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**PRACTICAL GUIDE FOR TENDERING PROCESS FOR CASH TRANSFER PROGRAMS**

1. **INTRODUCTION**

The purpose of this “Practical guide for tendering process for Cash Transfer Programs” is to provide **practical tips** and **remarks** for an effective, consistent and efficient management of tendering process for Cash Transfer Programs (CTP). The document aims at guiding the identification, evaluation and selection process of Financial Service Providers (FSP) for the support of any type of Cash Transfer activity. The document sets out useful parameters and timelines to plan each single step of the tender, highlighting the key points to be considered when dealing with Financial Service Providers and any other ICRC Department potentially concerned by the tender.

Note that this “Practical guide for tendering process for Cash Transfer Programs” does not replace for the Chapter 4 of the Logistics Field Manual, which remains the primary source to guide Procurement Activities in line with ICRC policy and values.

1. **PRELIMINARY ASSESSMENT AND IDENTIFICATION OF FSPs**

As set in the chapter 4.3.2.1 of the Logistics Field Manual, **the procurement process within ICRC is done in accordance with the “*Financial limits per purchase of goods and services”*[[1]](#footnote-1)**. As mentioned in the SOP for Cash Transfer Programming, *“****The validation threshold for ST approval is the amount to be transferred + fees”[[2]](#footnote-2)***: this means that in most of the cases CTP related tenders shall follow the procedures adopted for > 100’000 CHF procurement. The operational needs therefore lead to a Restricted Tender/Bid meant “*to increase speed of delivery and to prevent potential security problems related to sourcing****”.* The chapter 4.4.2 of the Logistics Field Manual defines the process for a compliant identification and selection of bidders.**

To identify the FSPs potentially interested in offering services for CTP, the Logistics department should first consider **the previous experience gained by ICRC in the country** in terms of Cash Transfer Activities and look at all the related Supplier Registration Files existing in the delegation. In coordination with Program Departments, it is also highly recommended to reach out to **other Humanitarian Organizations and United Nations Agencies** to collect preliminary data about operating FSPs and their presence in the areas of intervention if available[[3]](#footnote-3).

When present, **Cash Clusters or Working Groups are a fast and reliable source of information**, which could also represent a good access point to other active Cash Actors. The kind of details and updates shared within these Working Groups vary from one country to another (usually due to security concerns), but they are surely a good starting point for any mapping exercise of Cash Actors/FSPs. **A good coordination with the National Societies, International Federation and other Red Cross movements operating** **in the country** shall also facilitate the exchange of information and foster the implementation of a standardized approach internal to the Red Cross Movement.

***In some contexts, due to their commercial nature, FSPs might not know the role and mandate of the ICRC; if needed, some information and dissemination material can be requested to the “Communication Department” to be distributed during meetings with them.***

To evaluate the capacity and willingness to actively participate to the tender process, it is highly recommended to organize one on one meetings with each FSP at their place of business prior to launching the tender. This will allow the ICRC to share information with the FSP about **core values and principles guiding the ICRC** as an organization as well as specifics related to upcoming CTP activities (i.e. areas of intervention, estimated caseload, preferred delivery mechanisms etc.). Questions can also be asked to the FSP related to **their capacity and potential** in terms of coverage, experience, network of agents and general knowledge and experience with CTP.

1. **LAUNCHING OF THE TENDER**

Due to the complexity of the dossier, the amount of money usually involved (Assistance Amount + Service Fees to be paid to FSPs) and the different departments to be consulted throughout the process, **a minimum of 3 months should be envisaged from the preliminary meetings with the FSPs to the signature of a contract/framework agreement.**

Very often Tenders for Cash Transfer Activities lead to the signature of Framework Agreements (FAs). Note that in order to have comprehensive FAs, it is important to give the FSPs enough time to prepare and present their offer. In fact, **different activities might require different delivery mechanism, which in turn might lead to different costs and fees. Security concerns (or other aspects as the time/season of implementation) may also affect the nature of activities or mechanisms implemented.** It is therefore important to encourage the FSPs to present an offer for all the services potentially existing in the country to provide enough flexibility to the Program Department and avoid as much as possible the launching of new tenders (which can be very time consuming). **Ideally, the FSPs should be given between 3 and 4 weeks to present their offer.** This aspect may be adapted to the context and the need of the delegation; in countries where the concerned FSPs acquired already a sound knowledge of humanitarian needs and type of intervention this time can be reduced down to two weeks.

