Agricultural Fair and Voucher Manual

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ACKNOWLEDGEMENTS

This manual draws from the experience of field practitioners, within Catholic Relief Services and beyond. It benefits from the wisdom of those working in emergency, recovery, and development arenas. It builds on agriculture, nutrition, gender, and even business development expertise. Insights been shared across countries and continents in: Africa, Asia, and Latin America. Given such expansive generosity, this is a collective "thank you" for those who have forged and continue to forge more effective access to inputs, markets, etc.

Profoundly grateful to the authors of original manual on seed fairs and vouchers published by CRS, ICRISAT, and ODI in 2002 titled "Seed vouchers and fairs: a manual for seed-based agriculture recovery after disaster in Africa" that laid the foundation for implementation, experimentation, and adaptation. Since this original manual, seed fairs and vouchers have evolved and adapted to include nutritious crops, livestock, agricultural inputs, gender, and private sector engagement. In addition to published literature, information for this manual was drawn from existing documents and forms from CRS fairs held in India, Bangladesh, Malawi, Madagascar, Zambia, Burundi, Democratic Republic of Congo and Lesotho. We are grateful for time that CRS or former CRS staff gave for in-depth interview: Dina Brick, Emily Burrows, Jim Hazen, Fahad Khan, Tom Remington, Kassoum Ouattara, Martin Waweru, and Snigdha Chakraborty. We are appreciative of those who took time to review the various drafts of this manual: Laura Dills, Dina Brick, William Schmitt, Emily Burrows, and Angela Tavares. Special thanks to the authors of the manual: Valerie Rhoe Davis, Jules Keane, and Louise Sperling.

Cover Photo: Heidi Yanulis for CRS

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Agricultural Fair and Voucher Manual

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Section 1: Introduction

1.1 WHAT IS THE PURPOSE OF THIS MANUAL?

Did you know that you are not the first team or project to organize an agriculture voucher fair? Some days it may seem like it, but Catholic Relief Services (CRS) and other organizations have had ample experience conducting agricultural fairs to help the people we serve.

This manual provides the technical and operational knowledge for planning, implementing, monitoring and evaluating agriculture voucher fairs. The manual covers various types of agricultural fair and voucher programs including Seed and Voucher Fairs or SV&F, Diversity for Nutrition and Enhanced Resilience or DiNER fairs, livelihood fairs, and vouchers tied to agro-dealers. Livestock and commercialization fairs will not be covered specifically, though many of the same principles and tools covered in the manual could be applied to them. Throughout the manual, we will refer to the events by the generic term "fairs"; however, we will specify which type of fair when necessary. Keep in mind that most agricultural fairs revolve around seed, so seed choice and seed-related issues will be emphasized throughout the manual.

Although the manual will provide guidance on the technical substance and logistics related to fairs, there are numerous programmatic issues that need to be thoroughly considered, and decisions to be made, in order to move forward with the planning aspects.

BOX 1: COMPLEXITY OF AGRICULTURE

Agriculture is complex and location-specific. Very often, it is the main livelihood of the beneficiaries you are trying to assist. Always remember that you are working in an already stressed time, with people whose land, labor and time are stretched. Use their time and precious resources wisely. Agriculture—and the seeds used—are usually at the core of farmers' existence and well-being. Be sure to consider what, how and why these resources will help the beneficiaries now and in the future *as their livelihoods could be at stake. Anything you do or do not do will have an effect (positive or negative) on both the present agricultural season and the future ones as well. Your intentions—even if well-meaning—need to be firmly grounded in what best serves the needs of the male and female farmers you are serving.*

1.2 WHY SHOULD I READ THIS MANUAL?

This manual will provide necessary guidance on all aspects of organizing, implementing, monitoring and evaluating a fair. This manual:

- Saves you time by not re-inventing the wheel
- Offers short-cuts for getting things done
- Provides suggestions for how to deal with common challenges
- Shares some precise technical advice
- Helps you with forms that have been used/tested by field staff in other countries
- Answers common questions from staff, beneficiaries, and government officials

Though similar, each fair will be different.

