

# CSR SERVICE DELIVERY STANDARDS

## 1. Introduction

The Social Security Fund of Rwanda was created in 1962 and mandated to:

- i) Collect contributions from all eligible employers
- ii) Provide benefits to members
- iii) Productively invest excess funds.

The mission of the Fund is to efficiently manage members Funds and provide high quality services to beneficiaries and other stakeholders. The vision is to be the leading social security service provider in the region.

Based on the three principal functions and the guiding corporate statements, the delivery of services is an issue that should be given a lot of attention. CSR should strive to provide high quality, efficient and effective services to the customers and ensure at all times a friendly hand to all its members.

In light of these pre-requisites, CSR deemed it inescapable to set service delivery standards that illustrate the benchmarks for the high quality service and operational efficiency in the service delivery area.

## 2. Objectives

The objectives of setting the service delivery standards for the Fund are outlined hereunder:

- i) strengthening customer relations ships
- ii) increasing compliance of employers
- iii) increase operating efficiency
- iv) enable the Fund achieve its mission and Vision
- v) provide a basis for evaluating performance in the field of service delivery.

### 3. Service delivery standards

Setting realistic and all-inclusive service delivery standards requires a broadened understanding of what constitutes a service standard and what has to be considered in setting service delivery benchmarks. In setting CSR service delivery standards, the following were considered: effectiveness and efficiency, service quality, access to services and equity in service provision.

The methodological approach in this benchmark setting exercise entailed:

- i) specifying the main services the Fund provides to different types of clients
- ii) consultation arrangements with the beneficiaries and other stakeholders to determine their needs
- iii) considering the strategies to remove service delivery barriers and arrangements as to how information about services is to be provided.

After considering all these parameters, the service delivery benchmarks were set as shown in the table below. The benchmarks clearly specify the:

- i) Key service: the service for which the benchmarks are set. All services the beneficiaries and other stakeholders expect from the Fund are considered.
- ii) Service beneficiary: different stakeholders require different services. For accurate setting of benchmarks, each service beneficiary is identified.
- iii) Current practice: This shows how things are currently done. The quantity, quality and timing issues are specified.
- iv) Desired standard: this shows the improvements that have to be made in the current practice.

## CSR SERVICE DELIVERY STANDARDS

KEY SERVICE	SERVICE BENEFICIARY	CURRENT PRACTICE	DESIRED STANDARD	STRATEGY
Processing of pension benefits	Pension applicants	It takes at least ONE month to conclude the processing of a new pension file	5 working days to conclude the processing of a new pension file	<ol style="list-style-type: none"> <li>1. Ensure the employee's career is updated</li> <li>2. Conduct statistical retirement projections</li> <li>3. Upgrade the website to allow online pension applications</li> </ol>
Processing of occupational risks benefits	Occupational risks benefit claimants	It takes more than three months to process the benefits	All investigations and other procedures should not exceed a period of ONE month.	<p>Strict observance of CSR processes and procedures.</p> <p>Upgrading the website to enable police and Hospitals to access the required forms on line.</p>

Payment of benefits	Pensioners	Payments are effected by 15 <sup>th</sup> of the month following the current quarter.	Payments to be effected by 25 <sup>th</sup> of the current month	Strict observance of pension and occupational risks procedural manual.
	occupational risks beneficiaries	It all depends on the time taken to conduct investigations and these may take two to three months.	Ensure the payments are made within a week after establishing the kind of benefit (the type of benefit to be paid has to be established within one month after the claim lodging date)	
Response to written inquiries	Customers and other stakeholders	It takes 5 working days to respond	2 working days to respond	Putting in place a well functioning help desk supported by online systems. Customer service monitoring should also be strengthened.
Response to inquiries made orally	Customers and other stakeholders	It takes a period not less than ONE hour as the help desk officers have to consult the department concerned. The client has to come to the CSR office to request for an appointment.	Put in place a Toll-free line and a team of public relations officers to respond to the telephone calls. Politeness, courtesy and a refined language should characterize public relations officers	Train the public relations officers in all operations of the Fund and more attention should be directed to customer handling
Making appointments	Customers and other	No attention is made in arranging appointments	Ensure the appointment time is	Ensure online services are properly functioning to

	stakeholders	for the clients and other stakeholders. This results into clients spending a lot of time in the waiting room.	respected and the client should be informed of the appointment date and time 2 hours after the receipt of the appointment request form.	timely appointment arrangements.
Response to employer registration requests	Employers	Employers have to come to the nearest CSR branch and collect the registration forms and the registration numbers are issued out after the registration is complete. The registration card is prepared and sent to the registered employees	The employer registration forms should be obtained from the CSR website and registration should be done on line. The registration number should be issued out a day after the receipt of the registration forms and required attachments. In case of any delays, the employer should be informed. The registration card should be prepared and sent to the employee within 3 working days after the date of receiving the registration number.	Upgrading CSR website and ensure that the online registration function is properly functioning.
Response to debt	All Debt	The applicant has to	The application should	Putting in place a properly

clearance certificate requests	clearance certificate applicants	come to the nearest branch office or CSR HQ to lodge the request and the processing takes 2 working days	be made on line and the applicant should receive a response within 30 min.	functioning help desk with support on line systems.
Response to employee account statements	Employees	Employees in need of knowing their account statements go to the nearest branch. The account statement is then printed and given to the client.	Employees should access their account statements on line.	Upgrading the website especially the development of dynamic pages.
Employer declarations	Employers	Employers fill declaration forms and submit in electronic form all declaration details together with the bank payment slips to the nearby CSR Branch office	Introduction of online declarations and creation of interface with banks and Revenue Authority which will be acting as a collection agent.	Upgrading CSR website and IT systems to enable on line declarations & create the desired interface.
Provision of all relevant information	Customers and other stakeholder	Any client in need of any information visits the CSR	All information needed by stakeholders should be posted on the	The unit in charge of Customer Education and Customer Care is to list all

	s	branch office or HQ and gets the required information. CSR also prepares some leaflets and brochures in two languages (English and French). Some information is also posted on the web site.	website. All units making CSR are to ensure that the information that may be needed by stakeholders is posted on the website. The leaflets are also to be available in large print at all reception desks of CSR branch offices and HQ.	information that may be required by CSR clients and request all departments concerned to prepare and post the information to the website.
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