

Beyond Automation: Building the Intelligent Pension Institution

23rd September 2026

10:20 am –10:40am

Presented by Patrick Gatere

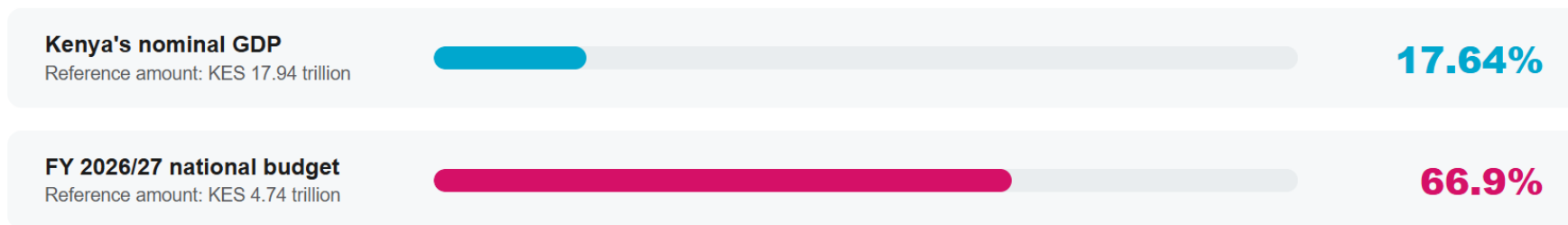
Driving Innovation & Enterprise Transformation | Certified AI Professional| Actuary

KSh 3+ TRILLION

Retirement capital entrusted to Kenya's pension system

AI is entering a system built on one fundamental asset: TRUST.

Can artificial intelligence help us protect, administer and grow this capital better and can we prove that it has?



Source: Retirement Benefits Authority (RBA), Kenya — latest published industry asset figure.

THE SCALE

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USING AI IS NOT THE ACHIEVEMENT. CREATING MEASURABLE VALUE IS.

Did the member
receive their
benefit faster?

Did
administrative
cost fall?

Did errors and
rework decline?

Did material risk
become visible
earlier?

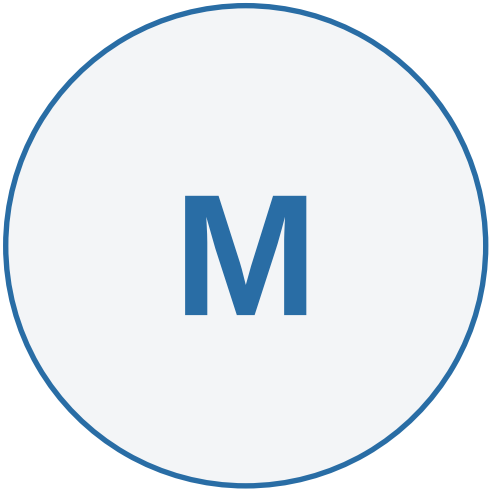
Did the quality of
decision-making
improve?

**AI adoption is an activity. Value creation is the
outcome**

THE PROVOCATION

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MEET MARY



Mary | Age 58

Retiring at 60

31 years of contributions

1 How much do I have?

2 Is it enough?

3 When will I receive it?

4 What should I do next?

*The member doesn't care about our AI.
The member cares about the outcome.*

START WITH THE MEMBER

A SIGNATURE SHIFT

SYSTEM OF RECORD

"Here is what happened."



SYSTEM OF INTELLIGENCE

"Here is what it means — and what may happen next."



We Are Not Replacing A System Of Record, We Are Build Intelligence On Top

SYSTEM OF RECORD TO SYSTEM OF INTELLIGENCE

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• LIVE

From Balance to Understanding

Can AI turn pension data into member understanding — in seconds?

SYNTHETIC MEMBER PROFILE



MARY

58

AGE

60

RETIREMENT
AGE

31 years of contributions

Pension Balance KES 14.8 million

PROMPT

"Explain Mary's retirement position in simple language. Estimate her position at age 60 using the assumptions provided. Identify the Five factors most likely to affect her retirement outcome and whether there appears to be a gap between her desired retirement income and accumulated resources. Do not provide regulated financial advice or recommend a financial product. Give five questions Mary should discuss with a qualified adviser."

AI is converting pension data into member understanding — not replacing professional financial advice.

KEY FINANCIAL POSITION

PENSION BALANCE

KES 14.8M

~USD 115K

DESIRED RETIREMENT INCOME

KES 300K/mo

~USD 2.3K/mo

Monthly salary	KES 600K ~USD 4.7K
Monthly pension contribution	KES 72K ~USD 560
Contribution rate	12%
Other retirement savings	KES 2.5M ~USD 19K
Outstanding mortgage	KES 3.2M ~USD 25K

ILLUSTRATIVE ASSUMPTIONS

Investment return 8% p.a. · Inflation 5% p.a. ·
Salary growth 4% p.a.