Hereunder you can find an example of a GANTT chart which provides a graphical illustration of a **standard schedule for a Cash Transfer Activities related tender.** When “operationalizing” this Chart, the breakdown should be done in days, to better separate specific activities and set exact deadlines when needed. If relevant, additional steps or further details can, of course be added.

While the “Green” section of the Chart is intended to guide the work of the Logistics Unit in charge of the Tender, the colored one at the bottom is meant to give a rough idea of the needed coordination with the departments potentially concerned and involved in the tender. Further explanations for each single department are provided in the following paragraph.

Logisticians in charge of CTP Tender can also refer to the Annex 1 of this paper for a practical and short document to be guided step by step through the Tendering process. These guidelines also mirror the standard ICRC tendering process with additional tips and hints linked specifically to CTP.



* 1. **LAUNCHING OF THE TENDER AND INTERNAL COORDINATION**

As for any other Tender, prior to its launching the Logisticians in charge of CTP activities are requested to collect the contact details of the FSPs reached. The list is then shared with the Logistics center identified for the launching of the tender (ideally the Regional Logistics Center in charge). Like for any other tender, the offers should be sent and received in the E-mail tender box (already used to launch the Tender), or in sealed envelopes in a “tender box” at reception in the delegation launching the tender[[4]](#footnote-4).

As mentioned above, the Logistician in charge of the Tender must ensure a good coordination with other ICRC Departments:

**-Program Department: The Program Department concerned is the one implementing Cash Activities to support the beneficiaries targeted**. In ICRC, EcoSec is usually the lead department using/coordinating Cash Transfers for the assistance to beneficiaries but other departments are showing a grooving interest for CTP (WatHab, Protection, Health, etc.). In fact, it is important to remember that Cash is a tool and not an activity as such, which means that every Program Department could decide to opt for **Cash Transfer activities in the upcoming future.**

A preliminary coordination is needed to launch the assessment of potential FSPs and check the existence of any useful source of information as described in the chapter 2 of this paper. **Further coordination with the Program Department will also allow the Logistics Department to understand the exact goals of the activities, the kind of transfer mechanism potentially required, the amount of money involved and the main criteria to guide selection during the tender process.** This kind of information must be reported in a **Terms of Reference (ToR) to be attached to the Request for Tender (RFT)** sent to the FSPs participating to the tender. Before it is launched, the Program Department should receive and validate the final version of the RFT.

***In case of already existing Cash Transfer Activities, a good coordination with the Program Department is crucial to avoid the disruption of activities due to a possible gap between the expiration of the existing contracts/FAs and the signature of the new ones. Mitigation measures could eventually be adopted by the two departments to avoid any disruption (i.e. extension of******existing Contracts/FA; thorough planning of activities etc.).***

The Program Department should also be invited to the presentation of the tender to the FSPs, during which it could eventually present more in detail the activities planned and answer any questions raised. **The presence of Program Department representatives is also recommended at the opening of the tender[[5]](#footnote-5) for evaluation of the proposals.**

**-Financial Department:** The Finance and Administration Department (FAD) must be aware of the launching of the tender and, if possible, it should also participate in, at least, the introduction meeting held in favor of the FSPs. After the reception of the offer, **the Financial Department must be involved in the analysis and validation of the Audit Reports of the Financial Institution/Companies which participate to the tender.** This is a crucial step to evaluate the financial stability of the FSPs. The FAD coordinator is also the one who can supervise further investigation about the FSPs (i.e. with an ICRC lawyer checking shareholders and public register). Without the Green Light from the FAD Department which certifies the financial strength of the FSP as presented in the Audited Financial Reports, a FSP should be automatically disqualified from the Tender.

