
Improving the quality of public services in Algeria: The case of the CNR in Tizi-Ouzou

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Abstract:

In the age of digitisation and technological innovation, the administration is facing increasing demands from citizens to improve the quality of public services. To meet the demands of users, the Algerian government is taking steps to improve and modernise services through new measures such as digitisation. Through a survey at the National Pensions Fund (CNR) in Tizi-Ouzou, we are attempting to analyse the main thrusts of this approach to customer care.

Keywords : Public service, CNR, modernisation, quality, digitisation.

Jel Classification Codes : J18, H83, M31, L88.

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1. Introduction

Satisfying the general interest and meeting the needs of the population are the main tasks assigned to the administrative authority through its various institutions and collectivities. One of the services in question is health, and more specifically the care of pensioners through the social security system, which occupies an important place in any country's health system.

Users therefore play a crucial role in the design of public services, not to say that they are the very essence of their existence. It is therefore only natural that Algeria, with a view to economic and social development, should adopt a policy of satisfying users of public services by modernising and digitising its administrations.

Far from a competitive perspective, the administrative authority is seeking to strengthen its legitimacy by creating a relationship of trust and serenity with users. While continuing to represent the law and ensure compliance with it, the State is seeking to satisfy the needs and expectations of beneficiaries more effectively.

The Caisse Nationale des Retraites is one of the bodies through which the State exercises its authority, but also provides the services needed to look after pensioners in Algeria and ensure that they enjoy all their rights, particularly in terms of income and health, in order to make their daily lives easier.

However, in a context of digitalisation and technological innovation, users of public services are increasingly demanding and require greater fluidity and ease from the institutions in the provision of services.

1.1. Problematic

From this perspective, talking about improving the quality of services leads us to ask the following question: How can the National Pensions Fund (CNR) in Tizi-Ouzou improve the quality of its services in order to provide services that meet pensioners' expectations more effectively while adapting to technological developments?

1.2. Purpose of the study

Firstly, we want to highlight the importance of digitising services and the need to establish effective communication between the institution and its users. Secondly, we want to identify the strengths and weaknesses of the current system in order to put forward recommendations for optimising the services currently offered by the CNR in Tizi-Ouzou.

1.3. Research methodology

In order to respond to our problem, we used various methods to gather data, such as documentary research, which enabled us to construct the theoretical basis for this study and to list all the information relating to the regulations and legislation governing the operation of the CNR; interviews with CNR staff, particularly in the reception department, in order to understand how it works; and finally, the use of a questionnaire in order to gather the opinions and assessments of users directly.

2. The conceptual framework of the study

Our study falls within the field of social protection economics, which is an integral part of health economics. To this end, our conceptual framework aims to define these main concepts and also to provide theoretical underpinnings to give this paper a certain scientific validity.

2.1. Understanding the basic concepts

This section provides a brief overview of the concepts of health economics and social protection.

2.1.1. Health economics

Health economics is a discipline that stems from a combination of insurance economics, labour economics, industrial economics and public economics. It is broadly concerned with the study of the health sector, the supply of and demand for healthcare, the production of goods and services that can meet the health needs of the population, and the policies and regulations that govern the operation of healthcare systems. The main objectives of this discipline are to optimise the allocation of resources while providing quality care and facilitating access to healthcare services for the population.

It should be noted that health economics stems directly from welfare economics. The WHO defines health as “a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity” (WHO, 1948).

2.1.2. Economics of social protection

The economics of social protection is a sub-discipline of health economics and is built around the principle of national solidarity. It refers to all the institutions, systems and mechanisms that enable individuals to cope with the financial consequences of social risks (illness, accident, unemployment, maternity, family, old age), by guaranteeing them resources in the form of benefits in cash or in kind to compensate for loss of income.

2.1.3. Public services

According to Léon Duguit, a public service activity is “any activity the performance of which must be ensured, regulated and controlled by the governing authorities because the performance of this activity is indispensable to the realisation and development of social interdependence, and because it is of such a nature that it can only be fully realised by the intervention of the governing force” (Jacob, 2011). From this definition we can deduce that a public service is an activity exercised and carried out directly by the State and its institutions with the aim of serving the general interest.

2.2. The quality of public services

According to Jaque Herovitz, service quality “is the level of excellence that the company has chosen to achieve in order to satisfy its target clientele, and at the same time, the extent to which it complies with it” (Horovitz, 2000, p64).