- What do I have? What will I have? Is it enough? What could change the outcome? What should I do next?

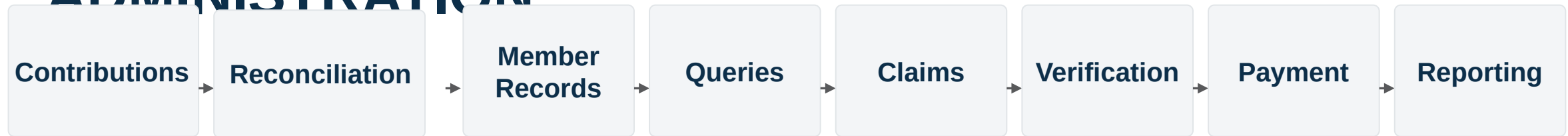
Statistics don't Change

What changed is her **ability to understand her position.**

That is the difference between simply recording information and creating intelligence from it

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THE INVISIBLE FACTORY OF PENSION ADMINISTRATION



FRICITION



WHERE AI INTERVENES



AI attacks administrative friction — redirecting human capacity toward higher-value judgment, expertise, and member engagement

DON'T MEASURE AI. MEASURE THE ECONOMICS.

Metric	Before	After
Claim turnaround	12 days	5 days
Rework	8%	3%
Cost per claim	KSh 1,500	KSh 950

THE QUESTION IS NOT:

“Did the AI work?”

THE QUESTION IS:

**“Did the economics
improve?”**

ILLUSTRATIVE — NOT INDUSTRY BENCHMARKS

OPERATIONAL ECONOMICS

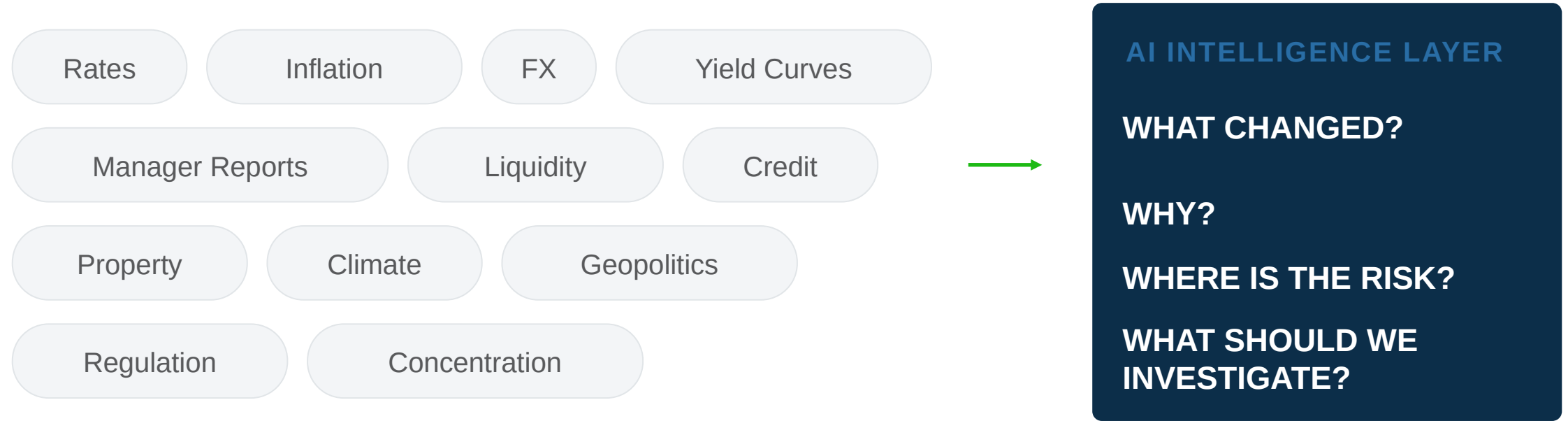
ADMINISTERING THE MONEY IS ONLY HALF THE JOB.

WE ALSO HAVE TO INVEST IT.



Every sustainable basis point matters when applied to trillions of shillings over decades.

AI CHANGES THE ECONOMICS OF ATTENTION.



*The problem is increasingly **not access to information.***

*The **problem is attention.***

investment professionals and trustees have finite time.

The information environment does not.