**-Legal Department**: the support of the Legal Department at Delegation level (where present) or in GVA is important to **ensure the consistency of the contract/FAs with ICRC standards.** After the selection of the FSPs, the Legal Department could provide useful inputs to adapt the internal standard form and eventually reply **to FSPs’ questions or requests when negotiating the contract/FA.** Most important, the Department (along with the Data Protection Office) should be involved in the discussion about the Data Protection Annex with the FSPs, especially helping the Logistics Department in the identification of potential problems linked to conflicting aspects between ICRC standards and National laws.

**-ICT Department:** The **ICT department should be involved in the Tender Process when the Transfer of Cash entails the use of technology**. Nowadays, this is the case in most countries were ICRC is intervening.Like for the Legal Department, the ICRC department’s expertise is required to advice on the best way to protect the personal data of program beneficiaries. **Handling and storing data in devices and web-servers could expose the beneficiaries to some dangers originated by the mishandling of the data. The role of the ICT department, is therefore to assess the technical capacity of the FSPs as well as the reliability of the technology used.** Already during the presentation of the tender, the ICT Department can give a small presentation of ICRC main requirements in terms of technology and share forms or questionnaire to collect the necessary information from the FSPs. After the selection of FSPs, the ICT department can further investigate the solutions provided by the FSPs to ensure they adhere as much as possible to ICRC requirements.

**-Communication Department:** The Communication Department is not really concerned by the Tender Process. Nevertheless, some support could be requested especially in countries where ICRC has only recently established a presence. In general, suppliers and other potential partner in such countries will not be familiar with Humanitarian principles and values; some dissemination material or an ad-hoc presentation would facilitate the understanding of FSPs in occasion of the preliminary meetings as well as during the tender’s presentation.

* 1. **LAUNCHING OF THE TENDER AND COMMUNICATION WITH FSP**

Immediately after the launching of the Tender, **it is highly recommended to organize a meeting with the FSPs to further explain the structure and the scope of the Tender.** For transparency reasons (and to make sure that the same exact information is shared with all future bidders) meeting all the FSPs at once is preferable.

This open discussion with **the FSP should be used to explain the overall strategy behind the tender but also discuss the practical aspects of the offers, especially in relation to the kind of services offered, their pricing or the obligations of both ICRC and the FSP.** As a matter of example, if ICRC is aware that, in a country, FSPs take into consideration different aspects to calculate the final cost of a service, the Logistics team can insist with the FSPs to present an aggregated offer where all these costs are already included. This would, in fact, ease the comparison of different offers and the creation of a Selection Table. For the same reason, the Logistics team could **insist to get an offer calculated in percentage (%) rather than several fixed costs linked to the amount disbursed** to provide more flexibility to the Program Department and foster the predictability of the financial costs involved.

During the same meeting/s the FSPs could also be encouraged to **put emphasis on specific aspects of their offer (i.e. their network of agents, providing already as many details as possible not only raw figures)** or on their position regarding the crucial issue of the pre-funding/post-funding of the activities (to this regard, please refer to the paragraph 4.1 of this paper). Both the Program and the FAD Departments should be invited to participate to such meeting/s and eventually provide a presentation about the main topics of their concern (i.e. ToR for the program; Financial Procedures for FAD).

