

Output: notes from key informant interviews

Activity 4 - Delivery mechanism assessment report

Compiling results of activities 1-3 into an assessment report offers an opportunity to reflect on the information gathered and come to some conclusions on appropriate delivery mechanisms in a specific humanitarian response context. The assessment report should try to answer the following questions:

- What delivery mechanisms are available and potentially appropriate for this humanitarian response?
- What delivery mechanisms are available but likely not appropriate for this humanitarian response?
- Will any regulatory considerations affect the design of my program? For example:
 - Will the program need to facilitate access to ID documents?
 - Will the program need to keep transfer values under a certain threshold?

The assessment report template contains topics to analyze to identify potential regulatory issues and ways to potentially adapt program design. The report should draw on past humanitarian programs experiences wherever possible and consider delivery mechanism options at the national and implementation area levels. Consider past experiences working with existing FSPs when assessing feasibility. Keep in mind, however, that if FSPs have rapidly increased capacity or changed strategy, past experiences may be incomplete indicators of future performance.

Ideally this report will be shared amongst organizations considering implementing cash transfer programs to minimize redundant inquiries of FSPs and regulators and speed cash start up planning.

Output: payment mechanism report

Activity 5 (Optional) - Provider introduction meetings and Requests for Information (RFIs)

Following or while drafting a payment assessment report, you may want to collect additional details on FSP products and services other than via individual interviews. The activity sheet explains when to use a provider introduction meeting (which is lower resource if you are already in-country) and/or a Request for Information (which can be more in-depth and specific). Neither of these exercises may be necessary if other steps have provided required information.

Output: Providers' meeting or RFI

Phase 2 - Developing and Refining Requirements

Phase 2 focuses on activities that are relevant to a specific program and its process for selecting a delivery mechanism and FSP or PSP. These activities therefore should be led by an implementing agency or consortium member or someone with dedicated attention to this program.

Activity 6 - Defining humanitarian program requirements

Activity 6 is an internally-looking guide to articulate what system requirements are needed to deliver cash transfers in your operational context and program. The questions are grouped around focus areas

generate concrete requirements. Since this exercise is focused on defining the key requirements for providers, the questions are heavily operations- and capacity- oriented.

This activity contains a second worksheet (6.2) 'program estimates', to aid in assembling your program's operational numbers and locations. This specific information is greatly useful for any provider responsible for liquidity management. It will also help you answer some of the specific questions in the requirements worksheet (6.1). If you may not be able to complete this at time of doing the Exercise, we do suggest you aim to complete it as fully as possible before contracting, and share it with your selected payment service provider.

Output: List of requirements necessary for the program. The outputs from these activities will depend on how many program decisions have been made prior to this process.

Activity 7- Ranking Priorities for Provider Evaluation and Preparing Procurement Materials

Activity 7 uses outputs from Activity 6 (and Phase 1 as necessary) and prepare the procurement materials for payment service providers as much as possible, and to solicit responses from providers so you can systematically evaluate them next to each other and design a more systematic way to select the appropriate delivery mechanism. This Activity has two steps:

- 1.) Take outputs from activity 6, and adjust wording to be ready to feed into procurement materials.
- 2.) Prioritize your requirements and preferences, distinguishing between essential and desirable specifications.

Output: Drafted product specification for procurement materials and a ranked list of priorities

Next Steps and Other Use Cases

Following from this point, the implementing agency or consortium would launch a procurement process following their established procedures.

Payments landscape scoping can be refreshed with lighter touch checks to see what information may have changed in preparation for future natural disaster cycles or on a regular schedule. All users of this guide are encouraged to share valuable findings on regulations and their interpretations with cash working groups and other implementing agencies.

The Delivery Guide Activities may be adapted or incorporated into agency guidance however users see fit. Adapt liberally to your needs and share revised versions with others who may be able to use the same tools.