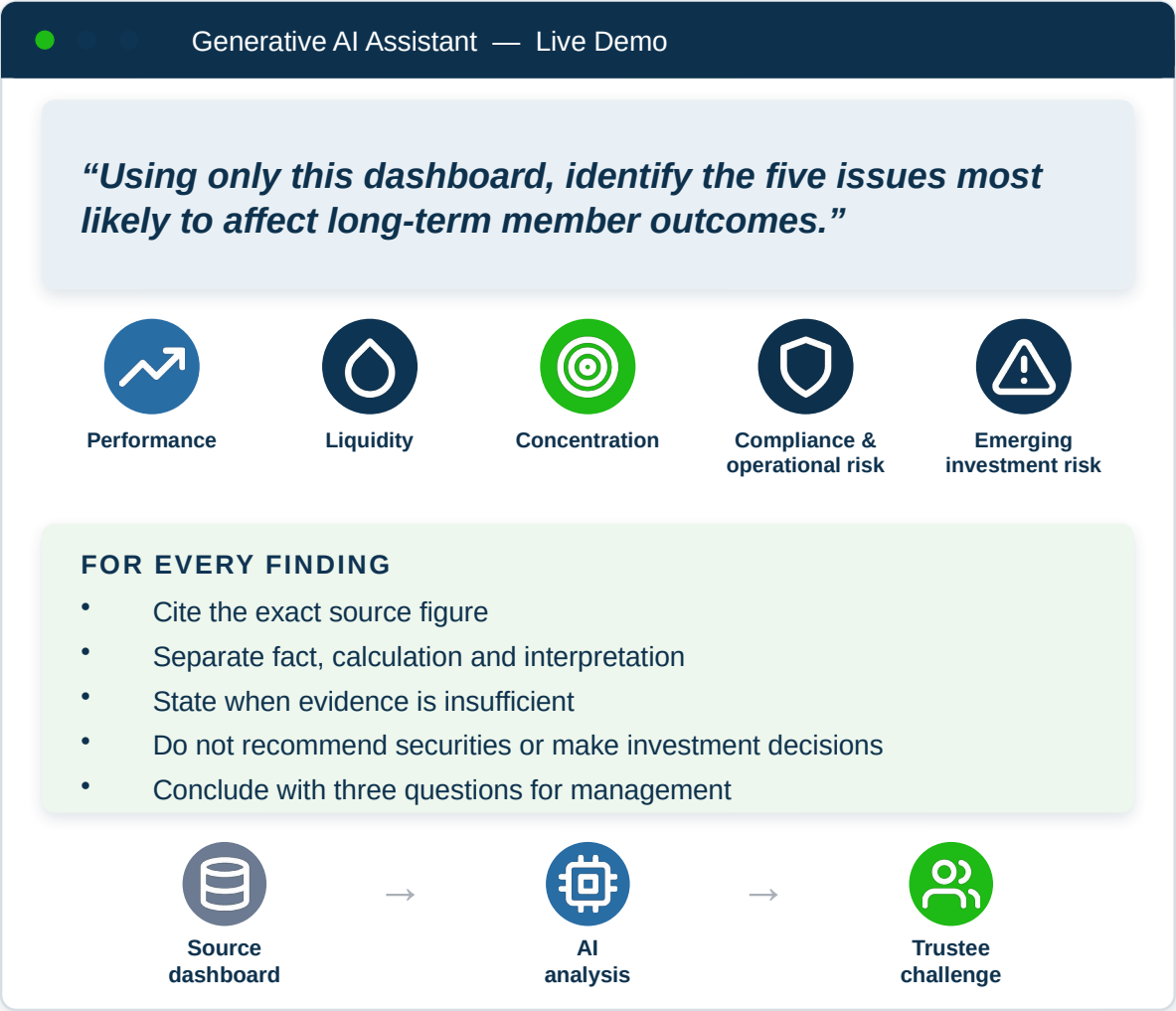
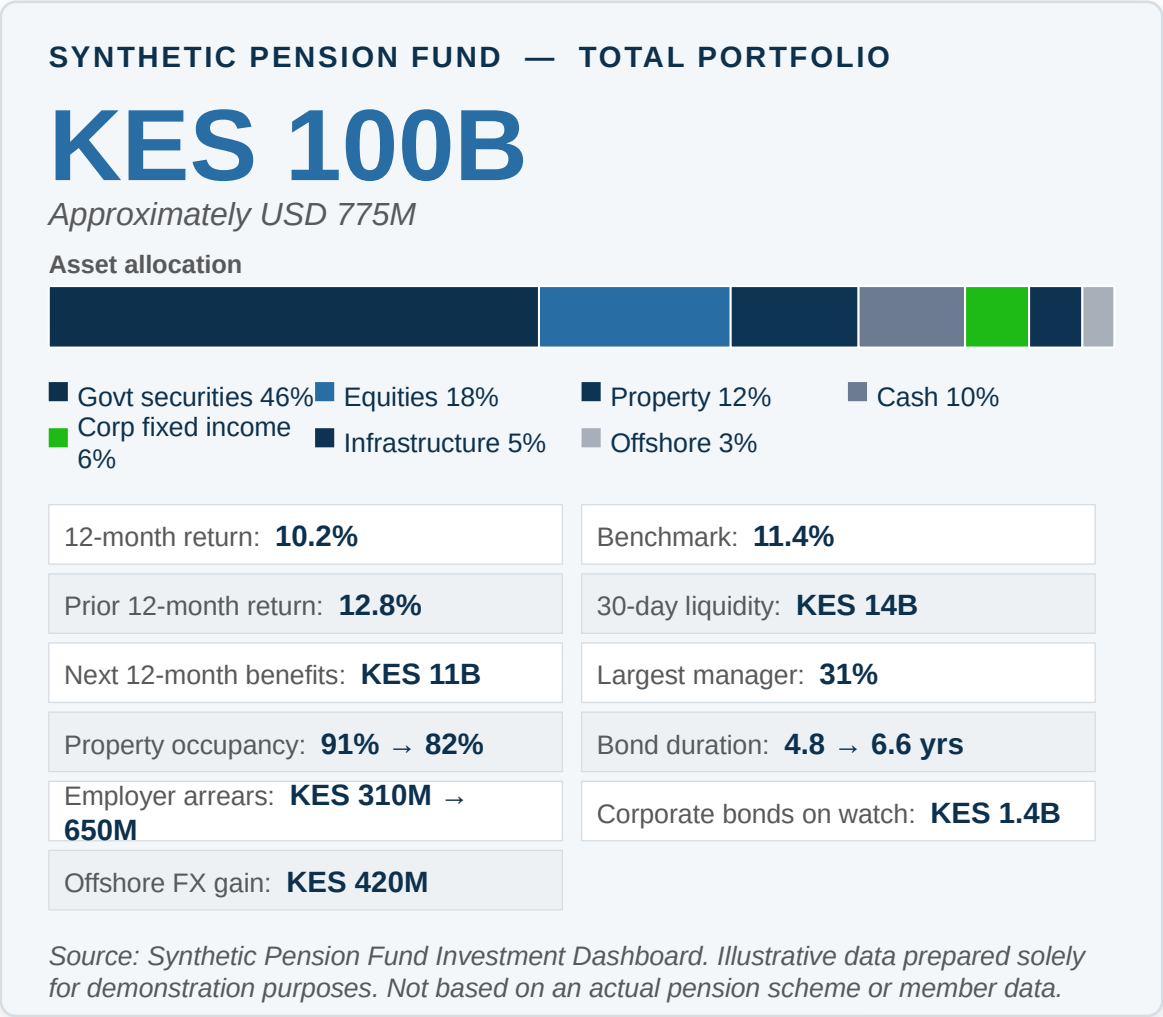
Not AI making investment decisions — AI focusing human attention on what matters.