1. **OPENING OF TENDER AND SELECTION OF SELECTION OF FSPs**

The rules for the opening of CTP tender mirror those mentioned in the Logistics Field Manual[[6]](#footnote-6) and in CTP Standard Operating Procedures. According to the SOPs *“The evaluation of the proposals must be based on the criteria shared with the tender participants and involve FAD and Program Department”*. **Even though the Program Departments can provide some support to evaluate the offers, it is important that the Logistician(s) in charge of the Tender Process have a sound knowledge of CTP activities and their features.** To be able to coordinate the selection process, ask for an ad-hoc support of concerned departments and benefit from any inputs received (by Line Manager, Regional/Global Logistics resources or by other Departments within ICRC), the **Logistician CTP must master the CTP subject not only in terms of pure logistics procedures but also regarding the repercussion on the programs designed.** Therefore, it is recommended to have a dedicated resource within the delegation to supervise the CTP Tender process and, more in general, the logistics support of CTP activities. The CTP Logistician would then be able to proactively be part of the “evaluation committee…to define the importance and ranking of each criterion” for the selection of FSPs[[7]](#footnote-7).

Ideally, **the *Opening should be done with at least 2 evaluators:* in the specific case of CTP it is advised to have a representative of the Program Department who drafted the ToR present for the opening.** It is important to keep in mind that “*Any change during the tender process needs to be forwarded to all consulted suppliers: if complementary information is required, all suppliers should be treated equally (i.e. extension of closure date, precisions on technical specifications…)”.* In order to keep track of all the communications done and ensure their traceability (especially for Compliance and Internal Audit reasons), all communication must pass through the assigned STM for the Tender and the official channels mentioned in the RFT. **For CTP Tenders, this communication may concern the areas of intervention, a different transfer mechanism originally not reported in the RFT and many other aspects.** One of these aspects thoroughly discussed and analyzed may also be the “Payment terms and the funding of the activities”, an issue which surely requires a specific focus before, during and after the launching of a CTP Tender.

1. **PAYMENT TERMS AND SELECTION OF FSPs**

**The issue of the funding of CTP activities and the transfer of funds to the FSPs (for both assistance and service fees) is vital in the execution of a CTP Tender and selection of FSPs.**

***The capacity of the FSPs to prefund the activities depend a lot on the context and the amount of money involved. Ideally, in every context ICRC should aim at receiving offers for both pre-payment and post-payment of the activities.***

For the procurement of most goods and services, ICRC procedures in terms of payment terms are the following: *“Within 30 days upon receipt of the goods/services (and invoice) …”, “No advance payment or down payment (unless agreed with HQ or the Administrator”)[[8]](#footnote-8)*. In the case of CTP, the above-mentioned procedures apply to the payment of service-fees but not to the amount used for assistance to beneficiaries. **When implementing Cash distributions, the capacity of the FSPs to prefund depends a lot on the context and the amount of money involved.** **Ideally, in every context ICRC should aim at receiving offers for both pre-payment and post-payment of the activities.**

In the RFT, ICRC Logistics must be clear about the procedures and the timing of the post-payment (the 30 days delay is not really an option in this kind of transactions): these aspects must be evaluated carefully with the support of all departments (i.e. what kind of documentation is required for payment? How long does it take to reach FAD office in the delegation? How long for paperwork and signatures etc.). In fact, any delays in this regard could have major impacts at the moment of the payment. Preliminary meetings and ad-hoc discussions after the RfT can help prepare the FSPs to the post-payment option.

**Where no FSPs are able/willing to prefund activities, some coping strategies could be envisaged to mitigate the financial risk born by ICRC.** Initially, the CTP Logistician must always evaluate the financial stability of the FSPs via a thorough analysis of audited annual reports and financial statements shared with the offer as well as any other secondary data available (Newspapers, Internet, National regulating Authorities as Central Banks etc.). In this regard, the support of FAD department is crucial (see Section 3.1 of this paper). **When pre-payment is authorized at delegation level (following a common decision of Logistics, FAD and EcoSec Department), ICRC can ask for bank guarantees to decrease the level of financial risk taken.** When possible (in terms of workload and programs’ objectives), the activities can also be split to reduce the amount of money temporarily transferred to the FSP. During the selection phase, where the offers allow, the CTP Logistician can also decide to select various FSPs with the specific objective of dividing the activities among them, reducing the financial exposure of ICRC. **The latter also ensures the existence of a back-up plan in case of problems with a specific FSP during the implementation period and is particularly important in delegation unfamiliar with CTP.** This pre-payment/post-payment consideration explains why a strong coordination with other departments is required. **It is also important to keep in mind that the post-payment services usually cost more than pre-payments.**

