



connecting the future

Specification: The Payments Association

Project Cross-Border

Project Roles

- Project Mentor: Vikesh Patel, Head of Securities Strategy, SWIFT
- Project Lead: Kevin McAdam, Head of Product Strategy, Omnio Global
- Benefactor: TBC
- TPA Projects Manager: Tom Brewin

Project Purpose

The value of cross-border payments globally is estimated to increase from almost \$150 trillion in 2017 to over \$250 trillion by 2027.

However, in November 2020, the G20 agreed that:

“The pandemic has reaffirmed the need to enhance global cross-border payment arrangements to facilitate cheaper, faster, more inclusive and more transparent payment transactions, including for remittances”

The TPA membership is broad and includes several organisations who offer:

1. Wholesale
2. Retail (B2B, P2B, B2P and P2P)
3. Remittances

Therefore, the opportunity exists to harness the collective expertise and influence the cross-border payments ecosystem.

Project Cross-Border has the specific purpose to help identify and increase awareness of the technology in the market that is transforming the cross-border payments eco-system for its users and providers, as well as informing the evolving regulatory landscape.

The project will seek sponsorship from within The Payments Association community which will allow the project to carry out its activities and objectives.

Project Objectives and Activities

Project Cross-Border will define and maintain a list of prioritised initiatives that are designed to achieve the project's purpose and objectives. The project team will then deliver against these activities and monitor the impact.

The activities will be aligned with the following principles:

1. They will be robust and value adding
2. They will not interfere with or replicate industry initiatives already in place
3. Aim to develop and create new areas of focus that will increase awareness and new business opportunities with cross-border payments

Policy Objectives

1. **Identify** the strategic objectives and industry milestones of business trade associations, regulators and other international bodies, citing [FSB's roadmap for enhancing Cross-border payments](#) (April 2022)
2. **Develop a project plan** to ensure that we are evaluating opportunities and influence on both a regional and global basis, citing G20 targets on speed, cost, accessibility and transparency (May 2022)
3. **Collaborate and influence** with EPA Asia/IIF global payments forum (May 2022)
4. **Create the right conditions for success** by using the TPA's influence and breadth of representation to support positive outcomes for the payments industry at key milestones for cross-border payments (July 2022)
5. **Monitoring** relevant **industry consultations** from regulators (September 2022 - Ongoing)
6. **Reviewing and measure the success** of these policy objectives (November 2022)
7. Develop clear policy statements on topics such as the role of CBDCs, tokenisation and interlinking that will influence the future fabric of cross border payments

Policy Activities

Activities that do not require funding

1. **Develop stronger relationship with key standard associations**, regulators and the BoE to relay the perspectives of the TPA community and wider payments industry
2. **Engage with EPA Asia/IIF** through the global payments forum and other activity as agreed between TPA and EPA

Activities that potentially require funding or non-TPA resources

1. **Respond to industry consultations** from BoE, HMT, FSB, CPMI and other public sector bodies to shape the future cross-border payments ecosystem
2. Seek to **influence policy activity** through lobbying, as well as the publication of **open letters and policy papers**

Community Objectives

Project Cross-Border will present the potential of cross-border payments for the payment industry by focusing on the following objectives:

1. **Understand** the current TPA membership challenge to developing cross-border **propositions and solutions** – **evaluate** what current implication and **obstacles** they are facing domestically and globally (March 2022)
2. **Highlight challenges and barriers** within cross-border payments for members of TPA (June 2022)
3. **Identify areas of opportunity** to generate awareness and develop new initiatives for the potential of cross-border payments for the good of the industry (August 2022)
4. **Reviewing and measure the success** of these policy objectives (November 2022)

Community Activities

Activities that do not require funding

1. **Raise awareness of existing industry resources** on cross-border payments through TPA marketing channels

Activities that potentially require funding or non-TPA resources

1. **Commission market research** to establish the challenges currently faced by payments firms and their end-users when it comes to cross-border payments
2. **Publish thought-leadership** content (podcasts, open-mics, whitepapers, guidebook) with key industry stakeholders

Project Budget

Funding for Project Cross-Border **TBC**. Sign-off for any project expenditure will be approved by the Project Mentor, in conjunction with the Project Lead and Project Manager.

Note on Project Activities

The exact deliverables and timescales will be subject to approval and sign-off from the project mentor and will be confirmed in the next version of the project specification. It is likely that the scope will change and a small number of high impact activities that are identified will either be at minimal or no cost will be selected, depending on identifying a Benefactor to support the project.

The project will also note the ongoing activities of the EPA Asia/IIF consultative forum on global payments and support them where capacity and resource is available.

Review & Reporting

Main achievements and overall project activity will be highlighted at TPA Advisory Board meetings. If project outputs require escalation or may be perceived as being contentious in nature, these will be raised to the TPA Advisory Board for review and guidance.

The success of the project will be reviewed on an annual basis by the TPA's Advisory Board, who will choose whether to continue the project or close the project.

Risks and Uncertainties

These are the risks that may arise from events that would jeopardise the project achieving its objectives. Risks may impact on time, cost, or quality of outcome. It is also important to plan what mitigating actions can be taken to lessen the risk.

Risk & Description	Likelihood (1-5) ¹	Impact (1-5) ²	Initial Mitigating Actions
Failure to meaningfully engage with stakeholders	2	4	Map project team's individual and collective network of relevant stakeholders, and utilise multiple parties to engage with stakeholders Upon initial engagement, encourage said stakeholders to review project outputs of interest and call for regular engagement meetings (whether quarterly or bi-annually)
Failure to secure funding for outputs with associated costs	5	5	Reduce areas of cost where possible. From a content perspective, the project will utilise project team expertise and insight as a primary source of content for potential outputs (i.e open letters, blog content).

			Cost-associated outputs will not be commissioned unless a minimum viable threshold for revenue has been achieved. Sponsorship revenue will be driven from the TPA sales team and, if necessary, relevant Ambassadors (paid on a commission-only basis).
Reputational damage incurred by contentious or heavily political content	3	3	<p>Content of a potentially sensitive or contentious nature will be escalated to the Advisory Board for review. If said content will cause significant reputational damage, it will not be publicised.</p> <p>Content that is of a potentially sensitive or contentious will not be attributed to specific TPA members to avoid any risk-by-association for TPA members.</p> <p>TPA will work with external PR agency, SkyParlour, to curate a position or statement that can be used as a reactive piece.</p>
Scope creep	5	2	<p>Review present specification prior to first launch meeting to ensure that specification is achievable</p> <p>Avoid broad themes/initiatives Identify high-impact and achievable outputs for the project</p>

Key:

- Likelihood ¹: Score 1 = Rare and 5 = Almost Certain
- Impact on time ²: Cost and quality of project deliverables: 1 = Insignificant and 5 = Catastrophic

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