AI CHANGES THE ECONOMICS OF ATTENTION.

• LIVE

From 100 Pages to 3 Questions

Trustees do not suffer from a shortage of information. **They suffer from a shortage of attention.** So we give AI the dashboard, restrict it to the evidence available, and ask: **"What deserves trustee attention?"**



AI CHANGES THE ECONOMICS OF ATTENTION.

• LIVE

Trustee Attention: What changed? Why does it matter? Where is the risk? What requires investigation?

Prompt Output

PRIORITY 1 — ARREARS

KES 310M → 650M

Employer arrears have more than doubled

Member, regulatory and cash-flow exposure is increasing.

Source evidence: Employer contribution arrears

PRIORITY 2 — INVESTMENT RISK

Occupancy 91% → 82%
Duration 4.8 → 6.6 yrs
Bonds on watch KES 1.4B

Several investment-risk indicators have weakened simultaneously

Property income, interest-rate sensitivity and corporate-credit exposure require closer scrutiny.

PRIORITY 3 — PERFORMANCE

10.2% vs 11.4%
benchmark

Returns have declined and remain below benchmark (Performance)

Management should explain the source and persistence of the shortfall. Prior return: 12.8%)

Immediate concern: employer arrears. **Broader concern:** weakening investment indicators and performance.

Continue monitoring: Liquidity coverage is approximately 1.27× expected benefits. Government securities represent 46%, and the largest manager holds 31%.

