

The Complementarity Initiative

Bringing Hunger Solutions to Kenya's Safety Net System



Primary school children in Mandera receive Helpline leaflets | © WFP

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Spotlight on... WFP's Helpline

Since WFP Kenya's Helpline was set up in 2013, it has received almost 10,000 calls. The Helpline is a fundamental part of WFP's complaints-and-feedback mechanism, and is particularly critical when WFP introduces a major change in its activities. For example, in 2015, calls increased more than tenfold when WFP introduced *Bamba Chakula* cash transfers into the refugee camps in Kakuma. The Helpline had received 432 calls in the first half of the year, and this jumped to 5,238 in the second half of the year.

WFP has been continuously improving the Helpline over the past three years, based on feedback from our key clients: our beneficiaries. WFP is sharing what we know with the government, to enable the Social Protection Secretariat to set up a toll-free helpline for *Inua Jamii*, the national safety net programmes that provide regular cash transfers to support some of the most vulnerable and poor in Kenya, including: orphans and vulnerable children, older persons, and persons with severe disabilities.

How does the Helpline work?

The Helpline is part of a complaints-and-grievances mechanism designed to improve accountability. It is an efficient mechanism to provide information on-demand to beneficiaries and other community members, solve operational problems, receive allegations of wrongdoing, and solicit feedback from beneficiaries about how to improve WFP's activities.

The Helpline took three full years to roll out (2013 – 2015), but now covers all of WFP's activities across the country, including in the refugee camps in Kakuma and Dadaab. The roll-out involved firstly, training field staff on gender and protection concepts, including how to handle particularly sensitive reports, such as sexual exploitation and abuse. Secondly, beneficiaries were informed about the Helpline through a series of *barazas* (community meet-

ings) and local language radio announcements. Leaflets were handed out at schools, health clinics and workplaces, and posters were put up in key locations frequented by beneficiaries.

The Helpline is answered by professional operators (WFP staff) in Nairobi, who are well versed in WFP's activities and have access to WFP's beneficiary information systems, enabling them to address most issues immediately over the phone. All calls are logged in a secure, web-based customer relations management system that WFP has customised. Issues that require follow-up are escalated to the appropriate officer in Nairobi or the field. All cases are tracked and resolution time is monitored by a committee.



What is the "Complementarity Initiative"?

Quick Recap...

Under the Complementarity Initiative, WFP has committed to supporting the National Social Protection Secretariat over the next 4 years to:

- 1 Develop a **Complementarity Strategy** that describes how hunger solutions are (or will be) integrated into Kenya's safety net system.
- 2 Enhance the National Social Protection **Single Registry** to ensure government has access to and can use data about who is receiving what, where, and under which programme.
- 3 Improve accountability by establishing a strong **Complaints and Grievances Mechanism**, including a toll-free line that anyone can call for information about safety net programmes, or to report a problem or wrongdoing.
- 4 Establish a dialogue on a **Productive Safety Net Programme** for poor and food insecure households to work on projects that contribute to their own and their communities' resilience.
- 5 Roll-out **National Guidelines for Food Assistance Programmes**, to guide programme designers and implementers at the national and county levels.

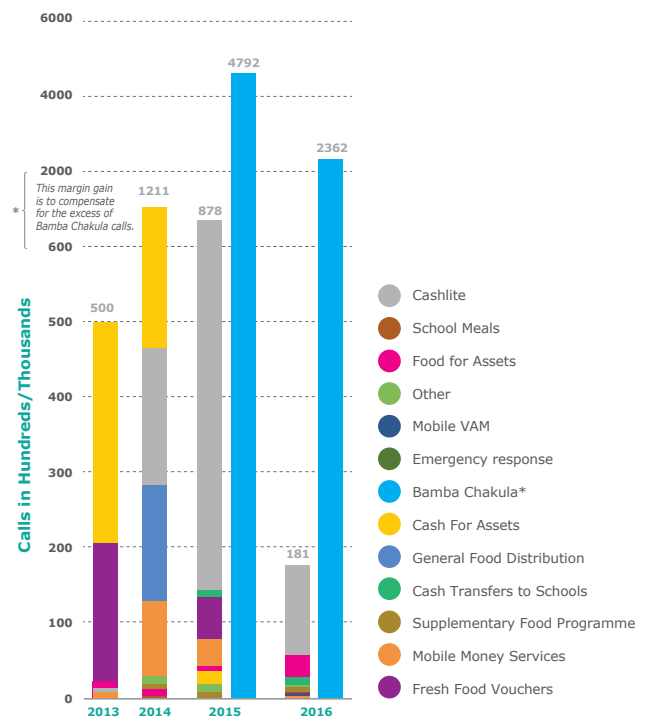
Spotlight on WFP's Helpline

Calls to WFP's Helpline

Since 2013, calls to WFP's Helpline have increased year on year, with 2016 shaping up to be the busiest year yet.