The manual will have an abundance of information, but in some cases you may find there is *even more* information you wish it contained. Keep in mind that there are other resources available (Box 2) and that almost all CRS regions have conducted some type of fair. Reach out to experienced staff in your country program, region or headquarters if you need more information.

BOX 2: ESSENTIAL CRS RESOURCES—BE SURE TO CHECK THEM OUT!

- *"Operations Guidance for Cash-Based Programming" (June 2015):* Excellent in-depth information on beneficiary selection, vendor selection, procurement of vouchers, voucher/debit card handling and vendor payments for all types of cash-based programs. Flow charts provide good visuals of recommended processes. To access this guidance, visit http://efom.crs.org/ecsc/market-based/operations-guidance-for-cash-based-programming/
- *Seed-specific programming (ongoing updates):* The seedsystem.org website includes an array of seed-specific tools and contains solid seed system background information for many of the countries in which CRS works. It also provides advice on how to match responses to possible seed security problems.
- *Materials on market-based response training*: These facilitation guides, handouts and presentations can be used as is or modified for each context. Topics include response analysis; market assessments; designing market-based programs; implementing market-based programs; security assessment; and gender and protection mainstreaming. To access market-based response training materials visit: (http://efom.crs.org/ecsc/market-based/mbrrr-standard-training/)

1.3 WHEN SHOULD I READ THIS MANUAL?

The manual starts at the point when you have already decided that fairs are an appropriate response for your situation. It does not cover the decision-making process, but fairs are one of many possible responses. Other responses might be more appropriate for your specific context and situation. If you have not yet analyzed your specific situation, take a moment now and go back a few steps with your team. What is the context, what is the real problem—and what are the range of responses that might be most appropriate?

Many resources exist to guide you through response analysis, including the above mentioned market-based response training and seedsystem.org, which contains all field materials to plan and carry out a seed system security assessment. Chapter 7 in *When Disaster Strikes* also includes checklists and decision trees for seed-related responses.

"Decision-making should be through evidence-based consultation: unfounded fears should not influence [program] planning."

(Sphere Handbook, 2002)

1.4 WHO IS THE INTENDED USER?

This manual is primarily for **field staff**—the *actual people* doing the work in the field before, during and after the fair. This manual will also be useful for **managers** as they think through strategic choices, such as the goal of the fair or staffing decisions. Likewise, managers who are new to voucher fairs, to cash use during fairs, or to linking with agro-dealers will find it useful to learn about the on-the-ground challenges that their staff will face. Knowing the field realities will help managers to better support their staff for success.

Remember, there is not just one "right way" to do a fair—it depends on your context, beneficiaries' needs, your country setting, your programmatic goals, and so on. This manual provides tools that can be adapted as necessary along with examples from many countries. Just because something worked or did not work well in one country does not mean it will or will not work in another. As you think through the examples, your own creativity might be sparked to better serve the beneficiaries of your project.

Section 2: Understanding the "Bigger Picture"

Before jumping in to the many details of organizing fairs, let's look at some background information to put the fairs in context.

2.1 BACKGROUND OF FAIRS: HISTORY

Why did CRS and other organizations start doing agriculture fairs? **Beneficiary choice and flexibility.** Seed and Voucher Fairs started as an alternative to direct seed distribution. Instead of donors and non-government organizations (NGOs) deciding what types and varieties of crops and livestock to give and how much seed each farmer should receive, voucher fairs give the decision-making power to the people whose lives are affected.

> "Vulnerable farming households know exactly what they want; don't choose for them."
>
> (Martin Waweru, CRS/Kenya,2015)

Over time, the fairs have shifted from offering seeds mainly from local farmers and local seed multipliers to including private sector partners and research centers so as to widen the types of seed and varieties available. An important secondary aim has been to stimulate local seed business and inject money into the local economy, as well as to build up private sector businesses (including agro-dealers) that might better orient their business to smallholder farmers on an ongoing basis. Note that fairs can be based on vouchers only, but in many cases, farmers can supplement their voucher purchase with cash to get the seed they want and need.

