

# **Terms of Reference**

## **Kenya Cash Working Group**

**November 2017**  
*(Reviewed March 2019)*

### **1. Introduction**

The use of Cash and Voucher Assistance (CVA) is an increasingly important part of development programming in Kenya, while also now commonly used alongside in-kind support in humanitarian response. There is commitment at all levels across the humanitarian sector to scale-up the use of cash in order to provide aid more efficiently and effectively<sup>1</sup>. At a meeting in June 2017,<sup>2</sup> actors using cash transfers as part of their humanitarian response identified the lack of coordination as a major concern and agreed that a coordinating forum should be established. On 29<sup>th</sup> September 2017, stakeholders from the Government of Kenya, the UN, NGOs and the Red Cross met to form a cash working group (CWG). Although the immediate motivation for the CWG, and its primary focus, is to improve the coordination of cash transfers in humanitarian situations, the meeting agreed that the group should aim at linking up with development related actors and development interventions as well – partly because at the community level these two necessarily interact, and partly to strengthen the links between emergency response and longer-term development.

These Terms of Reference provide a framework for the functioning of the CWG. The work of the CWG will be multi-sectoral in outlook and functioning.

The Terms of Reference will be reviewed annually or if need arises.

### **2. Objective of the Cash Working Group**

Working in close collaboration with county coordination structures, the overall objective of the CWG is to support the effective and efficient implementation, delivery and potential scale-up of quality cash transfer programming in Kenya. The CWG will do this by providing a platform for coordinated action on strategic, technical and operational issues as follows:

#### **Strategic**

1. Drive the development of common policy positions to guide the implementation of CVACVA in Kenya, drawing on national and international experience and good practice.
2. Inform and influence existing and new Government policies which affect CVA.
3. Engage with other sectoral groups to foster working relationship to support the efforts of the Kenya CWG.

---

<sup>1</sup> See CaLP Global Framework for Action - <http://www.cashlearning.org/downloads/calp-framework-web.pdf>

<sup>2</sup> [Use of CVA in Kenya: Reflecting on 2016.2017 Drought Response](#)

4. Engage with and agree ways of working with national and county structures<sup>3</sup>, and support the establishment of county-level cash working groups where needed and appropriate.
5. Promote the harmonization of CVA standards and approaches in development and emergency response programmes, working with government and other partners to develop guidance and operational models that support coordinated and collaborative action.
6. Develop a coherent approach to the use of CVA which complements and supports the development of Kenya's social protection system in times of crisis. In doing so, promote the development of a shock-responsive system that can scale up horizontally (the number of people reached) or vertically (the level of support) and which can be used by all actors to implement CVA in response to crisis/shock or in development programmes.
7. Develop and implement a strategy to advocate and communicate about the use of CVA for a range of audiences including recipients, donors, government, implementing agencies and the Kenyan public.
8. Support the formation and operationalization of county-level working groups where these exist. As well as devising different ways of integrating cash as part of the existing coordination groups.
9. Contribute to the definition of humanitarian needs and responses analysis under the UN country term (HRP, Appeals etc)

#### **Technical**

10. Undertake cash feasibility analysis to consider the conditions under which cash transfers should be used, as well as how CVA should be implemented in different contexts (e.g. sudden on-set vs protracted crisis). Agree on the factors that should be considered to determine the type of transfer (conditional, restricted or multi-purpose etc.) most appropriate to meet these needs.
11. Develop a basis for defining cash transfer values and promote their consistent use by all actors (note: this may require different values for different contexts and needs e.g. drought emergency v population movement).  
  
Determine common methods to be used in market assessments and encourage inter-agency assessments where possible. Assist in the dissemination of comprehensive picture of market assessment
12. Promote understanding of government policies related to CVA among cash actors.
13. Act as a central point for sharing information related to cash delivery in Kenya and capture learning across members to share within Kenya and the wider region.
14. Contribute to and utilize international thinking and practice about CVA to inform quality programming.
15. Establish guidance for CVA data and information management.
16. Raise the profile and use of existing complaints and feedback mechanisms, and introduce these where none exist.