The selection should be based on **a clear analysis and weighting of criteria** highlighting, on one end the ability of the service provider to meet the project needs **(flexibility, experience, capacity, risks etc.)** and, on another end, **all service costs**. When preparing the ST and selecting the FSP, the decision must involve all the parties concerned, including at GVA and regional level, to reach a shared decision about the strategy to apply (Increase the cost to reduce the financial risks? If yes, to which extent? Etc.). The reasons behind the decision taken must be clearly explained in the narrative part of the ST, which is particularly important for CTP for it is meant to detail **1- FSPs selection;** **2- Consideration of context specifics, including risk analysis;** **3- Evaluation of the financial offer (amount to be transferred to beneficiaries and related fees).**

1. **SIGNATURE OF FAs/CONTRACTS AND CONCLUSION OF TENDER[[9]](#footnote-9)**

At the end of the process described above ICRC is ready to sign FAs or Contracts with the selected FSPs. For CTP activities it is highly recommended to opt for FAs which offer more flexibility to the Program Departments[[10]](#footnote-10). As already mentioned, *“****The validation threshold for ST approval is the amount to be transferred + fees”[[11]](#footnote-11):*** this means that the final validation for almost all CTP activities must come either from GVA or the Regional Logistics Hub in charge.

When signing the FAs/Contracts, the CTP Logistician **can ask for the support of the Legal Department, which would also come in handy to foster the Data Protection Dossier, especially in those countries where the National Law might conflict with the Data Protection Principles guiding ICRC intervention.** In such a scenario, it is important to engage the FSPs in a discussion about the potential discrepancies between National and ICRC policies and establish a shared approach with the steps to be mutually taken in case any issue would arise (i.e. if an official authority asks the FSPs to share the list of ICRC beneficiaries).

Once ready, the FAs/Contracts should be taken to the attention **of both the Logistics and FAD Coordinators** (as the amount of money involved in CTP is usually important, even when service fees might be not that high). The amendments eventually added, should also be checked/green-lighted by the Coordinators of the two Departments. To stick to the General procedures and ensure the compliance of the Files to ICRC Financial Rules, the “Rules of Financial Management” set for each mission must be applied[[12]](#footnote-12).

To foster the coordination internal to the Red Cross movement, a clause can be added to all CTP contracts to leave the possibility to eventually extend the services and the prices obtained by the FSPs also to the International Federation of the Red Cross and any other National Societies present in the country (coordination and harmonization of tools, targets and assistance approach is one of the most important aspects of CTP).

***ANNEX1***

**A step by step practical guide to CTP tendering Process**

1. **Draft Tender Time table**

To kick start a CTP tendering process, the logistics responsible should **first draft a timetable** to serve as a guide for the entire tendering exercise, bearing in mind the tentative minimum and maximum period of time required for a CTP tender, from the FSP market assessment to signing of an FA based on the context and previous experience (Usually between 3 – 4 months are required). The logistician managing CTP files must communicate the tender plans to the Program department to facilitate timely finalization and collection of ToR (Terms of Reference) which will in turn help to ascertain the value of the tender in terms of assistance to beneficiaries and service fees to the FSP’s.