CRS experience with SVF began in 2000 (Box 3). Since then CRS has had experiences with other types of fairs with different purposes (Table 1). For example, livelihood fairs in South Asia typically offer a wider range of products besides seed. In livestock fairs, beneficiaries use their vouchers for small animals (typically chickens, goats, and sheep) and the inputs required to ensure the animals' health (e.g. fodder, vaccines). DiNER fairs, which are relatively new, focus on providing

BOX 3: CRS' FIRST SEED AND VOUCHER FAIRS

"CRS has experience in the implementation of SV&F projects since 2000. In 2000/02, four countries piloted the approach (Kenya, Uganda, Sudan, and Tanzania). This initial test led to a training workshop in 2002 and the development of a manual in the same year (CRS, ICRISAT, and ODI, 2002). In 2002/03, six countries implemented SV&F. In 2003/04, eleven countries began or continued their use of SV&F. These countries are Lesotho, Ethiopia, Eritrea, Madagascar, Uganda, Gambia, West India, Senegal, Zimbabwe, Zambia, and Sudan" (Bramel, 2004). Fairs continue to be a regular intervention in CRS programming.

farmers with more choices of diverse and nutrient-rich crops. Table 1 explains key differences between the primary types of agricultural voucher fairs. All successful fairs have something else in common: **they are well-timed and have clear objectives**. Let's take a look at how to plan for success.

Table 1: Voucher fair comparison

Type	Year	Originating region	Primary purpose	Usual time frame
CRS Seed Voucher and Fairs (SV&F)	2000	East Africa	Enable disaster-affected farmers to access seeds of their choosing; typically focused on local sellers/farmers but may also include private sector and government.	Disaster recovery/ shorter term intervention
Diversity and Nutrition for Enhanced Resilience (DiNER) Fair	2013	Southern Africa	Improve access to diverse seeds and agricultural products to enhance household nutrition and increase food security and resilience; includes nutrition education, household decision-making, private sector input dealers, community-based multipliers and individual sellers.	Chronic stress/ can be tied to short or medium- term intervention
Livelihood Fair	2005	South Asia	Protect and restore livelihood assets; often includes seeds, livestock and other non-agricultural assets.	Disaster recovery linked to longer term development
Livestock Fair		East and Central Africa	Improve access to livestock and resources for proper care of livestock	Disaster recovery linked to longer term development

2.2 ASSESSMENTS TO UNDERSTAND THE CONTEXT

Assessments typically take place either during the proposal stage, just prior to project inception or in a project's first year of funding. These assessments are often a great source of information, but they may not have contained enough detailed insight about the agricultural and seed system, nutrition or gender concerns to guide the planning of a specific fair. To begin organizing voucher fairs, you will need to know quite a bit about the context, especially the agricultural and input issues at hand and the partners who may intervene. In the case of DiNERs, nutrition-relevant assessments should be at least consulted if not conducted.

Projects should be informed by assessments and local knowledge. The information you gather will be invaluable, so plan yours today!

BOX 4: SEVEN STEPS OF A SSSA

1. Identify geographic areas for assessment.
2. Describe seed systems for key crops in normal times.
3. Describe how the disaster affected these systems.
4. Determine goals of an intervention based on farmers' needs.
5. Assess the after-disaster seed channels.
6. Identify chronic stress that may require additional attention.
7. Identify appropriate responses for short/longer timeframes.

(Sperling, 2008)

2.2.1 AGRICULTURAL ASSESSMENTS

One of the best ways to gather agricultural information is to do a Seed System Security Assessment (SSSA). SSSAs help us to understand the seed systems (how, where, and why farmers access seed, the types of seed they need, how much they spend on seed) and how well (or not) these systems are functioning to offer male and female farmers the seed they want and need (Box 4). Once you understand these details, you will be able to better propose solutions that match the problems.

SSSAs have been conducted in many countries such as Zambia, Kenya, Timor Leste, Ethiopia, Syria, and Haiti. Ideally, the SSSA is completed *before* fairs are chosen

A vendor brings his livestock into the fair ground. *Heidi Yanulis for CRS*

as an appropriate response. For example, the SSSA for the five year-long Feed the Future Zambia Mawa Project recommended DiNER fairs. This project piloted the fairs in 2013 and fully implemented them in September 2014. A single SSSA typically costs $15,000-$25,000 for a few sites, while more detailed SSSAs covering 5-8 locations in a country could range from $40,000-$60,000. Be sure to include assessment in your budget.

