I. INTRODUCTION

1.1 Background: Country Experience in Cash Transfer Programming

The Philippines is uniquely conducive to cash transfer programming because the country has existing systems within the government and private sector that are enabling factors for CTP both in the humanitarian and development context. For a detailed background on the country’s experience in CTP and the evolution of the Cash Working Group Philippines, please refer to the Annex Section of the TOR.

1.2 Establishing a Steering Committee for the CWG: The Rationale

The Cash Working Group based in Manila, being the existing, inclusive mechanism even before Typhoon Yolanda, is the most appropriate body to initiate discussions and advocacy around cash transfer programming in the Philippines. The CWG has brought the voices of other key stakeholders into discussions during Yolanda, such as the government, the private sector in the form of financial service providers (FSPs) and the state bank, Landbank, as well as microfinance institutions. As such, the CWG has been recognized as a necessary platform where important context-based input from such stakeholders could be captured and shared with the community of CTP practitioners and fed into cash transfer programming.

II. CWG STEERING COMMITTEE MAIN OBJECTIVE

To improve humanitarian and development assistance delivered through cash transfer programming, ensuring that CTP is:

- fit for purpose and context in design and delivery,
- timely, effective, and measurable in the way it is meeting the needs of vulnerable Filipinos; and
- accountable to the protection of their rights.

III. STEERING COMMITTEE COMPOSITION

3.1 Membership number and qualifications

The Steering Committee membership is restricted to a maximum of 11 to facilitate reaching a quorum during meetings. The Committee is composed of institutions with long-standing history in the Philippines: NGOs (local or international), UN agencies and the Philippine Red Cross; and which meet the following qualifications:

- Actively involved (directly or indirectly) in implementing CTP in the Philippines; and
- Has a projected long-term presence and operation in the country.

This membership number and qualifications are subject to review and amendment by the Committee as necessary.

3.2 Membership requirements

Institutions, which meet the above qualifications and are interested in being represented in the Steering Committee, are required to accomplish the following:
3.2.1 Submit a Letter of Commitment

The Letter of Commitment must be signed by the Chief Executive or Country Director of the institution, and must include the following:

(a) The names of the designated focal person and his/her alternate.
(b) Authorization to the focal person/alternate to render time and service in performing Steering Committee tasks and functions.
(c) Authorization for the allocation of resources, if needed, to support Steering Committee activities (e.g. hosting /providing meeting venue, coffee/tea service, transportation costs).
(d) Commitment to share information that would benefit the entire community of practice, e.g. CTP lessons, experiences, the 3/4Ws of CTP projects being implemented, innovative initiatives.

3.2.2 Nominate a focal person and an alternate

The focal person and his/her alternate will be tasked to represent the member-institution in the Steering Committee. For the purposes of this Committee, each representative must meet the following qualifications:

(a) Filipino nationals/permanent residents in the Philippines/ Expatriates familiar with the Philippine context, who have been in the Philippines and will stay for a year or more;
(b) Staff of the institution s/he represents as described in 3.1;
(c) Operational CTP staff with experience in previous emergencies; and
(d) Committed to playing an active role and participating regularly in meetings of the Steering Committee and the Cash Working Group.

3.3 Member Institutions

By virtue of their significant experience in CTP in the Philippines and their strategic role in emergency response and development in the country, the following 11 institutions shall be given priority seating in the Steering Committee. In the event that the 11 slots are not filled in by these 11 institutions, invitations will be opened to others who meet the qualifications as stated in Sections 3.1 and 3.2.

- Philippine Red Cross
- Oxfam
- World Food Programme
- UNICEF
- UN-OCHA
- CALP
- ACF International
- World Vision
- Plan International
- Save the Children
- Care International

3.4 Membership validation

Steering Committee membership is automatically validated upon the submission of the requirements in Section 3.2.

