Sessions:** Engage members with Q&A sessions, polls, and live chats.
- Recorded Sessions:** Make recordings available for those who cannot attend live.
- Relevant Topics:** Choose topics that address common questions and concerns.

# BENEFITS OF STAKEHOLDER MAPPING



MMF TITANS: SANLAM vs CIC UNIT TRUST SCHEMES

ASSETS UNDER MANAGEMENT (KSH, BN)

Quarter	Sanlam Live with confidence	Growth	CIC GROUP	Growth
Sep-19	2.0		27.5	
Dec-19	2.7	37%	29.7	8%
Dec-20	6.3	129%	43.0	45%
Dec-21	8.6	37%	56.3	31%
Dec-22	15.8	84%	61.3	9%
Dec-23	25.1	59%	63.3	3%
Dec-24	62.7	150%	82.5	30%
Apr-25	97.7	56%	87.0	5%

Source: CMA, Company Fact Sheets

Abojani Investment  (@TheAbojani) on X

Sanlam VS CIC ..... For decades now, CIC has dominated the industry by managing the largest Unit Trust Scheme. But the tides are turning. For the first time in history, we could witness a new player become the first fund manager to cross the Ksh 100 Billion mark. Sanlam's

## 1. Partnerships & Collaborations (Public & Private)

- Identify relevant industry experts with specialized skills for transfer of knowledge
- Identify **strategic partnerships** e.g., kasneb/RCPSB Huduma Centre, MTRH linda mama, Mwamba TF/Life underwriters, Sanlam/StanChart, Safaricom/Banks, KeNHA/ELC, Rukisha/Master card for diaspora remittance, StanChart/Art Café, construction of Homabay County HQ/CPF, Usahihi Expressway/CPF, etc
- Capacity building** through partnering with reputable academic institutions e.g., CPF/Strathmore/KSG for Leadership Incubation Programme

## 2. Identification of Threats

Sameer Africa (Yana Tyres) killed by Auto Express – should have exploited the partnership to ensure sustainability

## BENEFITS OF STAKEHOLDER MAPPING

### 3. Placement Contracts

- Ideal for expensive equipment - biometric gadgets, etc
- Offers cost management, profit sharing & minimizes risk

### 4. Philanthropy, Alumni & Friends of the Scheme

- Organize for dinners and cocktails to fundraise through tickets
- Use influential retirees for publicity to maximize attendance
- Host webinars & networking events
- Share impact stories of past donations – CPF Foundation on enhancing the elderly experience
- Develop a mentorship programme to mentor/inculcate saving culture to students
- Reward programmes for donations e.g., ICS construction project
- Include scheme branding merchandise for sale on the website

## 5. Create a Trust Fund

- Register a foundation with clear structures & objectives (e.g., scholarships, welfare for retirees, innovation) to be met from the investment income
- Engage a qualified fund manager & structured CSI for sustainability e.g., Equity Afya, Safaricom tree planting, CPF Foundation on elderly people homes
- Integrate endowment donation culture into major scheme functions
- Include on the website channels of donation to ease the process

# OPPORTUNITIES FOR GROWTH – WEBSITE

## HOME PAGE

- Clear **value proposition** explaining what the scheme offers and why it matters
- Video/Image with content reflecting the scheme's **mission, product** or the **people**
- **Brief introduction** of the scheme with links to full content
- **Call to action** buttons – Learn more, Donate, Contact us, Book Demo, etc.

## NEWS/BLOG/UPDATES

- Articles, press releases, new regulations, **thought leadership** and/or industry trends
- Impact from the success stories and/or case studies, testimonials, statistics & metrics
- Featured Projects & Initiatives – Photos, descriptions, **project results & timelines**, upcoming projects and timelines
- Information about **upcoming events** - Webinars, conferences, or fundraisers

## WORK WITH US

- Careers
- Tenders
- Partnership opportunities
- Contact us info
- FAQs
- Channels for donations
- Branding merchandise on sale

## OUR PRODUCTS/SERVICES/PROGRAMMES

- High level description of offerings and detailed sub-pages for each offering
- Define intended customers
- Show case results & outcomes, impact benefits or success stories

## ABOUT US

- Mission, Vision, Culture & Values
- History of the organization
- Leadership Team – Board & Senior Management with photos and **bios**
- **Service providers**

## DOWNLOADS

- Privacy policy terms & accessibility laws
- Downloads/resource centre - **policies, financials, regulations**

Thank you!



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