Understanding the agricultural season(s) is necessary for timing the fairs just right. An agriculture seasonal calendar for main crops is a good place to start. (Visit http://www.fao.org/agriculture/seed/cropcalendar/welcome.do for the FAO's crop calendars.) If you miss the main agricultural season or the secondary season for key crops, the beneficiaries will not be helped and may actually be harmed. Key stakeholders such as village leaders and government extension agents can help provide information on crop calendars for the fair location.

For more comprehensive information, take a look at:

- Seedsystem.org, where you can access several assessment guides such as SSSA tools and "When Disaster Strikes: overall assessment guide." To read, visit http://seedsystem.org/assessment-tools.
- *Sphere Handbook* appendix 2 contains a seed security assessment checklist. To read, visit http://www.spherehandbook.org/en/appendix-9/
- Seedsystem.org: Emergency/Recovery briefs: These briefs include subjects such as agrobiodiversity and whether to introduce new seed varieties. There are also tips for proposal development and more. To read, visit http://seedsystem.org/aid-response-advice/.
- Seed Aid for Seed Security briefs #11 and #12 look specifically at vegetable seed programming and nutrition. Click here for Seed Aid for Seed Security briefs on vegetable seeds

2.2.2 NUTRITION ASSESSMENTS

When integrating nutrition into a primary agriculture intervention, we need to better understand the nutrition situation of the targeted population (Box 5). Therefore, nutrition assessments of the fair's targeted population will be important, particularly when conducting a DiNER Fair. As DiNER Fairs aim at improving household nutrition, particularly of pregnant and lactating women, children, and adolescent girls, nutrition assessment tools might focus on mother and child diet history and intake, food frequency, dietary diversity, and market surveys. If your country program has nutrition-specific programming, we encourage agriculture staff to engage with them to learn about the nutrition situation of the project target area and target populations. For multi-sector projects, where there is a nutrition-specific programming, nutrition assessments are likely planned or have been conducted so we recommend that you speak with your nutrition counterparts. We would encourage multi-sectoral projects to also include one of the tools below:

- **FSN/TOPS tool for *Framing a Discussion between Nutrition and Agriculture Specialists*.** This tool, conducted during design or detailed planning phase, facilitates an agreement between nutrition and agriculture staff on the prioritization of crops to be promoted to meet both agriculture and nutrition priorities.
- **USAID-funded IYCN project's agriculture and nutrition tools: The site contains a** number of useful tools, including a literature review and fact sheet (http://www.iycn.org/2011/09/resources-for-agriculture-project-designers/). Particularly, the Nutrition Impact Assessment Tool and Guidance (http://www.iycn.org/resource/nutritional-impact-assessment-tool/) assist project designers in assessing an agriculture project's likely impacts on the nutrition of vulnerable groups.

BOX 5: INTEGRATING AGRICULTURE AND NUTRITION PROGRAMMING AND LESSONS LEARNED

In 2014, CRS commissioned a quantitative and qualitative review of 17 programs integrating agriculture and nutrition to document the approaches CRS was using. Some promising practices affirmed were: including nutritional objectives in agriculture projects; targeting nutritionally vulnerable groups; investing in women; and increasing year-round access to diverse and nutrient-dense food, which requires us to understand the nutritional status and gender dynamics that affect agriculture programming like agriculture fairs and vouchers.

(Rhoe Davis and Ryan, 2014).

2.2.3 GENDER ANALYSIS

Given the diversity in gender dynamics within our project context, it is important to understand how they affect fairs. The project gender analysis conducted during the proposal stage or at the beginning of a project should incorporate questions that identifies the needs, desires, and constraints of male and female farmers and the gender dynamics that would affect the fairs. In addition to a project-specific gender analysis, gender could be integrated into the other assessments mentioned above to better understand the issues.