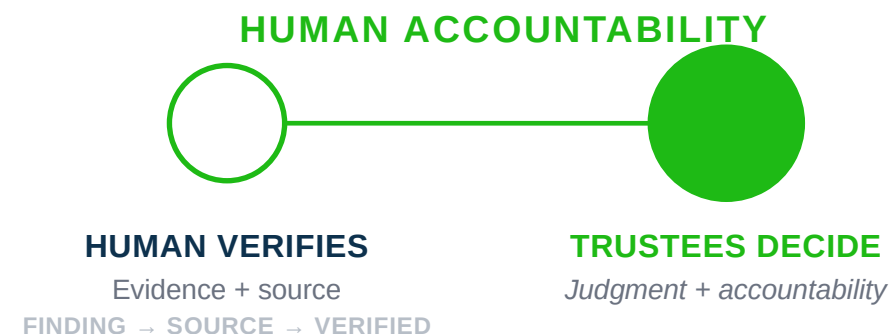
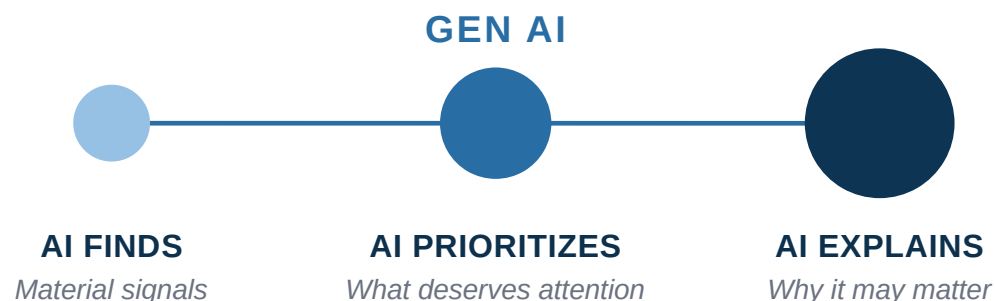
Source: Synthetic Pension Fund Investment Dashboard. Calculations use only figures presented in the source.

AI CHANGES THE ECONOMICS OF ATTENTION.

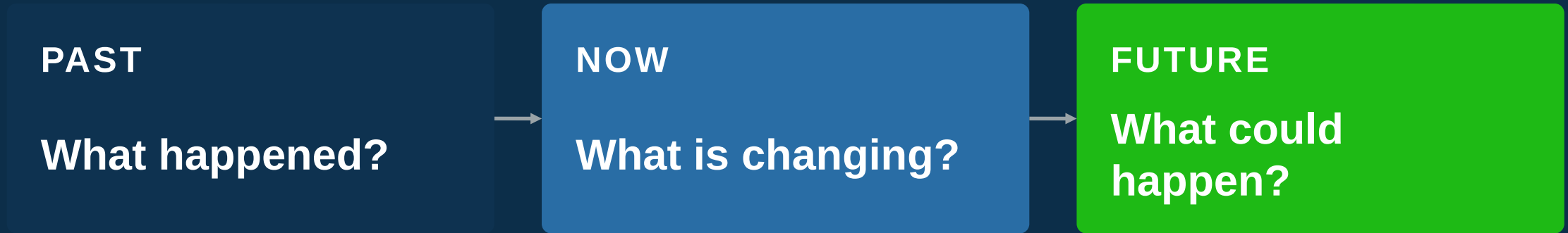
• LIVE Three Questions For Management | Human Accountability

- 1 What caused the benchmark shortfall, and is it temporary or persistent?**
Consider asset-class contribution, manager performance, fees and market factors.
- 2 Why have arrears reached KES 650M, and what recovery actions are underway?**
Clarify the affected employers, ageing profile, member impact and escalation actions.
- 3 What does stress testing show if property, interest-rate, credit and currency risks occur together?**
Explain the possible effect on liquidity, funding and long-term member outcomes.

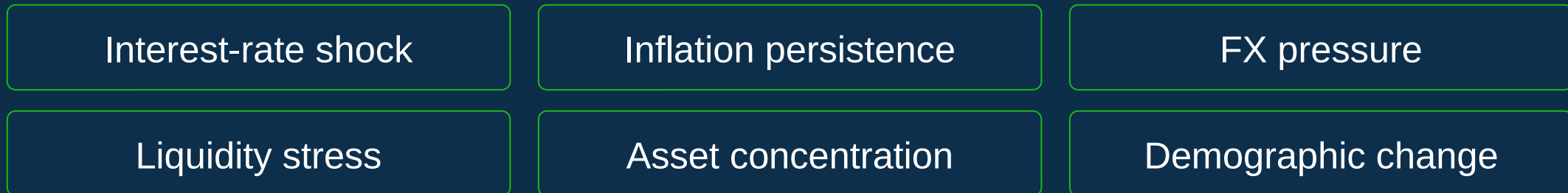
AI changes the economics of **attention** — not **fiduciary responsibility**.



