**Steps and Tools for Voucher Implementation**

1. **Preparation**

Program Level:

* Detailed operational plan
* Beneficiary database
* M&E plan

Community Level

* Consultation with beneficiaries to identify possible list of items, conducted separately with female & male groups. The objective is to gather ideas for a maximum number of goods (e.g. food items or productive assets) that the target group would want to buy in a CRS organized market.
* Defining beneficiary criteria with community
* Identification of beneficiaries
* Registration of beneficiaries

***Tool: beneficiary registration form***

* Explaining the voucher program to the community.

***Tool: Voucher Program Outline for the Community***

Market Level:

* In parallel with the beneficiary consultations, separate teams collect information on different markets in the area, types of shops in the market, available items, prices of different items, quality, capacity of vendors, willingness to participate in program etc.

***Tool: market assessment format***

* Vendor training (Annex – IX) to orient them on the voucher program, explaining the process, documentation required, payment process.

***Tool: vendor training module***

* In the case of US funding, vendor vetting is required. Vetting is a process to verify whether the name of selected person/firm/business is on the US government’s list of those involved in unlawful activities.
* Vendor bidding, necessary for open commodity vouchers to get the price range for items, and ensure quality of target goods.

***Tool: vendor bidding guidelines, bid committee guidelines***

1. **Issuing Vouchers and Shopping**

Community Level

* Issuance & distribution of Vouchers. Some or all of the vouchers can be issued in the woman’s name, to give women decision making authority. Vouchers have market dates stamped on them and validity expires after these dates.

***Tool: voucher template***

* Mobilization of community: men and women are informed of voucher system, voucher validity, beneficiary rights, roles of CRS and vendors. Lists of items available and key messages are distributed and publicly posted.

Market Level

* Market teams inform the vendors the number of beneficiaries coming for shopping and they physically cross check the stocks with each of them.

***Tool: commodity record***

* Copy of beneficiary list given to all vendors.
* Market team closely supervises shopping process, observing movements and talking to beneficiaries and vendors.
* At the end of the shopping day, vendors submit their sale details with original vouchers and a bill to the market team. Both the staff and vendor sign a receipt (3 carbon copies) with details of vouchers & total amount. One copy of receipt is given to vendor, one is attached with the payment and one is for the record.

***Tool: receipt template***

1. **After the Fair or Shopping Day**

Community Level

* Follow up of voucher utilization, soliciting feedback about the process.

***Tool: Household questionnaire***

Market Level

* Bill payment: The bills are submitted with all supporting documents to the Finance section. To win the confidence of vendors, payments should be made in one to two days. Payments can be made by cheque, pay order or swift transfer, according to market conditions and stakeholder preferences.
* Vendors feedback about the process and impact

***Tool: vendor questionnaire***

* Market survey to monitor impact on prices and availability of key items for wider community.