When designing analysis tools to better understand the gender dynamics, some key questions to gather information on include:

- Are there differences in crop or seed preferences for males and females of different ages? If so, what are these differences and how will this affect our vendor choices?
- What are the different constraints that males and females face in accessing and effectively participating in the fair (literacy, numeracy, negotiation skills, transport, safety, etc.)?
- What factors may influence the use of the voucher by males and females to meet their agriculture production and nutrition needs such as household power relations?
- How does the timing of the fairs affect male and female participation?
- How does the use of national Identification cards affect male and female participation?
- Are there factors that would affect males' and females' efficient use of the fair products post-fair?

CRS' draft *Gender Analysis Training of Trainers (TOT) Manual* has been piloted in several regions and country program. Contact a CRS gender technical advisor for access to this Toolkit.

2.3 EXPECTED GOALS

If you are using this manual, you have already decided that voucher fairs are the most appropriate response for your specific context. Refer to the response analysis resources mentioned in section 1.2 if you need to think through this further.

If you have not done so already, it is important to identify the ***purpose*** of the fair. Defining the purpose of the fair early on (before planning begins!) can help ensure that the fair type matches the need/problem you are trying to address. Is it to:

- improve diversity?
- improve nutrition?
- improve production?
- replace seed that has been lost due to an emergency?
- increase income by investing in high-value crops?
- help give farmers access to modern varieties?
- help catalyze ongoing business links to good quality seed?

When you know the purpose, you will be better able to design strategies for this intervention along with the necessary behavior changes expected. All of these questions should have been previously thought through and answered at the proposal/funding stage. If they have not, take a moment now to stop and reflect with your team on these important questions before continuing to plan the fair.

"Cash and vouchers are mechanisms to achieve desired goals, not interventions in themselves."

(Sphere Standard, Guidance Note)

As you think through the purpose of the fair, consider the expected goals. The integral human development (IHD) framework (Figure 1) may be a useful tool for doing so. For example, the expected impacts could be thought of in terms of strengthening community, household or individual assets. The "assets" category of the framework are mentioned in Table 2 with examples of how fairs might strengthen the asset type.

Figure 1: CRS Integral Human Development Framework (asset boxes) and the impact of voucher fairs