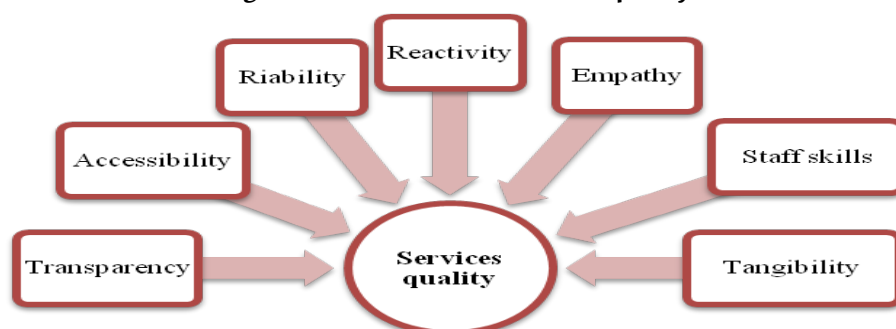
2.2.1. Determinants of service quality

The determinants of service quality are key elements that can influence the perception and effectiveness of the services provided, particularly in the healthcare sector. According to Berry and Parasuraman, there are five determinants of service quality:

- Reliability: a service that meets the administration’s commitments to its users and is provided continuously and accurately.
- Responsiveness; the authority must be able to respond quickly and effectively to users' requests.
- Empathy; the authority must deal with requests on a case-by-case basis, the service provided must be personalised and take into account the specific nature of each situation.
- Staff competence; to provide a quality service, the administration’s employees must be sufficiently trained to communicate with users and listen to them in order to deal effectively with their various requests.
- Tangibility; this is reflected by infrastructures that meet health and safety standards, but also by the modernisation of equipment and the physical appearance of staff. These are all elements that put the user at ease and give substance to the quality of the services provided.
- However, according to our readings, there are two other determining factors;
- Accessibility: this can be physical, through the multiplication of infrastructures, or online, through the digitisation and digitalisation of services.
- Transparency, which can only be achieved through communication that is capable of transmitting information to users clearly and accurately.

So, to be able to judge the quality of a public service, it is essential that it responds to the different determinants that we have outlined below:

Fig.01: Determinants of service quality



Source: Compiled by us on the basis of our readings.

2.2.2. State of public services in Algeria

It is true that Algerian public services are often described as bureaucratic, suffering from administrative slowness and the gangrene of corruption and discrimination.

Today, however, the Algerian administration has to respond to the demands of an increasingly demanding population that is aware of its rights, but above all of the technological developments and digital advances that the rest of the world is experiencing. Citizen satisfaction is therefore at the heart of the Algerian government's concerns, and this is reflected in the following points:

- The adoption of the Constitution in 2020 has given rise to a number of laws and initiatives to promote transparency, good governance and the ethical conduct of public administrations. For example, we cite articles 26 and 27 of this same Constitution, which advocate the commitment of the public service to neutrality and impartiality in the provision of public services, as well as the application of equity, equality and non-discrimination in the distribution of services and in the coverage of the entire national territory.
- The modernisation of public services through reforms aimed at promoting e-governance, which is a guarantee of active and continuous interaction with citizens. The introduction of digitisation in Algerian administrations is a means of responding to various requests quickly and efficiently. It is also a way of involving citizens in the process of improving the quality of public services through online opinion surveys.
- Promoting skills through training, awareness-raising and empowerment programmes for civil servants by strengthening their ability to communicate in order to satisfy citizens.
- Continuous monitoring and evaluation of the quality of public services through the mobilisation of performance indicators such as SDG indicator 16.6.2, which is crucial for evaluating the efficiency, accountability and transparency of institutions in terms of accessibility, quality and equal treatment of requests. This will be done by means of user satisfaction surveys, allowing users to express their feedback.

Generally speaking, the reforms underway in Algeria aim to transform the landscape of public services through an integrated approach that combines modernisation, e-governance and citizen participation. These efforts are vital to ensure that public services can meet citizens' expectations while improving administrative efficiency.

To gain a better understanding of the subject, we are investigating the CNR in Tizi-Ouzou to take a closer look at the efforts being made by the public authorities to improve the quality of services provided to users.

3. Results and discussion

Our survey took place at the National Pensions Fund (CNR) in Tizi-Ouzou, and to carry it out we used a questionnaire divided into two parts, which we distributed randomly to a sample of 120 users. In addition to the

questionnaire, we also held interviews with Fund staff in order to find out more about its overall operation and objectives.