Total calls 2013 - 2016



What do our beneficiaries say about the Helpline?

Twice a year, WFP calls back a random sample of callers to the Helpline, and surveys them to find out what they think about the Helpline, and how the service could be improved.

The last survey was done in January this year. Of the 110 respondents to the survey:

96% were satisfied with how their enquiries had been resolved, and said they would recommend the Helpline to other beneficiaries.

10% said that the service was outstanding.

4% said that the helpline service was unsatisfactory. The reasons given for dissatisfaction were a slow response rate and that they wanted to call for free rather than rely on a callback. To address this, WFP is now rolling out a toll-free Helpline service.

Helpline feedback helps WFP improve programmes

As a result of feedback received from beneficiaries through the Helpline, WFP's programmes have improved in the following ways:

- Beneficiaries know their entitlements and have a place to call if unsure
- Technical issues can be identified and resolved much faster
- Fraudulent trader/agent behaviours can be picked up and acted upon more easily
- School officials abusing the School Feeding Programme have been caught
- High priority complaints of Sexual Exploitation and Abuse are processed in a confidential, systematic and quick manner via the Helpline.

Key learning from the Helpline

WFP values and prioritises the beneficiary feedback captured in its monitoring and evaluation. Among the lessons we have learnt and our plans to improve the Helpline are:

- 1 We know that running the **Helpline costs WFP around USD 85,000** each year and this can cover all of our activities with four Helpline Operators.
- 2 Gradual roll-out is important to manage spikes in calls. **WFP has staggered its Helpline roll-out across several phases since 2013**, to ensure it can manage the new uptake of the service.
- 3 Strong **Standard Operating Procedures** are essential to handle reports of fraud and misconduct.
- 4 Over the past year, the response rate of the helpline has improved two-fold, with calls resolved on the same day jumping from **32% (Dec, 2014) to 78% (Dec, 2015)**. WFP gave Helpline Operators the necessary access to systems such as the SurePay platform, cash transfer module and PIN reset functions to secure faster resolution of customer enquiries.
- 5 In Bamba Chakula, the volume and nature of calls from the Helpline informed the set-up of helpdesks to give on-site support to beneficiaries. As a result, the number of households with **access challenges reduced by over 11,000** in a span of two months.
- 6 Beneficiary Contact Monitoring data from December 2015 shows that in Makueni and Kitui counties around **30% of cash-for-assets beneficiaries** were aware of the Helpline, while **70% of refugees in Daadab and 55% in Kakuma** were aware. This highlights the need for clear and ongoing sensitization on the Helpline.

This is the WFP Helpline, can we help you?

Halkan wa waaxda WFP sidhe ku cawina?
(Somali)



Ayan AWADH

Hii ni huduma ya WFP, naweza kukusaidia?
(Kiswahili)



Mohamed ABUKAR

And with one of those greetings, **Ayan Awadh** and **Mohamed Abukar** are ready to listen, clear up misunderstandings, sort out technical issues, and 'connect the dots' – pretty much anything it takes so that WFP beneficiaries receive their food assistance on time. We asked Mohamed and Ayan to tell us about what they do.

What is the best part of your job?

Ayan: It feels good to know that we solve problems for people who are feeling stressed, confused or uncertain about something. We can save a pregnant woman from standing in line all day just by giving her accurate information on office hours.

Mohamed: There are some callers who are so excited to share their views and are very grateful to WFP for the support. Some people need information about their entitlement or have lost their SIM card.

What part of your job is the most challenging?

Mohamed: It is very difficult when the caller is agitated or upset for some reason.

Ayan: The worst case I can think of was when a woman who was pregnant suddenly lost her unborn baby and longer qualified as a pregnant or lactating mother. We had to sensitively explain that she was no longer eligible to receive the support.

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What are the key skills that one needs to do this job successfully?

Ayan: To do this job well you need to have “listening ears”; no matter what the caller’s tone is you need to be patient.

