ANNEX 39: COMBINED CHECKLISTS

VOUCHER IMPLEMENTATION

		Main Steps	Tool/Template	Responsible
ACTIVITY A: LAYING THE FOUNDATION **Checklist & Tools/Templates**				
☐		Hold Kick-off Meeting	Example Workplan (Gantt Chart) – (Annex 1)	Program Finance Operations M&E Security
☐		Establish SOPs	Sample SOPs from E-transfer Guide	Program Finance Operations M&E
☐		Clarify roles and responsibilities with partners (if applicable)	Sub-award SOPs (optional)	Program Finance or Operations (if certain tasks are delegated to partners) Compliance (if drafting a sub-award or MOU) Partner(s)
☐		Establish CARMs	CARMs guidance (Annex 2)	Program M&E
☐		Establish M&E Plan	Standard MC Indicator Plan Template[1] DM&E Tip Sheet #12: Developing a Monitoring System[2]	Program M&E
☐		Attend coordination meetings (if applicable)		Program

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[1] Standard Mercy Corps Indicator Plan Template, Mercy Corps Digital Library, https://mcdl.mercycorps.org/gsdl/cgi-bin/library?a=q&r=1&hs=1&t=0&c=all&h=dtt&q=standard+indicator+plan+template

[2] DM&E Tip Sheet #12, Developing a Monitoring System, Mercy Corps Digital Library, https://mcdl.mercycorps.org/gsdl/cgi-bin/library?a=q&r=1&hs=1&t=0&c=all&h=dtt&q=dm%26e+tip+sheet+12

ACTIVITY B: IDENTIFYING AND REGISTERING PROGRAM PARTICIPANTS
Checklist & Tools/Templates

	Main Steps	Tool/Template	Responsible
☐	Select and confirm target geographies with other implementing agencies	Note to File (Annex 3) and written approval from donor if altered	Program Operations (Security)
☐	Determine participant selection criteria	Sample Participant Selection Criteria (Annex 4)	Program
☐	Conduct participant verification (if necessary)	Participant Verification Form (Annex 5)	Program M&E
☐	Register participants	Participant Registration List (Annex 6)	Program
☐	Reemphasize program details during registration		Program
☐	Create master Registration List; create separate Registration Lists by distribution site if necessary	Participant Registration List (Annex 6)	Program
☐	Conduct a baseline study	DM&E Tip Sheet #5: Baselines[3]	Program M&E

ACTIVITY C: VOUCHER TYPE, AMOUNT AND DISBURSEMENT MECHANISM PROVIDER
Checklist & Tools/Templates

	Main Steps	Tool/Template	Responsible
☐	Determine/confirm voucher type	Note to File (Annex 3) if changed; if required, written approval from donor	Program
☐	Conduct baseline market price survey	Market Price Survey (Annex 7)	Program (cash or restricted cash) Operations (commodity)
☐	Determine/confirm voucher amount	Note to File (Annex 3) if changed; if required, written approval from donor	Program
☐	Coordinate transfer amounts with other implementing agencies		Program

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3   DM&E Tip Sheet #5: Baselines, https://mcdl.mercycorps.org/gsdl/docs/DME%20Tip%20Sheet%205%20Baselines.pdf

			Program
☐	Determine disbursement mechanism/provider		Program

ACTIVITY D: SELECTING AND CONTRACTING VENDORS – CASH OR RESTRICTED CASH VOUCHER PROGRAM
Checklist & Tools/Templates

	Main Steps	**Tool/Template**	**Responsible**
☐	Conduct baseline market price survey (if not completed previously)	Market Price Survey Tool – Baseline (Annex 7)	Program
☐	Set vendor selection criteria	Vendor Selection Criteria (Annex 8)	Program
☐	Allow communities to input on vendor selection criteria	Vendor Selection Criteria (Annex 8)	Program
☐	Announce vendor program opportunity (if security permits)		Program
☐	If door-to-door invitations are required, log invitations	Expression of Interest (Annex 10) Market Price Survey (Annex 7) Vendor Invitation Log (Annex 11)	Program
☐	Adjust AAM to include signing authority specific to voucher programs	Finance Procedures for Vouchers (Annex 15)	Finance Program
☐	Accept completed vendor applications	Vendor Capacity Survey (Annex 9) Market Price Survey – Baseline (Annex 7) Expression of Interest (Annex 10)	Program
☐	Select vendors	Vendor Scoring Sheet (Annex 8)	Program Finance Operations
☐	Register selected vendors	Vendor Registration List (Annex 12)	Program
☐	Complete vendor contracts	Vendor Contract – Cash Voucher (Annex 13) Vendor Contract – Restricted Cash Voucher (Annex 14) WorldTracker Report	Programs or Operations