3.1. Presentation of the National Pensions Fund

The National Pensions Fund (in French: Caisse Nationale des Retraites: CNR) is an Algerian social security body responsible for managing and distributing retirement pensions awarded to public and private sector employees. The main objective of this institution is to guarantee the financial security of pensioners by collecting contributions from active workers, managing pension funds and paying regular and appropriate retirement benefits in accordance with the law in force. The Fund's beneficiaries are very varied, and it offers services and initiatives to improve the well-being of pensioners, particularly in the areas of health, leisure and social participation. As the main social security body in Algeria, the Fund was created by decree no. 85-223 of 20 August 1985, which was repealed and replaced by decree no. 92-07 of 4 January 1992 on the legal status of the Social Security Funds and the administrative and financial organisation of Social Security (CNR, 2024).

In order to fulfil its missions and objectives, the Fund in the wilaya of Tizi-Ouzou is represented by a local agency located at Rue des Frères Touabi, Tizi Ouzou. The agency is responsible for Managing retirement pensions and allowances, as well as the pensions and allowances of those entitled to them; Managing pensions and allowances paid under legislation predating 1 January 1984 until their rights are extinguished; Ensuring the collection, monitoring and litigation relating to the collection of contributions intended to finance retirement benefits; Implementing the provisions of international social security conventions and agreements; Providing information to beneficiaries and employers and, lastly, managing the aid and assistance fund in accordance with Article 52 of Law No : 83-12 of 02 July 1983 relating to retirement.

3.2. Analysis of the first part of the enquiry

The first part of the questionnaire concerns the identification of our sample through the following questions:

3.2.1. Breakdown by gender

The sample is divided by gender as follows:

Table 01: Breakdown by gender

Survey Title	Number of Respondents	Percentage
Man	75	62.5%
Woman	45	37.5%
Total	120	100%

Source : CNR Tizi-Ouzou survey, 2024.

The table shows that the vast majority of our sample is made up of men (62.5%), while women represent only 37.5% of all pensioners. This shows that, going back thirty years, the majority of Algerian women did not work and men held the majority of jobs.

3.2.2. Age distribution: The sample is broken down by age as follows:

Table 02: Age distribution

Survey Title	Number of Respondents	Percentage
[Under 30 years old]	10	8.3%
[Between 30-60 years old]	20	16.7%
[Over 60 years old]	90	75%
Total	120	100%

Source : CNR Tizi-Ouzou survey, 2024.

According to the results in the table, the majority of our sample, 75%, are over 60 years of age, which confirms the target audience of the Fund.

3.2.3. Breakdown by employment status

The sample is broken down by employment status as follows:

Table 03: Breakdown by employment status

Survey Title	Number of Respondents	Percentage
Beneficiary	104	86.7%
Right holder	16	13.3%
Total	120	100%

Source : CNR Tizi-Ouzou survey, 2024.

According to the results in the table, the majority of our sample is beneficiaries of the services provided by the CNR, with a rate of 86.7%, while only 13.3% of those questioned are beneficiaries. This shows that pensioners come to the Fund and only rarely send their beneficiaries, or only in the event of their death. This may reflect the fluidity of the services provided by the Fund, which encourages users to come to the Fund despite their advanced age and their difficulty in waiting for long periods.

3.2.4. Breakdown by number of years of membership

The sample was distributed according to the number of years of CNR membership as follows:

Table 04: Breakdown by number of years of membership

Survey Title	Number of Respondents	Percentage
[1 to 5 years]	33	27.5%
[Between 5 - 10 years]	75	62.5%
[More than 10 years]	12	10%
Total	120	100%

Source : CNR Tizi-Ouzou survey, 2024.

The results in the table show that 62.5% of respondents have been members of the pension scheme for more than 10 years. Also, 27.5% of them have between one and five years' use and 10% of them have between five and ten years' use of the CNR. These results may therefore increase the reliability of the results of the next

questions relating to service quality, as the majority of our sample has been using the CNR for more than ten years.

3.2.5. Breakdown by frequency of use per year

The sample is broken down by frequency of use as follows:

Table 05: Breakdown by frequency of use per year

Survey Title	Number of Respondents	Percentage
Once	90	75%
Twice	21	17.5%
More than three times	9	7.5%
Total	120	100%

Source : CNR Tizi-Ouzou survey, 2024.

According to the data collected, 75% of users say they visit the CNR once a year. Otherwise, 21% of the sample says they visit the CNR two times a year, and only 9% say they visit more than three times a year.