Mohamed: You must be well organised and have all of the information to answer any question they ask at your fingertips. Sometimes you have to be a mediator between the Cooperating Partner and the beneficiary, which requires you to be impartial and diplomatic. Most importantly, you need to have a customer service mentality.

What would you tell someone who is planning to start a similar helpline?

Mohamed: It is necessary to have a good database that keeps track of all calls that come in, what they are about and how they are resolved. Clear guidance and training for the Helpline operators is essential to ensure quality service.

Ayan: Above all, people who call the Helpline need information, so good communication skills are required. Even when the answer is not what they hoped for, the fact that you are able to explain to them in a calm voice is appreciated. Just having the information helps them to plan their lives accordingly.

Supporting the National Social Protection Secretariat to set up toll-free hotline



Under the Complementarity Initiative, WFP Kenya is sharing the learning from the Helpline to support the Social Protection Secretariat (SPS) to set up a toll-free service for beneficiaries of the *Inua Jamii* programmes (safety nets for orphans and vulnerable children, older persons, and persons with severe disabilities).

In February 2016, WFP led an induction training for the newly recruited toll-free line operators. WFP has seconded one of our most experienced Helpline operators to the Secretariat to support the operators until the service is running smoothly. As a practical follow-up to the training, the newly recruited operators from the *Inua Jamii* toll-free line visited the WFP Helpline in April. WFP staff gave a step-by-step overview of the Helpline operations and answered a range of queries from their SPS counterparts including:

SPS: How do you sensitize your beneficiaries on the Helpline?

WFP: As far as possible, we incorporate Helpline sensitization into activities that are ongoing. For instance, we verbally inform beneficiaries about the Helpline and distribute leaflets at our targeting and registration exercises, and during routine monitoring visits.

SPS: How do you address language needs for all those counties?

WFP: Currently our operators speak Borana, English, Somali and Swahili, but our beneficiaries speak many more languages. Usually, either the caller finds someone to translate for them



Ayan Awadh, one of WFP's operators who supported the Helpline training | © WFP

at their end, or we find someone at our end. We continue to monitor in case the frequency of calls in another language warrants the need for further resources.

SPS: Do you have other complaints-and-feedback channels for WFP activities, or is the Helpline the only one?

WFP: All WFP's programmes have multiple channels in place to address complaints, such as beneficiary committees, helpdesks and field monitors.

SPS: When do you receive the highest volume of calls?

WFP: The Helpline is usually busiest when we introduce a big change into one of our activities, like switching from in-kind food to cash transfers. People use the Helpline to double-check information, or to find out more.

The Helpline also gets a lot of calls when something is not going well in one of WFP's activities, for example, if the cash transfer is late, or the food distribution includes a commodity that people don't like. We always know something is up when the phones start ringing!

Social Protection Brand Book

WFP has supported the Social Protection Secretariat to develop brand identities for: Social Protection: the *Inua Jamii* (national safety net) programme; and the Single Registry to communicate the mission, vision and values articulated by the Government.

The brand book contains guidelines to help all members of staff and partners to portray the Social Protection, *Inua Jamii*, and Single Registry brands in a consistent way through all communication platforms. The book will be instrumental in creating strong and memorable brands to raise and strengthen the profile of social protection in Kenya.

Electronic registration—adding more households to the Single Registry



Registration exercise, Marsabit, April 2016 | © WFP

In April, WFP began electronic registration of asset-creation beneficiaries in seven counties: Baringo, Garissa, Isiolo, Marsabit, Samburu, Tana River and Turkana. By May, WFP had registered 26,600 beneficiaries in Moyale and 26,400 beneficiaries in Baringo, adding 53,000 new households to the 74,800 asset-creation households already in the Single Registry. The registration is a joint undertaking of UNICEF and WFP and includes collecting information on vulnerable children to help inform potential programme layering and is also an emergency preparedness measure.

The registration is expected to finish in July this year, after which WFP can do an analysis (through the Single Registry) of the extent to which households participating in asset-creation activities are also receiving benefits under one of the *Inua Jamii* (government safety net) programmes. This analysis will inform a dialogue about who should be receiving what under which programme, and support harmonization of programmes.



Story worth telling

On 14 October 2015, James Mutisya called WFP Kenya's helpline to report that the 2,049 Kenyan Shillings (20 US Dollars) that WFP had sent him to buy food for his family had disappeared. The 43-year-old has been a beneficiary at Yekanga in Makueni County since 2011.