3.5 Membership of Government Agencies to the Steering Committee

Relevant national government line agencies such as the Department of Social Welfare and Development (DSWD), Department of Trade and Industry (DTI), Department of Labor and Employment (DOLE), among others will be invited to join the Steering committee as they are the appropriate agencies to deal with in relation to CTP. Recognizing the availability and resources of these agencies, they may opt to be ex-officio

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1 Apply only to Steering Committee membership; intended to promote ownership, sustainability, and leadership of the CWG. Operational agencies with CTP focus in the Philippines are encouraged to view Steering Committee membership as a staff development opportunity for their national cash and voucher focal points. General membership to the Cash Working Group is open to all actors (national or expat) with interest in cash transfer, and other relevant stakeholders.

2 “Staff” refers to either a fixed-term employee or a long-term Consultant.
members and be present when necessary, at the same time act as leads or members on specific task teams that may be established in relation to activities or initiatives as identified by the CWG.

IV. STEERING COMMITTEE ROLES AND RESPONSIBILITIES

4.1 Ensure sustainability of the Cash Working Group Philippines

- Institutionalise the role of the CWG as the inclusive platform for coordination and learning related to multi-sector, cross-sector, multi-purpose CTP in emergency response, preparedness and development activities in the country;
- Ensure the sustainability of the Manila-based CWG as the apex body for all operational cash working/coordination groups in the country (including during emergencies) for harmonisation of learning; tools (assessments; monitoring); better strategic coordination; and cohesive reporting and advocacy to decision-makers;

4.2 Establish CWG linkage with official, in-country coordination systems (national and international) and other key stakeholders

- Establish a link—via OCHA and the Inter-Cluster Coordination Group—between the CWG and the humanitarian coordination system and the decision makers, i.e. the Humanitarian Coordinator (HC), the Humanitarian Country Team (HCT), especially during complex, rapid onset disasters;
- Ensure that CTP as a modality of assistance is well integrated into the Humanitarian Programme Cycle (HPC) mechanisms/activities, particularly on preparedness and strategic prepositioning and partnerships with CTP stakeholders in-country. This integration could be facilitated by OCHA’s membership in the Steering Committee; and
- Maintain link with CaLP Asia as advocate, and as source of evidence-based CTP research and technical knowledge and expertise in the region.

4.3 Provide overall leadership, guidance and support to the CWG

- Provide strategic direction, initiate annual work planning, set meeting agenda
- Create Task Teams or Sub-working Groups in line with prioritized activities, as needed
- Conduct in-depth review/discussions and provide recommendations on matters of concern to the wider CWG membership.
- Establish predictable chairmanship/leadership of the CWG at national (Manila) and sub-national levels, before and after a crisis,

4.4 Promote and facilitate information and knowledge-sharing, including innovations

- Promote information/knowledge sharing, including lessons learnt, good practices, common tools, and strategic coordination.
- Consider/validate common processes and build consensus around key activities related to CTP in humanitarian response and development, such as programmatic considerations, vulnerability criteria, markets and needs assessments, monitoring, data collection and information management, and
- Support/Facilitate/Share CTP innovations, cross-sector/multi-sector learning.
V. STEERING COMMITTEE ACTION PROCEDURES

5.1 Frequency of Meetings and Decision Making Procedures

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<td><strong>•</strong> The Steering Committee will meet at least once a month.</td>
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<td><strong>•</strong> Extraordinary meetings of the Steering Committee may be called at the initiative of any member organization and may take place in person or via video-conferencing or other media as available, as needed. Request for special meeting shall be sent to OCHA for circulation and scheduling with other members.</td>
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<td><strong>•</strong> In order to determine a quorum, 50 plus 1 attendance (in person or through video-conferencing) is set.</td>
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<td><strong>•</strong> In cases of voting, majority vote is determined at 2/3 of the attendees (in person or through video-conferencing), excluding those who abstain.</td>
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<td><strong>Emergency</strong></td>
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<td><strong>•</strong> The Steering Committee and the national CWG will meet as frequently as needed at the onset of the emergency, and then every two weeks, or as determined by the whole CWG.</td>
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5.2 Chairperson and Secretariat roles