FROM REPORTING TO FORESIGHT



SCENARIOS UNDER THE FUTURE LENS



AI as a structured way of examining plausible futures **before they become realised outcomes**

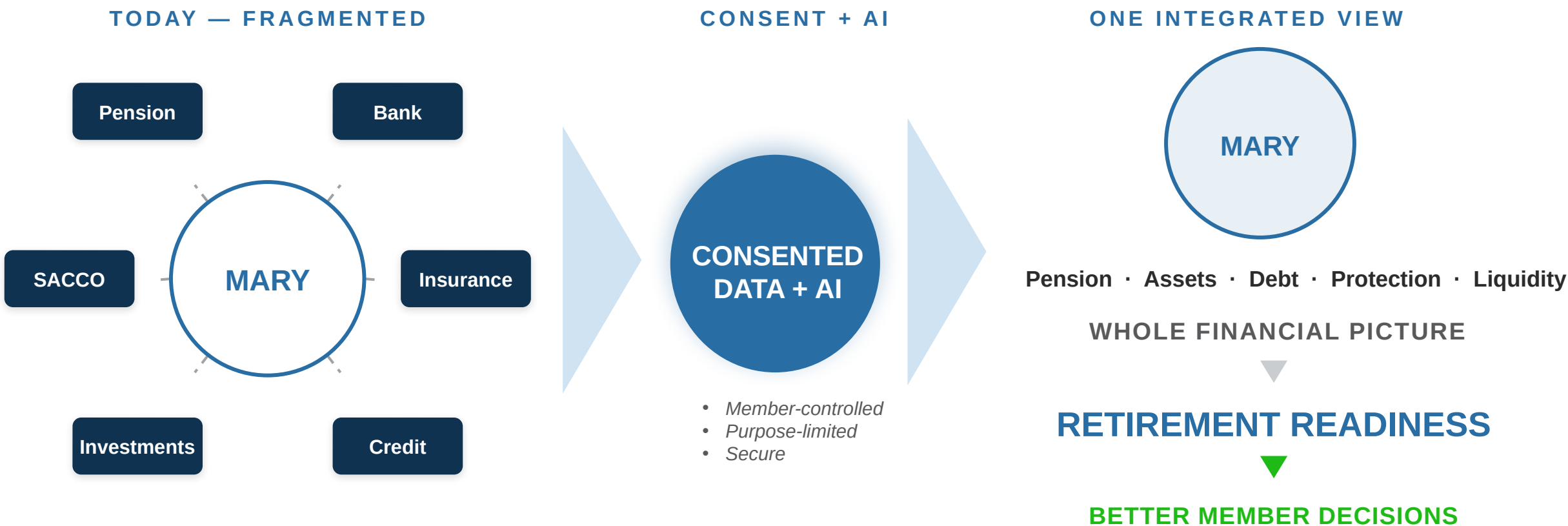
FROM REPORTING → INTERROGATION → SCENARIO INTELLIGENCE

SCENARIO INTELLIGENCE

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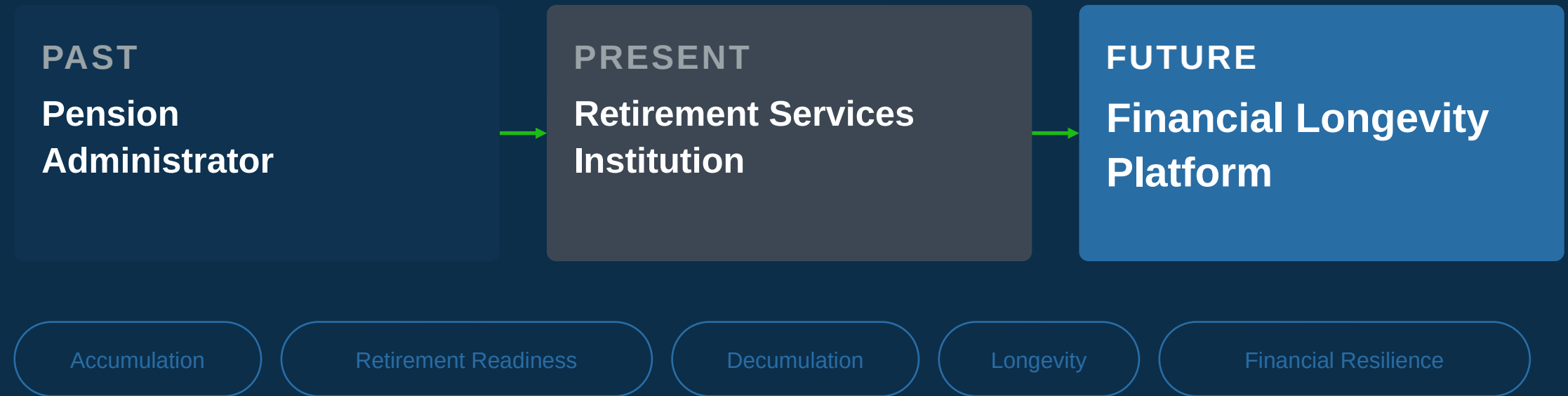
OPEN FINANCE: ONE MEMBER, ONE FINANCIAL LIFE.