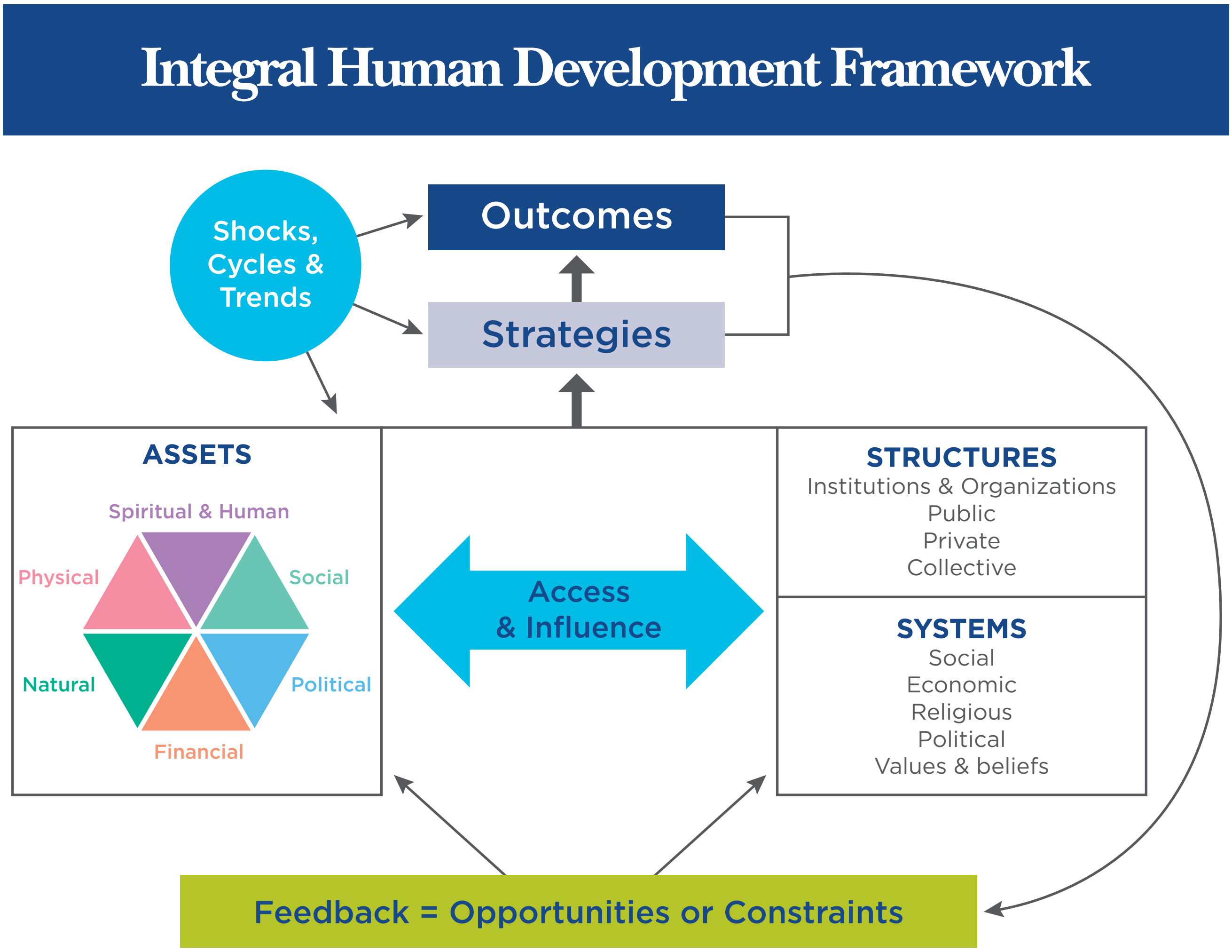


Table 2: Asset types and examples of impact

Asset	Examples of impact
Physical	• Households got seeds in time for planting • Male and female beneficiaries had a choice of crop, variety, quantity and quality seed
Financial	• Financial transfer to those receiving vouchers • Increased profit for seed vendors
Social	• Communities participated in planning, implementation, monitoring and evaluation • Open, transparent and public process increased confidence • Strengthened relationships between local seed vendors, agro-dealers and male and female farmers
Human	• Increased knowledge of different seed systems and their strengths and opportunities for integration • Increased knowledge of crops, varietal preference, seed quality and nutrition content
Natural	• Increased diversity (potentially)

Source: Adapted from Paula Bramel and Tom Remington, Table 2, in CRS Seed Vouchers and Fairs: A meta-analysis of their use in Zimbabwe, Ethiopia and Gambia.

The purpose of the fair will have a direct connection to decisions about what types of seeds, products, and information are available at the fair.

- For increasing resilience, seeds might be a diverse set of crops and varieties—some local, some modern—that are all well-adapted to the agro-ecology.
- For increasing production, the seeds may be known for their high yields, coupled with explanations about the management practices, inputs necessary for the better results, and gender implications.
- For increasing income, the seeds might be specialty crops that have a high demand and good potential for profit.
- For improving nutrition, the seed might be for nutrient-rich crops like legumes (i.e. common beans, chickpea, bambara), vegetables and fruit tfruit trees that are accompanied with nutrition education before, during and after the fair.

Seed packets being sold at the fair.
Heidi Yanulis for CRS

Match the seeds to the fair purpose and expected goal.

2.4 INTEGRATION WITH OTHER ACTIVITIES

Voucher fairs are not usually one-off activities. Rather, they are part of an overall project with objectives and expected outcomes, usually around behavior change. The integration of the fair is a critical component of the project that fits into the project's overall sequence of activities. Many of the DiNER fairs that you will read about in this manual are part of large multi-year funded projects to increase resiliency by improving food security, nutrition, income, and diversifying the production systems.