3.2.6. Breakdown by reason for visiting the CNR

The sample is broken down by reason for visiting the CNR as follows:

Table 06: Breakdown by reason for visit

Survey Title	Number of Respondents	Percentage
Submitting a family record	95	79.1%
Request for retirement certificate	17	14.2%
Claim	8	6.7%
Total	120	100%

Source : CNR Tizi-Ouzou survey, 2024.

According to the results of the table, most users go to the CNR to present a family card at the counter as proof that they are still alive in order to renew their pension files for the current year. These results confirm previous ones, as they show that pensioners visit the CNR once a year to update their files. Only 14.2% come to request a certificate of retirement, in particular to apply for a visa. Finally, only 6.7% of its users come for various complaints.

3.2.7. Analysis of the second part of the enquiry

The second part of the questionnaire concerns the experience of our sample and their satisfaction with the quality of services provided by CNR. We address this through the following questions:

3.2.9. Breakdown by quality of service

The sample is distributed according to the quality of reception at the CNR as follows:

Table 07: Breakdown by quality of reception

Survey Title	Number of Respondents	Percentage
Satisfied	99	82.5%
Moderately satisfied	11	9.2%
Not satisfied	10	8.3%
Total	120	100%

Source : CNR Tizi-Ouzou survey, 2024.

According to these results, the majority of respondents (82.5%) were satisfied with the quality of reception at the CNR, and only 8.3% were not. However, 9.2% of respondents said they were moderately satisfied. These results confirm that the quality of reception at the CNR is generally very satisfactory, which justifies the “Fi Khidmatikoum” label awarded to the CNR in 2024. This seal of approval is awarded by the Algerian standards institute IANOR.

3.2.10. Breakdown by processing time distribution

The sample was distributed according to the time taken by the Fund to process requests, as follows:

Table 08: Breakdown by processing time distribution

Survey Title	Number of Respondents	Percentage
Fast	97	80.8%
Slow	23	19.2%
Total	120	100%

Source : CNR Tizi-Ouzou survey, 2024.

According to the figures in the table, a large panel of 80.8% of respondents felt that the time taken to process applications was fast. However, 19.2% of respondents felt that processing was slow. Overall, these results confirm that the CNR’s reception service has been awarded the label, as one of the requirements of the label is that a user’s waiting time must not exceed one hour. Also, a CNR agent at the counter must not spend more than five minutes with a user.

3.2.11. Breakdown by clarity of information

The sample was distributed according to the clarity of the information provided by the CNR as follows:

Table 09: Breakdown by clarity of information

Survey Title	Number of Respondents	Percentage
Yes	82	68.3%
No	38	31.7%
Total	120	100%

Source : CNR Tizi-Ouzou survey, 2024.

According to these results, a high rate of 68.3% of respondents said that the information provided by the CNR was sufficiently clear and understandable. This reflects the importance the Fund places on providing information to users in order to maximise the quality of its services. However, 31.7% of respondents felt that the

information was not clear. This may be explained by the difficulty some senior citizens have in familiarising themselves with digitisation, as the CNR is in the process of digitising in order to facilitate the dissemination of information on a large scale.

3.2.12. Breakdown by opinion on administrative transparency

The sample was distributed according to its opinion of the transparency of the administrative procedures used by the CNR to manage files, as follows:

Table 10: Breakdown according to administrative transparency

Survey Title	Number of Respondents	Percentage
Yes	97	80.8%
No	23	19.2%
Total	120	100%

Source : CNR Tizi-Ouzou survey, 2024.

According to the figures in the table and graph below, most of the sample (80.8%) said that the Fund was transparent in its handling of cases and informed users of the slightest changes in the management of their case. Only 19.2% of the sample felt that there was a lack of transparency on the part of the CNR in its handling of cases.

3.2.13. Breakdown by level of satisfaction with services

The sample was distributed according to satisfaction with CNR services as follows:

Table 11: Distribution according to degree of satisfaction

Survey Title	Number of Respondents	Percentage
Satisfied	75	62.5%
Moderately satisfied	31	25.8%
Not satisfied	14	11.7%
Total	120	100%

Source : CNR Tizi-Ouzou survey, 2024.

According to the rate obtained in the table above, 62.5% of users say they are satisfied with the services provided by the CNR overall. However, 25.8% said they were moderately satisfied and 11.7% said they were not satisfied. These results illustrate a certain level of satisfaction which reflects the CNR's efforts to ensure that its users can benefit from the various services under good conditions.