Mary has one financial life. Institutions see six fragments.



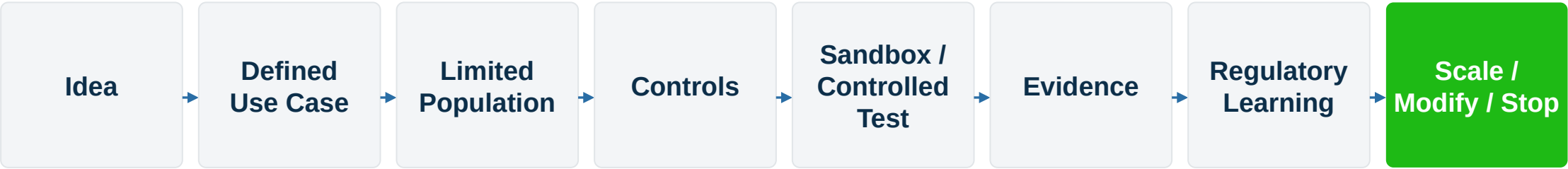
A pension balance tells us what Mary has.
It does not tell us whether Mary is financially ready to retire.

THE STRATEGIC QUESTION: WHAT BUSINESS ARE WE ACTUALLY IN?



Are we administering accounts — or helping people finance longer lives?

INNOVATION NEEDS A SAFE PLACE TO FAIL



A SANDBOX IS NOT A WAY AROUND REGULATION.

IT IS A WAY TO PRODUCE EVIDENCE BEFORE SCALE.



EDUCATION OR ADVICE?

Where does the boundary sit?



HUMAN REVIEW?

When must a person intervene?



VALIDATION?

Is the AI output reliable?



ACCOUNTABILITY?

Who owns the decision?

AREAS FOR CONTROLLED EXPERIMENTATION

AI Member Guidance

Open Finance

RegTech

Digital Identity

Automated Compliance

Investment Analytics

REGULATORY EXPERIMENTATION

CONSEQUENCE SHOULD DETERMINE CONTROL

Who was accountable for that decision? (Governance)

LOW CONSEQUENCE



1 — CONTROLLED AUTOMATION

Summarisation • Classification • Drafting

AI operates within defined controls

MEDIUM CONSEQUENCE



2 — HUMAN REVIEW

*Anomaly detection • Claims prioritisation •
Risk identification*

AI supports. Humans review.

HIGH CONSEQUENCE



3 — HUMAN AUTHORISATION

*Benefit denial • Investment execution •
Financial advice*

Humans approve and remain accountable

THE RISK

Human-in-the-loop is not enough if the human cannot reconstruct what happened.

If a reviewer cannot determine the data used, the policy applied, the actions taken and the approvals behind a past AI-assisted decision, meaningful accountability becomes difficult.

So autonomy should never exceed our ability to **explain and evidence the resulting action.**

REGULATORY EXPERIMENTATION

Algorithms do not carry fiduciary responsibility. People do.

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DON'T ASK HOW MUCH AI WE HAVE.

