



STRATEGY AUDIT AND RISK OVERSIGHT CONCEPT NOTE

1. Background

In an era of complexity, disruption, and stakeholder scrutiny, boards must provide more than compliance—they must demonstrate strategic foresight, risk intelligence, and effective oversight of audit systems. Many governance failures are linked not to a lack of structures, but to gaps in board engagement, understanding, and execution.

The Strategy, Audit and Risk Oversight (SARO) program is a practical training that deepens the board's capability in strategic governance, risk oversight, and audit assurance. It is designed to strengthen board and committee performance in aligning strategy with long-term value creation, identifying and managing emerging risks, and ensuring accountability through robust audit and control systems.

- **Dates:** 3rd – 5th November 2025
- **Venue:** Travelers Beach Resort, Mombasa
- **Fee:** KES 85,000 (exclusive of VAT)
- **CPD Points:** 6
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2. Objective

- To deepen the board's role in driving and reviewing corporate strategy
- To enhance board oversight of enterprise risk management (ERM) and internal controls
- To equip directors with practical tools to guide and interrogate the audit process
- To support alignment between strategy, risk, and performance outcomes
- To promote ethical and resilient governance cultures through informed oversight

3. This training is designed for:

This program is ideal for:

- Board Chairs and Members
- Audit and Risk Committee Members
- CEOs and Senior Executives
- Governance and Compliance Officers
- Strategy, Finance, and Risk Professionals
- Regulators and State Corporation Boards

4. Learning Themes and Topics

Participants will explore the following areas through presentations, case studies, and peer dialogue:

- Strategic Oversight by the Board
 - The board's role in shaping, interrogating, and reviewing strategy
 - Aligning strategy with purpose, performance, and sustainability
 - Red flags and governance questions for strategic plans
- Enterprise Risk Management (ERM)
 - Risk identification, appetite, and mitigation at board level
 - Board dashboards and risk reporting structures



- Navigating VUCA (Volatility, Uncertainty, Complexity, Ambiguity) through effective oversight
- Board Oversight of Internal Audit and External Audit
 - Understanding the audit lifecycle and role of each actor
 - How to engage productively with auditors
 - Responding to audit findings and strengthening internal controls
- Integrated Assurance and Controls Environment
 - Creating synergy between audit, risk, and compliance functions
 - Role of board committees in oversight effectiveness
- Emerging Risks and Resilience Thinking
 - Cybersecurity, climate risk, reputational risk, and regulatory shifts
 - Board readiness and scenario planning
- Fraud Risk and Board Response
 - Understanding fraud schemes and board's duty of vigilance
 - Role of whistleblowing frameworks and ethical leadership
- Case Studies and Governance Simulations
 - Practical walkthroughs of strategy and risk oversight lapses and successes
 - Boardroom dilemmas and responses

5. Expected Outcomes

Participants will:

- Strengthen their strategic interrogation and governance capabilities
- Enhance their ability to oversee risk management and assurance systems
- Contribute effectively to audit and risk committee functions
- Improve understanding of the board's fiduciary, strategic, and ethical obligations
- Foster integrated thinking across strategy, risk, and audit dimensions

6. Facilitation

Facilitators will include governance experts, risk professionals, internal auditors, and board practitioners, ensuring real-world insights and interactive learning.

7. Participation Fee

The participation fee is KES 85,000 per person (exclusive of VAT) and includes:

- Seminar facilitation and learning materials
- Lunch and refreshments for all seminar days
- Certificate of participation

Note: Participants are responsible for their travel and accommodation arrangements.

8. Contact Information

For registration or more information, please contact:

Institute of Directors Kenya (IoD-K)

✉ Email: info@iodkenya.co.ke / ckener@iodkenya.co.ke

☎ Phone: +254 751 498 073

🌐 Website: www.iodkenya.co.ke