ACTIVITY D: SELECTING AND CONTRACTING VENDORS – COMMODITY VOUCHER PROGRAM
Checklist & Tools/Templates

	Main Steps	Tool/Template	Responsible
☐	Conduct baseline market price survey (if not completed previously)	Market Price Survey Tool – Baseline (Annex 7)	Operations with support from Program
☐	Set vendor selection criteria	Vendor Selection Criteria (Annex 8)	Program Operations
☐	Adjust AAM to include signing authority specific to voucher programs	Finance Procedures for Vouchers (Annex 15)	Finance Program
☐	Conduct tender process for vendor selection	Procurement Documents per Field Procurement Manual	Operations
☐	Select vendors	Quotation Analysis per Field Procurement Manual	Operations Program Finance
☐	Register vendors	Vendor Registration List (Annex 12)	Program
☐	Negotiate prices with vendors	Operation Procedures for Voucher Programs (Annex 16)	Operations
☐	Contract vendors	Vendor Contract - Commodity Voucher (Annex 17) WorldTracker Report List of negotiated prices	Operations

ACTIVITY E: DESIGNING AND PRINTING VOUCHERS
Checklist & Tools/Templates

	Main Steps	Tool/Template	Responsible
☐	Design voucher (including serial numbers)	Voucher design samples: cash, restricted cash, commodity (Annex 18)	Program
☐	Contract printer (if necessary)	Per procurement procedures in the FPM	Operations
☐	Program approves voucher design (if voucher designed by printer)		Program
☐	Print vouchers		Operations
☐	Print sample vouchers for training		Operations/ Program
☐	Intake vouchers	Goods Received Note (GRN) (Field Procurement Manual) General Guidance for Finance Procedures – Voucher Programs (Annex 15) Monthly Voucher Inventory Sheet (Annex 19) Voucher Intake Flowchart (Annex 37)	Operations Finance

ACTIVITY F: TRAINING

	Main Steps	Tool/Template	Responsible
☐	Design vendor and participant trainings	Sample training materials (Annex 13, E-transfer Implementation Guide)	Program
☐	Prepare vendor training location/rent space if necessary Prepare materials: sample vouchers, fingerprint pads, ink, posters, required documents, etc.	Vendor Reimbursement Form – Cash or Restricted Cash Vouchers (Annex 20) Vendor Reimbursement Form – Commodity Vouchers (Annex 21) Sample vouchers	Program
☐	Train vendors	Vendor Registration List (Annex 12)	Program
☐	Prepare participant training location/rent space if necessary Prepare materials: sample vouchers, posters, etc.	Sample vouchers	Program
☐	Train participants	Participant Registration List (Annex 6)	Program

ACTIVITY G: VOUCHER DISTRIBUTION
Checklist & Tools/Templates

	Main Steps	Tool/Template	Responsible
☐	Establish Distribution Plan and provide copies to Finance and Operations	Voucher Distribution Plan (Annex 22)	Program
☐	Create Voucher Distribution Form (from the Participant Registration List)	Voucher Distribution Form (Annex 23)	Program
☐	Request release of vouchers from Finance	Voucher Release/Return Form (Annex 24) Voucher Distribution Form (Annex 23) Voucher Distribution Plan (Annex 22) Voucher Release, Return and Disposal Flowchart (Annex 37)	Program Finance
☐	Update Monthly Voucher Inventory Sheet	Monthly Voucher Inventory Sheet (Annex 19)	Finance
☐	Prepare materials for distribution site		Program
☐	Distribute vouchers	Vouchers Voucher Distribution Form (Annex 23)	Program
☐	Monitor the distribution	Voucher Distribution Monitoring Form (Annex 25)	M&E Program
☐	Return unused and/or damaged vouchers to Finance	Voucher Distribution Form (Annex 23) - (completed and signed) Voucher Release/Return Form (Annex 24) Monthly Voucher Inventory Sheet (Annex 19)	Program Finance
☐	Destroy damaged vouchers, if applicable	Voucher Destruction Form (Annex 26)	Finance
☐	Conduct voucher count at month-end	Month-end Voucher Count Form (Annex 27)	Finance
☐	Adapt program processes based up monitoring feedback		Program