ASK WHAT CHANGED

01



COST

Cost per member /
transaction

02



SPEED

Turnaround time

03



QUALITY

Errors / rework

04



MEMBER OUTCOME

Understanding /
engagement / preparedness

05



INVESTMENT INTELLIGENCE

Earlier identification of
material risk and opportunity

06



PRODUCTIVITY

Human capacity released
and redeployed

07



TRUST

Complaints / privacy /
incorrect outputs / control
failures

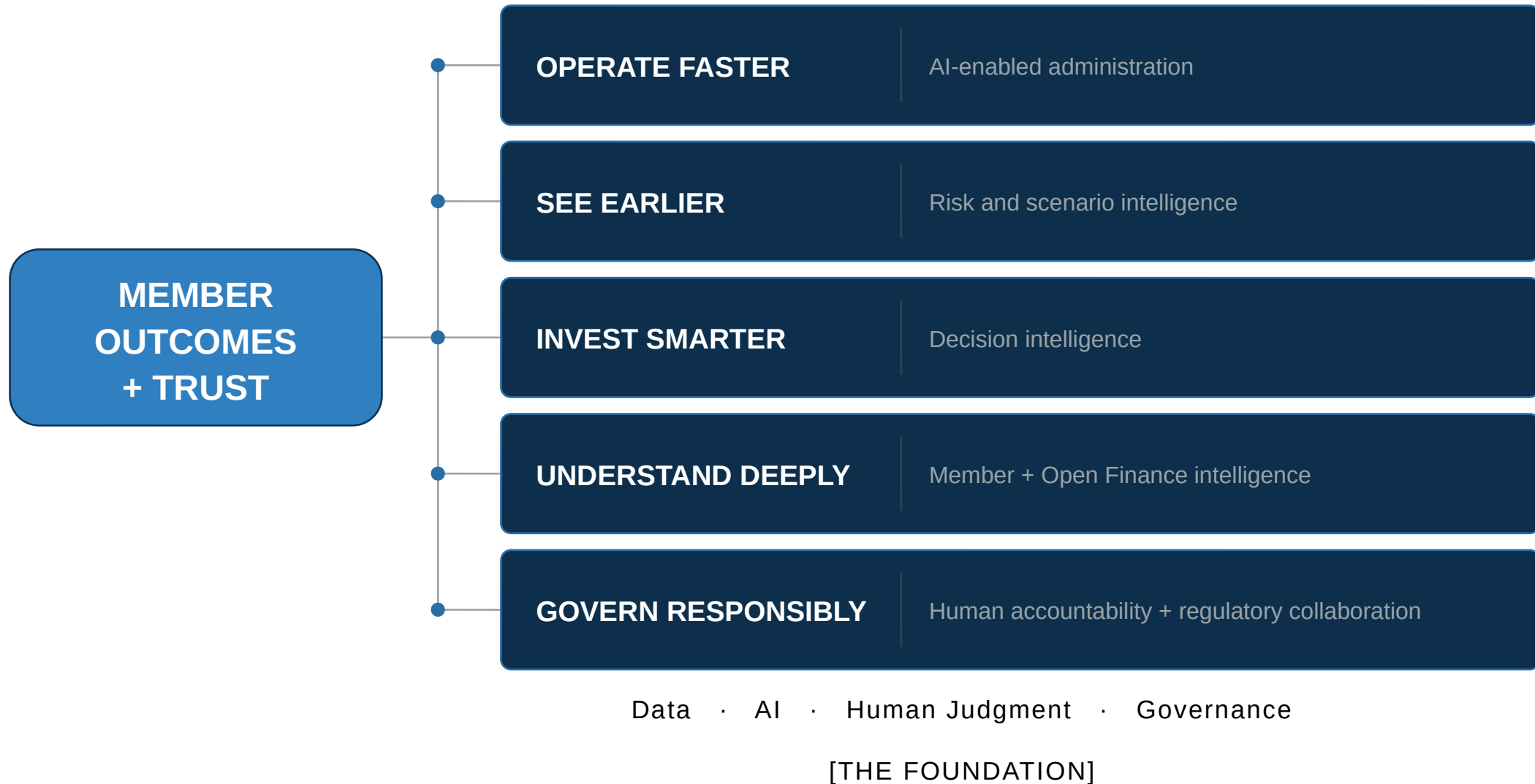
Efficiency cannot come at the expense of institutional trust.

“ One simple capital-allocation test for every material AI use case ”

If we stopped funding this AI use case tomorrow, what measurable value would disappear?

Where does this take us?

THE VISION: THE INTELLIGENT PENSION INSTITUTION



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KEY TAKEAWAYS

- 1 AI must create **measurable value**.
- 2 AI changes the **economics of attention** – humans focus on work requiring judgement, expertise and engagement
- 3 Pensions must evolve from **systems of record** to **systems of intelligence**.
- 4 The greater the **consequence**, the stronger the human control.
- 5 The destination is **the Intelligent Pension Institution**.

Making AI Deliver Measurable Value in Pension Administration · Patrick Gatere, CPF Group

THE FUTURE IS NOT AI IN PENSIONS.

THE INTELLIGENT PENSION INSTITUTION.

Operate faster. See earlier. Invest smarter.
Understand members more deeply. Govern responsibly.

TRUST/FIDUCIARY OBLIGATION.

The institution — not the technology — is the transformation.