"I was quite relieved and felt empowered when I called the WFP Helpline. The operator assured me that I would be supported to get my money back, and indeed I did after three days. I appreciate that I was able to get the money and buy food for my family, easing the tension at home."

James Mutisya, WFP beneficiary and Helpline caller

He is a father of four young children aged between 5 and 13 years.

Mohamed Abukar received Mr Mutisya's call and listened to his story. A person posing as a **Mobile Money Customer Care** attendant had called and persuaded Mr Mutisya to give his personal details. The fraudster used this information to withdraw money from Mr Mutisya's mobile money account.

WFP contacted the mobile company's fraud unit who took up the case and the following day reported that the money had been recovered and returned to Mr Mutisya's account.

UNDAF Social Protection mid-term review



The UNDAF Social Protection Group, April 2016 | © WFP

In April, WFP hosted a three-day mid-term review meeting with fellow United Nations agencies, the Ministry

of East Africa Community, Labour, and Social Protection, and other key Ministries engaged in Social

Protection. The four-year United Nations Development Framework (UNDAF) commenced in July 2014, and reaches its mid-term in June this year.

WFP co-leads the Social Protection result under the UNDAF with the Social Protection Secretariat. A report of the results from the first two years, and plans for the upcoming two years, will be available in July.

An interview with

Dr Stephen Kidd

Senior Social Policy Specialist,
Development Pathways

Development Pathways has been working with WFP to provide technical expertise on the development of Kenya's Single Registry, and also with UNICEF to produce evidence to support policy decisions around targeting and transfer values.

We caught up with social protection policy 'guru' Dr Stephen Kidd to talk about social protection in Kenya, and the role that the Complementarity Initiative can play...

From your experience from within the international social protection sphere, where does Kenya stand?

With the exception of Southern Africa, Kenya is beginning to take a lead, ahead of the rest of sub-Saharan



Africa in the way it is developing its social protection policy. The interesting thing about Kenya's development is that while in other countries there's been a lot of push from donors to focus on programmes for poor households only, in Kenya there's been a creation of a system more similar to those in developed countries which is based on the life cycle – with a focus on older people, people with disabilities and children.

That said, Kenya's social protection system is still very small, far too targeted at those living in extreme poverty – an approach that just doesn't work – and needs to expand much more so that all citizens benefit in one way or another from a comprehensive social protection system.

Do you think that by getting social protection right and developing a comprehensive system, Kenya will be able to fully realise its 2030 Vision?

Realistically, Kenya should be looking at investing a minimum of 3% of its GDP in social protection by 2030 to generate the benefits that will lead to a more cohesive and prosperous Kenya. The history of the 20th and 21st centuries shows us that social protection is an absolutely key component of any successful market economy.

All countries should undertake significant investment in social protection. We need to increase the investments in children now to have a competitive labour force by 2030.

There needs to be comprehensive social security systems for older people and people with disabilities, otherwise you're implicitly "taxing"

families to continue to care for the elderly and disabled, which drains the resources they would otherwise invest in their children. And if we look at the interesting work which is going on in Uganda, where they're testing a universal pension, you'll see that it's creating much more dynamic local economies.

As Kenya moves social protection up its policy agenda, what do you see as the most urgent priorities to focus on?

I think there's a lot to be learned from the rest of the world. Kenya's main investment is already in older people, and right across the world, in any social protection system, investment in old age pensions is the biggest strand of social security spending. So it's a matter of building on that and ensuring universal pension coverage in Kenya through a multi-tiered system, with priority given to a universal social pension, effective contributory schemes, and reform of the social security fund.

Supporting disability benefits is another significant priority; again, for Kenya it is a matter of building on the safety net programme that it has put in place for persons with disabilities. Kenya also needs to look again at its programme for orphans and vulnerable children, and turn it into a more conventional child benefit programme.

With an inclusive lifecycle system, the issues that some people keep raising about "double-dipping" lose relevance since vulnerable households can legitimately access the type of benefits that address the needs of their particular family members.

Kenya also needs to rethink its social protection system to perhaps spend less on relief schemes and invest mainly in older persons, disability and children.

Modernising the system, which the Single Registry is trying to do, is important and this includes establishing strong structures at local level for managing programmes. It would be great to move to 'one-stop-shops' for all programmes, rather than having the different programmes operating separately.