ACTIVITY H: VOUCHER REDEMPTION
Checklist & Tools/Templates

	Main Steps	Tool/Template	Responsible
☐	Monitor redemptions	Voucher Redemption Monitoring Form (Annex 28)	Program
☐	Conduct quality assurance of redemption ("secret shopper"), as appropriate	Voucher Redemption Monitoring Form (Annex 28)	Program M&E
☐	Conduct PDM with program participants and vendors	PDM Tool Templates (Annex 29) - HH PDM Surveys - Vendor PDM Surveys - PDM FGDs Guides (as needed) - KII Guides	Program and M&E
☐	Conduct market price monitoring (likely weekly)	Market Price Survey (Annex 7)	Program (or as designated in SOPs or a Note to File)
☐	Adapt program processes based up monitoring feedback		Program

ACTIVITY I: VENDOR REIMBURSEMENT
Checklist & Tools/Templates

	Main Steps	Tool/Template	Responsible
☐	Vendor requests reimbursement from Mercy Corps and submits: • redeemed vouchers • receipts from booklet (if applicable) • Vendor Reimbursement Form	Vendor Reimbursement Form – Cash/Restricted Cash Vouchers (Annex 20) OR Vendor Reimbursement Form – Commodity Vouchers (Annex 21) Voucher Reimbursement Flowchart (Annex 37)	Finance
☐	Verify voucher validity and total payment request, submit to Program	Vendor Reimbursement Form (Annex 20 or 21)	Finance
☐	Cross-check redeemed vouchers and Vendor Reimbursement Form, create Payment Request, submit to Finance	Vendor Reimbursement Form (Annex 20 or 21) Payment Request	Program
☐	Pay vendor		Finance
☐	Stamp redeemed vouchers "paid"		Finance
☐	Update Voucher Redemption Summary	Voucher Redemption Summary (Annex 30)	Program

ACTIVITY J: END-OF-PROGRAM TRANSITIONS
Checklist & Tools/Templates

	Main Steps	Tool/Template	Responsible
☐	Review and update your End-of-Program Plan		Program
☐	Conduct a final evaluation	Evaluation SOW Template Guidelines on Evaluation Reports Tip Sheet #4: Conducting Final Evaluations of Cash Transfer Programs	Program and M&E
☐	Document lessons learned	CTP Program Profile template (Annex 31)	Program
☐	Communicate final program details with participants		Program
☐	Communicate final program details with vendors		Program
☐	Ensure required documentation is appropriately filed	See Program Records Retention Policy for details Section 7, FFM	Program Finance

FAIR IMPLEMENTATION

		ACTIVITY 1: FAIR PLANNING Checklist & Tools/Templates	
	Main Steps	**Tool/Template**	**Responsible**
☐	Hold kick-off meeting	Example Workplan (Gantt Chart) – (Annex 1)	Program Finance Operations M&E Security
☐	Establish SOPs	Sample SOPs from E-transfer Guide	Program Finance Operations M&E
☐	Clarify roles and responsibilities	Sub-award SOPs (optional)	Program Finance or Operations (if certain tasks are delegated to partners) Compliance (if drafting a sub-award or MOU) Partner(s)
☐	Establish CARMs	CARMs guidance (Annex 2)	Program M&E
☐	Establish M&E plan	Standard MC Indicator Plan Template[4] DM&E Tip Sheet #12: Developing a Monitoring System[5]	Program M&E
☐	Attend coordination meetings (if applicable)		Program
☐	Establish fair preparation group		Program
☐	Determine fair site		Program Fair Preparation Group Operations (if a contract/payment is needed for venue)

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4   Standard Mercy Corps Indicator Plan Template, Mercy Corps Digital Library, https://mcdl.mercycorps.org/gsdl/cgi-bin/library?a=q&r=1&hs=1&t=0&c=all&h=dtt&q=standard+indicator+plan+template

5   DM&E Tip Sheet #12, Developing a Monitoring System, Mercy Corps Digital Library, https://mcdl.mercycorps.org/gsdl/cgi-bin/library?a=q&r=1&hs=1&t=0&c=all&h=dtt&q=dm%26e+tip+sheet+12

☐	Select dates/times of fair		Program Fair Preparation Group
☐	Determine rules/procedures for fair, including a contingency plan		Program