For example, the Mawa Project (2012-2017), which implements DiNER Fairs, is "designed and sequenced to ease 21,500 vulnerable smallholder farmers, particularly women, into adopting improved technologies and practices for diversified and intensified production. The Project facilitates development of skills to experiment with new technologies, which prepare farmers for engagement with markets. The Mawa Project also provides nutrition assessment, counseling and support for households with children under two. It has a very strong gender approach that enhances access to resources and decision-making within the household that supports the agriculture and nutrition objectives. The Project's *integrated package* of services helps households reap the nutrition and economic benefits of diversified agricultural production for more resilient families and communities." (Emily Burrows, CRS/Zambia, 2015)

The best time to think about how fairs will complement other activities: before you start! Let your assessments guide you.

2.5 SPECIAL ISSUES TO CONSIDER THROUGHOUT THE PROCESS

2.5.1 SEED

What kinds of seeds should be offered at the fairs? This is perhaps the most important decision to be made about the fairs. Here is where your SSSA comes in very handy. You need to understand what crops are most important to male and female farmers for the season in question. You need to learn what varieties are adapted and preferred. You also have to ensure that the seed and planting material available will meet farmers' quality needs.

2.5.1.1 Seed quality

There are two types of quality: variety quality and seed quality.

"Variety quality" has several aspects:

1. The seed is adapted to the agro-ecology.
2. The seed meets farmer preferences. It includes traits that male and female farmers value—such as quick growing, good taste, easy processing. You may need to think of preferences for home consumption and for getting a high price at market.

"Seed quality" aspects include:

1. The seed is healthy (disease free).
2. The seed is fully matured.
3. The seed is not broken.
4. The seed is "alive," meaning it has the ability to germinate.

2.5.1.1 Channels for which farmers source seed

Farmers generally source seed through two types of systems: the formal and the informal. The **formal seed system** delivers modern varieties and high quality seed—what is known as certified seed—and sources of this seed may include government, seed companies, or research stations. The formal system generally focuses on a few profitable crops, such as hybrid maize or commercial vegetable seed.

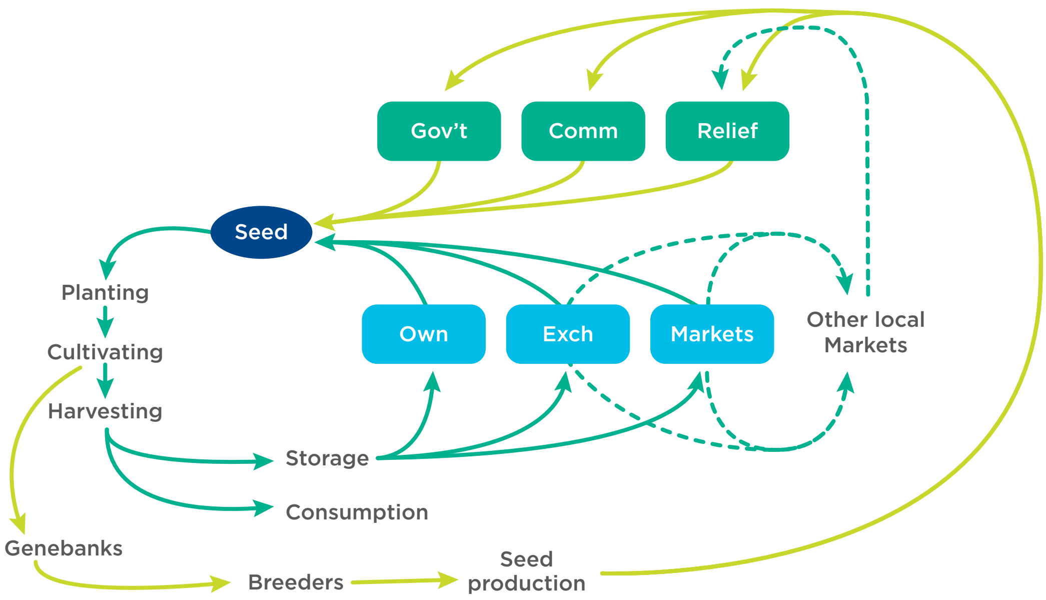
The **informal seed system** centers on local or farmer varieties. It might also move "modern" varieties that have been multiplied by farmers (so they are second, third or fourth generation "modern"). The informal system includes most of the ways in which farmers themselves produce, disseminate, and procure seed: directly from their own harvest; through barter among friends, neighbors, and relatives; and purchased from local grain markets or traders. The informal system multiplies and disseminates all the seeds farmers grow with the exception of hybrids which need to be rebought each year to maintain their vigor.