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<td><strong>•</strong> Each Steering Committee Member will alternate chairing/facilitation of the Committee.</td>
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<td><strong>•</strong> OCHA will provide coordination oversight and Secretariat support to the chairperson. OCHA will send out notice of meetings, information or announcements in behalf of the steering committee and will be the repository/administrator of documentation and resource materials.</td>
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<td><strong>•</strong> The Steering Committee, will nominate/volunteer/vote Emergency Chairpersons, who will serve as the automatic Chairs of cash working groups at the field level in the event of an emergency.</td>
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<td><strong>Emergency</strong></td>
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<td><strong>•</strong> National (Manila-based) CWG: OCHA will be the de facto Chair/Facilitator/Secretariat of the national CWG, and will activate a communication protocol with Steering Committee Members and designated field-level Emergency Chairs. CaLP (if in-country) will support OCHA in this role and ensure that the CWG has access to technical resources through the Asia regional office.</td>
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<td><strong>•</strong> Sub-national cash coordination/working groups: Designated Emergency Chairs will first attend general coordination meetings in the field to determine the key clusters and partner agencies considering CTP as part of their initial response, particularly unconditional/multipurpose grants. Following consultations with CWG members, including the Steering Committee, as well as field-level stakeholders, the Emergency Chairs will determine the appropriate time to call a CTP-focused meeting. At anytime, Emergency Chairs will endeavor to coordinate with OCHA, Cluster leads, and the Inter-Cluster Coordinator; and hold inclusive meetings and determine from such meetings if there is a need to form a sub-national Cash Working Group. In the event that such a group is established, the Emergency Chair may facilitate a rotational Chairperson/Secretariat arrangement per meeting. Correspondingly, the National CWG and Steering committee will be kept posted by the sub-national CWGs.</td>
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5.3 Knowledge-sharing platform

- Leveraging OCHA’s role in information management, consolidation of 3/4Ws, and its strategic mapping capacity, OCHA will host a knowledge sharing platform for the CWG through a dedicated cash web page in the humanitarian response website.

- This cash-specific link will also be the home of the on-going nationwide mapping of Financial Service Providers’ humanitarian agencies partnered with during Typhoons Haiyan and Hagupit.

- The site shall be the repository for minutes, resource documents, tools, and other materials shared across national and sub-national cash coordination/working group meetings.

- Materials for upload will be submitted to the OCHA cash focal point to be uploaded onto the cash website.

VI. MONITORING AND DECISION-MAKING

6.1 Monitoring Implementation

The Steering Committee will monitor implementation of decisions/priority activities assigned to Task Teams or Sub-Working Groups on a regular basis and will report on progress to the general CWG meetings, highlighting any emerging issues. The Steering Committee will also circulate a summary of its key achievements to the humanitarian community through OCHA Philippines and CaLP Asia. The Steering Committee may also present an annual review, proposal for corrective actions, if any, and activity recommendations to the wider CWG membership.

6.2 Decision-making process

The Steering Committee constitutes itself (i.e. tasks, roles and responsibilities within the Steering Committee do not need to be discussed or approved by the CWG). The Steering Committee is accountable to the following and reports to them on its activities and working results as needed:

- CWG general membership and the CTP community of practice
- Formal humanitarian system, primarily through the ICCG.
- The humanitarian community as a whole.

The Steering Committee is a recommendatory body to the CWG. It is not authorized to make decisions in behalf of CWG. All policy positions, tools and all other outputs of the Steering Committee shall be endorsed to the CWG for review and approval.

The Committee will function as a collegial body, where no hierarchy and line of authority exists. Members will strive at all times to arrive at decisions based on consensus. All decisions will be taken in full respect of the mandates of the individual organisations represented by each Steering Committee Member.