ACTIVITY 2: DETERMINING THE VOUCHER AMOUNT **Checklist & Tools/Templates**			
	Main Steps	**Tool/Template**	**Responsible**
☐	Determine/confirm voucher type	Note to File (Annex 3) and written approval from donor if changed	Program
☐	Conduct baseline market price survey	Market Price Survey (Annex 7)	Program (cash or restricted cash) Operations (commodity)
☐	Determine/confirm voucher amount	Note to File (Annex 3) and written approval from donor if changed	Program
☐	Coordinate voucher amounts with other implementing agencies		Program
☐	Determine disbursement mechanism/provider		Program

ACTIVITY 3: SELECTING, CONTRACTING AND REGISTERING FAIR VENDORS – CASH OR RESTRICTED CASH VOUCHER PROGRAM
Checklist & Tools/Templates

	Main Steps	Tool/Template	Responsible
☐	Conduct baseline market price survey (if not already completed)	Market Price Survey Tool (Annex 7)	Program
☐	Set vendor selection criteria	Vendor Selection Criteria (Annex 8)	Program and M&E
☐	Allow communities to input on vendor selection criteria	Vendor Selection Criteria	Program
☐	Announce fair participation opportunity (if security permits)		Program
☐	If door-to-door invitation required, log invitations	Expression of Interest (Annex 10) Market Price Survey (Annex 7) Vendor Invitation Log (Annex 11)	Program
☐	Adjust AAM to include signing authority specific to voucher programs	Finance Procedures for Vouchers (Annex 15)	Finance Program
☐	Accept completed vendor applications	Vendor Capacity Survey (Annex 9) Market Price Survey – baseline version (Annex 7) Expression of Interest (Annex 10)	Program
☐	Select vendors	Vendor Scoring Sheet (Annex 8)	Program Finance Operations
☐	Register selected vendors	Vendor Registration List - Fairs (Annex 35)	Program
☐	Complete contracts with each vendor	Vendor Contract – Cash Voucher Fair (Annex 32) Vendor Contract – Restricted Cash Voucher Fair (Annex 33) WorldTracker Report	Programs or Operations (you must explain this in your SOPs or a Note to File)

ACTIVITY 3: SELECTING, CONTRACTING AND REGISTERING FAIR VENDORS – COMMODITY VOUCHER PROGRAM
Checklist & Tools/Templates

	Main Steps	Tool/Template	Responsible
☐	Conduct baseline market price survey (if not already completed)	Market Price Survey Tool (Annex 7	Operations
☐	Set vendor selection criteria	Vendor Selection Criteria (Annex 8)	Program Operations
☐	Adjust AAM to include signing authority specific to voucher programs	Finance Procedures for Vouchers (Annex 15)	Finance Program
☐	Conduct tender process for vendor selection	Procurement documents per FPM	Operations
☐	Select vendors	Quotation analysis per FPM	Operations Program Finance
☐	Register vendors	Vendor Registration List – Fairs (Annex 35)	Program
☐	Negotiate prices with vendors	Operation Procedures for Voucher Programs (Annex 16)	Operations
☐	Complete contracts with each vendor	Vendor Contract - Commodity Voucher Fair (Annex 34) WorldTracker Report List of negotiated prices	Operations

ACTIVITY 4: DESIGNING AND PRINTING VOUCHERS FOR FAIRS
Checklist & Tools/Templates

	Main Steps	Tool/Template	Responsible
☐	Set voucher design (including serial numbers)	Voucher design samples (Annex 18)	
☐	Contract printer (if necessary)	Per procurement procedures in FPM	Operations
☐	Program approves voucher design (if voucher designed by printer)		Program
☐	Print vouchers		Operations
☐	Print sample vouchers for training		Operations/ Program
☐	Intake vouchers	Goods Received Note (GRN) General Guidance for Finance Procedures – Voucher Programs (Annex 15) Monthly Voucher Inventory Sheet (Annex 19) Voucher Intake Flowchart (Annex 37)	Operations Finance

ACTIVITY 5: TRAINING
Checklist & Tools/Templates

	Main Steps	Tool/Template	Responsible
☐	Design vendor and participant trainings	Sample training materials (E-transfer Implementation Guide)	Program
☐	Prepare vendor training location/rent space if necessary Prepare vendor training materials: sample vouchers, fingerprint pads, ink, posters, required documents	Vendor Reimbursement Form – Cash or Restricted Cash Vouchers (Annex 20) Vendor Reimbursement Form – Commodity Vouchers (Annex 21) Sample vouchers	Program
☐	Train vendors, including information regarding the number of participants, their needs, and the number of fair days	Vendor Registration List – Voucher Fairs (Annex 35)	Program
☐	Prepare participant training location/rent space if necessary Prepare participant training materials: sample vouchers, posters, etc.	Sample vouchers	Program
☐	Train participants	Participant Registration List (Annex 6)	Program