1. **FSP’s Market Assessment**

The FSP’s market assessments entails field visits to pre-conceived FSPs place of businesses to introduce the ICRC cash transfer program and assess the possibility of considering the FSPs to participate in the exercise if convinced of willingness, capacity and experience to undertake a CTP program***. See FSP assessment guide in the*** [***RCRM toolkits***](http://rcmcash.org/toolkit/)***.*** The purpose and outcome of this exercise is to shortlist potential FSP’s to participate in the tender.

1. **Tender Planning and Review meeting with Program and head of procurement or Logistics**

To ensure collaboration and synergy, upon the conclusion of market assessment and shortlisting of potential FSPs, planning and review meetings with Program department and Logistics responsible is to be organized to review the tender exercise holistically and analyze further the shortlisted FSPs. This will give every participating partner the opportunity to contribute from the onset and make meaningful suggestions if necessary. Immediately after this meeting, it is advisable to notify and solicit all needed support from the respective departments. **(ICT-Platforms, Legal data protection & regulations, FAD financial status & regulations and Program).**

1. **Review and send Tender documents for Validation and Launching of Tender (RFT)**

As soon as all stakeholders have been consulted and notified of the tender modalities and agreed, a RFT document should be drafted with all necessary information like the pricing templates, ToR, data protection and other required details provided where appropriate. Once completed, this document shall be shared with the person in charge of procurement within the delegation for validation and thereafter, with the cleaned list of shortlisted FSP attached, sent for the Launching of the Tender (usually launched from the regional logistics center). Like for any other tender the use of the STM is mandatory to ensure the transparency and traceability of the whole process.

1. **Pre-Bid Tender Meeting with all FSPs shortlisted (ICRC presenting a few slides to shortlisted FSPs)**

Once the Tender is launched, the next step is to prepare, plan and invite all shortlisted FSPs for a Pre-Bid tender meeting. Depending on the ground realities, the meeting may be organized for all the FSPs at once or break into different groups depending on need, availability of resources, other stakeholders’ preference and the caliber of FSPs involved. Usually, the essence of this meeting is to have the possibility to introduce ICRC to the FSPs holistically in terms of ***who we are, what we do, where and for whom.*** Such meeting/s is also intended toclarify the technical aspect of the tender documents, provide guidance on how their offers are to be completed and received and eventually answer the FSP’s questions. Usually, every concerned departments are invited for this meeting.

1. **Reception of offers and opening as per ICRC Procurement Procedures for a restricted tender**

At the expiration of the bid submission deadline, it is expected that all offers are received through the concerned STM tender mail box or in a sealed envelope in the tender box at the delegation. **Opening of the tender should be done with at least 2 evaluators as per the ICRC procurement manual in pages IV-45.** The date of opening, time, name and signatures of the evaluators should be on all numbered pages of the offers received. For the purposes of transparency and accountability, at least one evaluator from the Program department should be available for opening of the tender offers received.

1. **Post-Bid Tender meeting with FSPs for presentation of offers**

When possible, the FSPs should be invited to present their offers, especially when payment technologies are involved. When relevant, the quality of the presentations made by FSPs can be added to the evaluation criteria informing the selection of FSPs. This meeting may be limited to those FSPs who are participating for the very first time and to the already existing FSPs engaged in previous years if the need arises or when there is a new product and technology offered. Usually, this kind of meeting is done with one FSP at a time, unlike the pre-bid meeting.

1. **Evaluation of offers, draft ST and FA for recommended bidders to GVA validation**

This is a normal ICRC procedure as per the logistics procurement manual. While the logistician responsible analyses and evaluates other components of the offers, FAD should be contacted to evaluate the financial position of the FSPs and the audited annual financial reports. After the successful analysis and evaluation of offers, a draft selection table (ST) should be prepared considering all FSPs who submitted valid offers based on the requirements of the RfT. The completed ST (along with draft FAs for the pre-selected bidders) shall be shared with the person in charge of procurement within the delegation for review and finalization. Ideally, there should also be a meeting with Program department, FAD and Logistics for internal validation of the pre-selected FSPs. The last step is the submission of ST and FAs to GVA for the final validation. If the value of the ST is less than 100’000 CHF (quite unusual for CTP activities since assistance amount must be part of it) the validation can be done at Logistics Support Center level. For more information about tender procedures refer to ICRC Logistics Field Manual, Section 4, Chapter 4.4.2.9. Reaching out to GVA and to CTP Technical Advisors (at Global or Regional level) is always advised, even when formal validation is not required (for a matter of transparency, information sharing and knowledge building).