---

<sup>3</sup> Includes but not limited to Kenya Food Security Steering Group, National Safety Net Program, Hunger Safety Net Program, County Steering Groups, Kenya Humanitarian Partnership Team, Kenya Food Security Meeting

## **Operational**

17. Develop and maintain a map of who is doing what/where with CVA.
18. Promote the utilization and support the strengthening of national systems and structures, such as the single registry.
19. Review and harmonize targeting and registration methodologies appropriate to different contexts.
20. Promote and support joint approaches to assessments, programme planning, implementation and M&E.
21. Promote and disseminate tools and guidance to support quality CVA, by considering all the available tools from all stakeholders with a view to harmonization among other resources.
22. Map and jointly engage with Financial Service Providers<sup>4</sup> and explore opportunities for collective bargaining.
23. Improve the skills, knowledge, experience and confidence of cash practitioners in Kenya through sharing of capacity building opportunities such as training.

## **3. Working modalities**

**Participation:** The CWG is open to all organizations involved in CVA in Kenya including representatives of Government, the Red Cross, NGOs (national and international), UN agencies, donors, private sector and research organizations. A meeting where 7 organisations are represented will be considered a quorum.

**Chair/Co-Chair:** The Government of Kenya, through the National Drought Management Authority (NDMA), will chair the CWG and the Kenya Red Cross Society will serve as co-chair. The co-chair position will be reviewed annually.

The Chair and Co-chair will assume the secretariat roles of the CWG to spearhead the work of the group. The Chair will have the authority to ask all cash actors to attend the cash coordination forums and participate actively.

The Chair and Co-chair will lead the group in drawing up an annual CWG work plan, which will be reviewed and approved by a meeting of the overall CWG and published on the CWG web page on CaLP website. The Chair and Co-chair will set agendas for meetings in consultation with the members, ensuring meetings are called and work is moved forward and ensure that the work plan is achieved. This will involve implementing tasks directly, co-opting the assistance of other members or by raising additional resources as needed to move things along and decisions will be passed through a majority collective agreement in a CWG meeting.

---

<sup>4</sup> This is an inclusive term which includes e-voucher companies, financial institutions or mobile network operators – see CaLP Glossary for details.

The Chair or Co-chair will link the CWG with other sector working groups like KFSSG.

**Sub-working groups (national level):** As needs arise, sub working groups or work streams will be formed to take forward specific issues. These groups will be formed to address specific issues and will usually be time-limited. All sub working groups should develop TORs, work plans and will report and be accountable to the CWG Secretariat.

**County CWGs:** County CWGs may be formed, particularly in counties with a high level of CVA projects/programs. These will be Chaired by the County Government, and within the institutional protocols established in each county, but will also be considered affiliates of the national CWG. Minutes of national CWG meetings will be available to the county CWGs, in order to enhance inter-governmental coordination and harmonization. County CWGs may be invited to attend national CWG meetings where appropriate as well as national CWG chair and co-chair may attend County CWG. The county CWG will feed into the National CWG, this will help create cross learning between the county CWGs.

**Documentation and information sharing:** Minutes of meetings will be compiled by the Co-Chair, shared by email with members who attended the meeting and considered final unless comments are received within one week of sharing. The final version of the minutes will be posted on the Kenya CWG web page located in CaLP's website for ease of access. Other documents to be include in the webpage are but not limited to: 4W matrix, information on delivery mechanisms and market studies.

**Terminology:** Given the range of terminologies associated with cash transfers, for the purpose of common understanding, terms and definitions as defined in the CaLP glossary will be followed by the CWG.

**Frequency of meetings:** The CWG will meet on a monthly basis on the third Thursday of every month during non-emergency periods and as frequently as may be needed during emergency periods. Ad hoc meetings may be called on a needs basis. Requests for meetings shall be made by the chair through e-mail.

**Meeting venue:** The meetings will generally be face to face and held in Nairobi at a venue agreed upon by members. Meetings may rotate so that different agencies support, host and meet the costs of meetings.