3.3. Qualitative results of the study

This qualitative analysis is based on the verbal exchanges we were able to have with CNR staff and the users surveyed. The following evaluation criteria emerged:

3.3.1. Accessibility

This criterion is used to assess whether pensioners have easy access to services, including the location of branches and opening hours. In the wilaya of Tizi-Ouzou, the agency has eleven (11) reception centres, one (01) archive centre and one (01) calculation centre.

3.3.2. User satisfaction

The Caisse has a section on its website for a user satisfaction survey (<https://enquete.cnr.dz/#sondage>). Through this, the CNR demonstrates the importance it attaches to satisfying the needs and expectations of its users, as well as its willingness to improve the quality of its services while remaining attentive to their needs. It should also be noted that wheelchairs are made available to users at reception if they need them.

3.3.3. Service efficiency

When we talk about efficiency, we are referring to the notion of time, in particular the time taken to process requests and services in general. IANOR's "Fi Khidmatikoum" Quality Label is designed to achieve just that. To keep this label, the CNR in Tizi-Ouzou must meet certain commitments, including that the waiting time for a user at the agency must not exceed one hour. Also, a CNR agent at the counter must not spend more than five minutes with a user.

3.3.4. Technological innovation

CNR is launching a Smartphone application called "Takaoudi". The aim of this application is to make it easier for users to access the Fund's services, to limit the number of journeys they have to make, to relieve congestion at branches and also to raise awareness among senior citizens of the use of technology and digitisation through information campaigns. Users can now access tele-assistance services such as the supply of various medical equipments, and request administrative services offered by the social assistance programme without having to travel. The Fund has also set up an SMS service to enable pensioners to obtain information without having to travel, which also contributes to improving the efficiency of the service.

4. Conclusion

At last, this study gave us the opportunity to deepen our understanding of the quality of care for the elderly within the National Pensions Fund. We identified a number of areas for improvement, taking into account the specific needs of beneficiaries and the requirements of the local socio-cultural environment, in order to ensure better quality services and the well-being of residents. It turned out that, despite the efforts of the National Pensions Fund, there are still shortcomings in the care provided to the elderly, particularly in terms of access to care, the quality of support and the extent to which individual needs are taken into account. There are a number of reasons for this, including a lack of resources, budgetary constraints and logistical difficulties.

In order to meet these challenges and improve the quality of the Fund's service, we propose a number of recommendations. Firstly, it is essential to devote resources to training staff to improve their skills in caring for the elderly, particularly in communication and information through open days. Next, information and awareness-raising initiatives for beneficiaries and their families need to be implemented, to better understand their needs and expectations. It is also essential to make facilities and services more accessible to ensure effective and equitable care for all. In addition, to improve the quality of services, it is recommended that a systematic and integrated approach be adopted that combines the optimisation of processes with continuous evaluation through the use of analytical tools and the involvement of staff in this process. By adopting these recommendations, the Fund can not only improve the quality of its services, but also satisfy its users and strengthen its customer relations.

Ultimately, this study offers valuable insights into how to optimise the quality of care for the elderly within the CNR, by proposing concrete recommendations tailored to local realities. However, it is crucial that Algeria implements a series of reforms aimed at modernising its public services in general, by strengthening skills and promoting transparency and citizen involvement.

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The questionnaire

Thank you in advance for taking a few minutes to answer this questionnaire. Your participation is essential if we are to complete a research project on improving the quality of public services in Algeria.

Focus 01: Personal information

1) Gender

Male ☐ Female ☐

2) Age

Under 30 ☐ between 30- 60 ☐ Over 60 ☐

3) Usage status

Beneficiary ☐ Right holder ☐

4) Number of years of membership

[1-5 years] ☐ [5-10 years] ☐ More than 10 years ☐

5) Frequency of use per year

Once ☐ Twice ☐ More than three times ☐

6) Reason for coming to the CNR

Request for retirement certificate ☐ Submitting a family record ☐ Claim ☐

Focus 02: Feedback

7) Quality of reception

Satisfied ☐ Moderately satisfied ☐ Not satisfied ☐

8) Processing time

Fast ☐ Slow ☐

9) Clarity of information

Yes ☐ No ☐

10) Administrative transparency

Yes ☐ No ☐

11) Level of satisfaction with services

Satisfied ☐ Moderately satisfied ☐ Not satisfied ☐