KENYA'S SOCIAL PROTECTION SINGLE REGISTRY

BEFORE



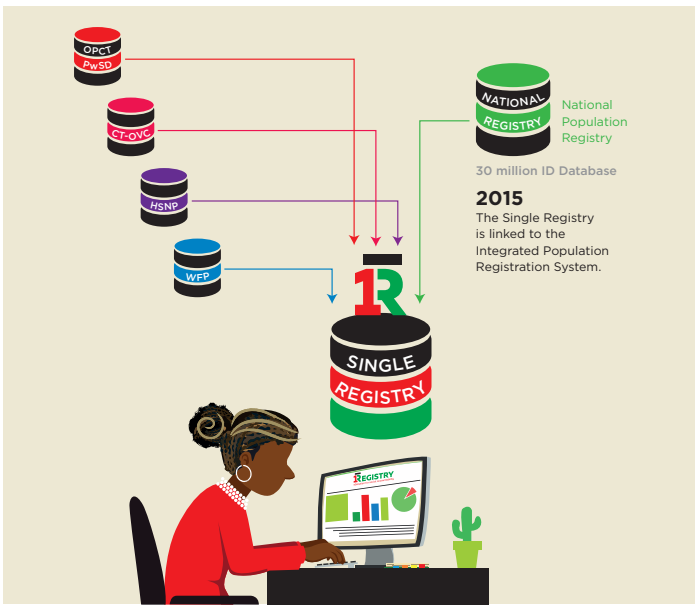
SOCIAL ASSISTANCE CASH TRANSFER PROGRAMMES IN KENYA

By 2012, 3 million people were receiving cash transfers in Kenya from separate programmes. A coordinated way of managing and viewing this information was needed.

THE ENABLING ENVIRONMENT



THE eSOLUTION



THE OUTCOME



LEGEND	OPCT — Older Persons Cash Transfer MIS	WFP — World Food Programme Cash Transfer MIS
	PwSD-CT — Persons with Severe Disabilities Cash Transfer MIS	
	CT-OVC — Cash Transfer for Orphans and Vulnerable Children MIS	
	HSNP — Hunger Safety Net Cash Transfer MIS	

What would you consider as the strengths and areas for development of Kenya's Single Registry model?

There's a lot of misunderstanding around what a Single Registry is. For example, in Indonesia they understand the Single Registry as a targeting database to support the selection of people for schemes aimed at the extreme poor. These types of systems have significant inaccuracies and targeting is not really what a Single Registry is for.

The strength of Kenya's Single Registry is that it's a very different type of system—it's looking at all programmes together and bringing that information into a 'warehouse' to give the government a comprehensive overview of the system and who is receiving what benefits. It has been grown bottom up from the programmes—a very different approach to what has been done in other countries.

As the programmes expand, linking the Single Registry to the ID system and the tax system will help Kenya in identifying people through more conventional means testing or affluence testing, rather than the highly problematic proxy means testing and community-based targeting that are used by some of the programmes at the moment.

If Kenya continues to move forward with an inclusive life cycle social protection system, which is a much better way of dealing with vulnerability,



Crowd gathered at a community-based targeting exercise, Namon. | © WFP

it will become a showcase for other developing countries.

A big challenge for the Single Registry is for social protection schemes to work more effectively at a local level so that when data is updated at local level this will provide real-time updates for national government and allow local governments to be able to use the data and manage their own portion of the data more effectively. This would be an important next step.

What role do you think WFP can play to support the Government to strengthen social protection in Kenya?

Increasingly, developing countries are welcoming other voices. So WFP has an important role to play in bringing in other partners and voices for the Kenyan Government to work with and see the range of alternatives for delivering effective social protection strategies.

Effectively tackling hunger and nutrition won't be achieved without a significant expansion in the national social security system, and WFP's Complementarity Initiative in Kenya

is playing an important role in this. Particularly in the context of climate change, WFP can play a great part in supporting communities to be climate resilient through its asset-creation activities.

WFP builds alliances across the UN as part of 'Delivering as One' which means that there's a stronger voice that can say "Look, we really need more investment if we're going to effectively tackle these issues and not just target the poor but ensure that all citizens have access to social security in line with the Constitution."

Malnutrition is affecting a vast proportion of Kenya's population so WFP has a really important role in encouraging a much broader policy dialogue to look at more ambitious solutions as well as through the more practical elements of the Complementarity Initiative, helping to bring in new technologies to deliver social protection much more effectively.

Comments? Questions?

For more information, write to: kenya.feedback@wfp.org

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