ACTIVITY 6: ORGANIZING AND PUBLICIZING THE FAIR
Checklist & Tools/Templates

	Main Steps	Tool/Template	Responsible
☐	Arrange information-sharing activities for the fair (if applicable)		Program
☐	Publicize fair (only if fair is open to the public)		Program

ACTIVITY 7: VOUCHER DISTRIBUTION
Checklist & Tools/Templates

	Main Steps	Tool/Template	Responsible
☐	Establish Distribution Plan and provide copies to Finance and Operations	Voucher Distribution Plan (Annex 22)	Program
☐	Create Voucher Distribution Form (from the Participant Registration List)	Voucher Distribution Form (Annex 23)	Program
☐	Request release of vouchers from Finance	Voucher Release/Return Form (Annex 24) Voucher Distribution Form (Annex 23) Voucher Distribution Plan (Annex 22) Voucher Release, Return and Disposal Flowchart (Annex 37)	Program Finance
☐	Update Voucher Inventory Sheet	Monthly Voucher Inventory Sheet (Annex 19)	Finance
☐	Prepare materials for distribution site		Program
☐	Distribute vouchers	Vouchers Voucher Distribution Form (Annex 23)	Program
☐	Monitor the distribution	Voucher Distribution Monitoring Form (Annex 25)	M&E Program
☐	Return unused and/or damaged vouchers to finance	Voucher Distribution Form (Annex 23) Monthly Voucher Inventory Sheet (Annex 19)	Program Finance
☐	Destroy damaged vouchers	Voucher Destruction Form (Annex 26)	Finance
☐	Conduct voucher count at month-end	Month-end Voucher Count Form (Annex 27)	Finance
☐	Adapt program processes based up monitoring feedback		Program

ACTIVITY 8: FAIR DAY
Checklist & Tools/Templates

	Main Steps	Tool/Template	Responsible
☐	Check-in vendors	Vendor Registration List – Fairs (Annex 35)	Program
☐	Vendors set up stands		Vendors
☐	Set-up information sessions (optional)		Program
☐	Set up CARMs	CARM guidelines (Annex 2)	Program M&E
☐	Check-in participants	Voucher Distribution Form (Annex 23)	Program
☐	Circulate through fair to provide info and answer questions	Voucher Redemption Monitoring Form (Annex 28)	Program M&E
☐	Conduct exit surveys with participants, vendors, public	Exit Survey (Annex 36)	Program M&E
☐	Conduct PDM	PDM Tools (Annex 29)	Program
☐	Conduct After Action Review		Program M&E

ACTIVITY 9: VENDOR REIMBURSEMENT
Checklist & Tools/Templates

	Main Steps	Tool/Template	Responsible
☐	Vendor requests reimbursement from Mercy Corps and submits: • redeemed vouchers • receipts from booklet (if applicable) • Vendor Reimbursement Form	Vendor Reimbursement Form – Cash/Restricted Cash Vouchers (Annex 20) OR Vendor Reimbursement Form – Commodity Vouchers (Annex 21) Vendor Reimbursement Flowchart (Annex 37)	Finance
☐	Verify voucher validity and total payment request; submit to Program	Vendor Reimbursement Form (Annex 20 or 21)	Finance
☐	Cross-check redeemed vouchers and Vendor Reimbursement Form, create Payment Request, submit to Finance	Vendor Reimbursement Form (Annex 20 or 21) Payment Request	Program
☐	Pay vendor		Finance
☐	Stamp redeemed vouchers "paid"		Finance
☐	Update Voucher Redemption Summary	Voucher Redemption Summary (Annex 30)	Program

ACTIVITY 10: END-OF-PROGRAM TRANSITIONS FOR FAIRS
Checklist & Tools/Templates

	Main Steps	Tool/Template	Responsible
☐	Review and update your End-of-Program Plan		Program
☐	Conduct a final evaluation	Evaluation SOW Template Guidelines on Evaluation Reports Tip Sheet #4: Conducting Final Evaluations in Cash Transfer Programs in the CTP Methodology Guide	Program and M&E
☐	Document lessons learned	CTP Program Profile template (Annex 31)	Program
☐	Communicate final program details with participants		Program
☐	Communicate final program details with vendors		Program
☐	Ensure required documentation is appropriately filed	See Program Records Retention Policy for details Section 7, FFM	Program Finance