Transforming Service Delivery from Better to Best (B2B) through ISO Standards

Ms. Millicent Akinyi Awiti
Manager, Strategy & Change, National Security (NSSF)
Kenya +254-731-982-006 milly.awiti@gmail.com;

AGENDA
- Who is NSSF?
- NSSF’s Scope
- Rationale
- Our ISO Journey
- Challenges
- Maintenance of the system
- Lessons Learnt
- Growth of the Fund
- Gain from Certification
- Implementation of a Quality Culture “Our Experience”
- Future Plans

About NSSF

- Seasonal Paper No. 10 of 1965 (Poverty, Ignorance & Disease) NSSF was established as a Government Department
- Transformed to State Corporation & handover management to Board of Trustees
- Transformation on Act (NSSF Act No. 43 of 2013)

Our Role as NSSF

- To provide social security to members (Formal and Informal) Through enhanced coverage, efficient registration and collections, prudent Fund management, competitive benefits and exemplary governance.

Types of Funds at NSSF

- There are two established Funds at NSSF:-
  A Pension Fund- A Mandatory Scheme to cater for formal sector workers; and
  A Provident Fund - A Voluntary Scheme to cater for self-employed persons in the informal sector.

NSSF’s SCOPE

[Map showing the scope of NSSF’s coverage]
RATIONALITY

• To improve the corporate image of The Fund
• Successful completion of cycle 1 audits under ISO 9001:2008
• To achieve the strategic initiatives under the internal perspective as outlined in the 2014-2019 Corporate Strategic Plan (undertake business process improvement and develop a shared services strategy)
• To attain operational efficiency
• ISO 9001:2015 is risk based and in line with the requirements of the regulator
• To embed the process approach which is a key component of ISO 9001:2015 in its operations to increase efficiency

THE NSSF ISO 9001:2015 CERTIFICATION JOURNEY

• HOW NSSF TRANSITED TO 9001:2015

<table>
<thead>
<tr>
<th>CHALLENGE</th>
<th>IMPACT</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. External audit by the certification body viewed as an event and not business as usual</td>
<td>Lethargy and panic among staff prior to audits</td>
</tr>
<tr>
<td>2. Monitoring implementation of action points from Management Review Meeting and corrective action plan</td>
<td>Effectiveness of the Quality Management system</td>
</tr>
<tr>
<td>3. Lack of adequate resource allocation</td>
<td>Hamper planning and effectiveness of the QMS</td>
</tr>
</tbody>
</table>

MAINTENANCE OF THE SYSTEM

• 2 Internal Quality audits a year
• 2 external Quality Audits
• Quarterly Management Review meetings chaired by the CEO/Managing Trustee to track and review performance of the system
• Continuous Professional Development Courses for the core team
• Monitoring Quality Objectives
• Carrying out quality checks for the system on adhoc basis
• Adequate budgetary allocation

LESSONS LEARNT

During the three year implementation period, the following lessons have been learnt:
• Managing the quality management system is different from managing functions:
• For effectiveness, managing the quality management system should be looked at as a cross functional process;
• The development of key business processes should reflect strategic priorities, intent and focus on the strategic objectives; and
• It is important to facilitate an internal process to identify and share best practices.