

## Monitor and assess the performance of private sector actors regularly

- **WHY** Monitoring the performance of private sector actors is essential because **humanitarian actors rely more and more on them to deliver cash transfer services**. While the service provider is responsible to provide adequate services (contractual obligations), the humanitarian organisation remains **accountable to the people assisted** - to ensure safe, reliable assistance, free of abuse.
- **WHAT** You should regularly assess the **service quality across interaction touch points**, including technical reliability, services delivered by employees/agents and the **functioning of the service providers own customer service/protection mechanisms**, such as their hotline or helpdesk.

### HOW can we assess private sector actor performance?

- Conduct regular **post-distribution monitoring surveys & [focus group discussions](#)** to gather user experiences. Consider conducting an in-depth [user journey](#) exercise.
- **Periodic performance reviews**: Conduct regular assessments (min. 1 per year), incl. feedback from community, partners and gender/protection/inclusion experts.
- **'Mystery shopping'**: Test services anonymously to evaluate customer experience and service quality during interactions. This can be done by humanitarian staff and local partners, but also by involving community members or paying external providers to test services. [Here](#) are some ideas on how to set this up.
- **Reporting & functioning of referral system**: Service providers are required to track, refer, resolve and **report complaints or technical issues systematically** to the humanitarian organisation. Conduct random checks on functioning of the [complaints reporting system](#), especially for sensitive complaints that require [training](#). Don't forget to check your internal and partner reports for customer feedback!
- You should also **conduct spot checks on all complaint and feedback channels** (such as physical helpdesks and hotlines) to check that they are working properly. *E.g. Do this by calling the hotline and reporting a fake complaint (i.e. test the call centre responsiveness and referral quality).*
- **Independent audits/certifications**: Ensure transparency and accountability through third-party certifications e.g. [GSMA certification](#) or [Client Protection Certification](#).
- Consider **anonymous grievance reporting tools** e.g. [RapidPro](#), [TalktoLoop](#).



Technical service delivery/ system reliability

Customer service/ conduct of employees & contractors

Functioning of providers Complaint & Feedback Mechanisms

Here are **8 questions** you could ask to assess private sector partner performance:

Area of assessment	Questions to ask
1 - Reliable & timely payments	Are you/(people) receiving the right amount of money/service on time?
2 - Safety	Do you/(people) feel safe when interacting with service providers (in person, on the phone)? Why not?
3 - Respectful treatment & customer service	Do service providers treat you and everyone else/(people) with respect and listen to your/their concerns when help is needed? Why not? <i>Follow-on question: If you/(people) had a complaint in the past – were support teams available? Was the response quick, helpful and complete? Why not?</i>
4 - Fraud & misconduct	Have you/(people) seen or heard of any cases of fraud or other misconduct by providers?
5 - Exploitation & abuse	Do service providers ask you/(people) for favours ( any type) in exchange or more/quicker access to money/services?
6 - Protection of personal information	Do service providers ask for your/(people's) personal information, such as your PIN number or marital status?
7 - Clear communication	Do service providers explain things clearly (in local language) so that everyone can understand? Why not?
8 - Customer satisfaction	Would you/(people) recommend the service provider to a friend? Why not?

The above questions are qualitative in nature - you can also develop indicators and track them in dashboards/analytics tools over time.