1. **Letter to successful and unsuccessful bidders; Meeting with successful bidder to discuss contractual terms and conditions of FA and Signatures**

Upon reception of validated ST and FAs from GVA, letter(s) to successful bidder(s) should be sent alongside an invitation for a face to face meeting to discuss the contractual terms and conditions of the FA. Depending on the time available to the logistician managing the files, this meeting can be optional, and the draft FAs shared via email for finalization. Sometimes there could be *back and forth* on the FA from the FSPs due to the legal contents and implication for their business context and environment, especially for entirely new FSPs being considered for the first time. As soon as the FA’s for successful bidders are finalized and the contract signed by every successful bidder, only then the ***letter to the unsuccessful*** ***bidders*** can be sent. If possible, the unsuccessful FSPs should be given a summary of the reasons why their offers were discarded.

1. **Suppliers Registration (Successful Bidders only)**

This is the final stage of the tendering process. All successful bidders are requested to complete and submit the following documents: ICRC Application form for Seller registration, General condition on purchasing and General Terms and Conditions for Service Agreement. Other documents include; FSP Certificate of incorporation (CAC), Trade License, Certificate of Insurance and any other relevant documents issued by the regulatory body(s). These documents are used to create first a hard copy files on the Suppliers Registration folders and then an electronic version on the N-Drive and uploaded in Team Space(TS). Only when a successful bidder is fully registered it becomes an ICRC supplier and can be considered ready to provide services.

1. ICRC Logistics Field Manual, Section 4 “Procurement”, pag. IV-37, Figure 4.7. [↑](#footnote-ref-1)
2. Cash Transfer Programming, Standard Operating Procedures, Version 3.1, Chapter 3.4.4. [↑](#footnote-ref-2)
3. For a recap of all the possible methods to gather needed information about suppliers please refer to ICRC Logistics Field Manual, Section 4 “Procurement”, pag. IV-24. [↑](#footnote-ref-3)
4. ICRC Logistics Field Manual, Section 4, Chapter 4.4.2, pag. IV-47. [↑](#footnote-ref-4)
5. ICRC Logistics Field Manual, Section 4, pag. IV-51. [↑](#footnote-ref-5)
6. ICRC Logistics Field Manual, Section 4, pag. IV-51. [↑](#footnote-ref-6)
7. From the Logistics Field Manual: “Three criteria are mandatory (Price, Delivery and Quality) and two are free”; ICRC Logistics Field Manual, Section 4, Chapter 4.4.2, pag. IV-47. In the case of CTP, the first three can be converted in Price, Financial Capacity + Coverage and Quality of the Offer. In the future it could be relevant to see whether some of the traditional ST features could be adapted to CTP activities. [↑](#footnote-ref-7)
8. ICRC Logistics Field Manual, Section 4, Chapter 4.5.5, pag. IV-65. [↑](#footnote-ref-8)
9. For more information about FA refer to ICRC Logistics Field Manual, Section 4, Chapter 4.4.2.9, pag. IV-65. [↑](#footnote-ref-9)
10. ICRC Logistics Field Manual, Section 4, Chapter 4.4.2.9, pag. IV-65. [↑](#footnote-ref-10)
11. Cash Transfer Programming, Standard Operating Procedures, Version 3.1, Chapter 3.4.4. [↑](#footnote-ref-11)
12. ICRC Logistics Field Manual, Section 4 “Procurement”, pag. IV-37. [↑](#footnote-ref-12)