Figure 2 depicts the formal and informal seed systems, their component channels, and how the channels are linked while Table 3 highlights some of the distinctions between the formal and informal systems. In Figure 2, the purple cylinders depict own seed stocks, exchange with other farmers, and purchase through local grain markets constitute, which constitute the 'informal' channels. The yellow cylinders depict the commercial seed stockists, government or research outlets and relief supplies, which constitute formal channels. The arrows indicate the flow of seed in the 'informal' and 'formal' sectors respectively. This figure illustrates how crucial the local seed/grain markets are for farmers in meeting their seed needs, especially poor farmers and during difficult times. Please note, an important exception to this pattern is vegetatively-propagated crops like bananas, yams, sweet potatoes, and cassava, which are generally not sold in markets. See Mcguire and Sperling 2016 for common ways farmers source their seed (http://seedsystem.org/wp-content/uploads/2016/01/Seed-systems-smallholder-farmers-use.pdf

It is important to consider both the quality of seed required by farmers and those seed qualities are allowable under national seed regulations. The official system in place will guide the types of crops and varieties made available at the fair. It is important to consult government regulators early on about what is allowed in a voucher fair—and what is not. Table 3 highlights some of the distinctions between the formal and informal systems.

One system is not always better than the other; they are simply different and both are used by smallholder farmers. Each provides complementary crops and varieties.

Figure 2: Channels through which farmers source seed



Source: Modified from Almekinders and Louwaars, 1999

Table 3: What are some differences between the formal and informal seed systems?

Criterion	Formal seed systems	Informal seed systems
Seed selection	Researchers and companies select.	Farmers select and save.
Supply medium	Private companies, government and/or researchers multiply and sell seed.	Farmers exchange, borrow and/or buy seed from family, neighbors and local markets.
Seed quality	Seed is certified and quality should be guaranteed. The seed is generally healthy and should have high germination rates.	Farmer uses own criteria to determine seed quality. Quality can be high but is often variable.
Variety quality	New varieties are developed (sometimes called modern or improved).	Local varieties and long-known (recycled) modern varieties are used that have entered system through exchange or purchase.
Resilience	Resilience comes through "proven" benefits of the seed (e.g. high yielding, drought-tolerant).	Resilience comes through diversity and long-tested adaptation.
Outreach scale	Limited	Wide
Traits of varieties offered	Often high-yielding varieties of some major crops; sometimes short-duration (depends on traits that have been bred).	Mainly local varieties of a range of locally important crops. Also modern varieties have been cycled within local system. Often these have good adaptation and important culinary qualities.
Diversity of crops and varieties offers	Low	High
Seed price	Higher	Lower
Quality and relevance of information provided	Limited: often restricted to package dealer information. Sometimes there are demonstrations.	High: sellers and growers share direct experience of use.

Source: Christinck et al. 2014, and Sperling et al., 2004

2.5.2 NUTRITION

The role of nutrition in the fair is an important consideration, as what is grown by our farmers often determines what is available at the home for consumption. When considering how to integrate nutrition into a fair, the first step is to understand the nutritional deficiencies the beneficiaries are facing by drawing information from a nutrition assessment (tools mentioned in section 2.2.2) or reviewing secondary data such as Demographic and Health Surveys or DHS. Also, it is important to understand what food the beneficiaries are currently growing and eating. This influences what seeds the vendors could offer at the fair and what nutrition education and social behavior change communication needs to accompany the fair.

A close up of a vendor and her beans that will be sold during the fair. *Heidi Yanulis for CRS*

"Nutrition begins with the seed."

(Margaret Mwenya, CRS/Zambia, 2014)

Evidence has shown that agriculture programming on its own has not improved nutritional outcomes. Therefore, there is a need to consider how nutrition programming complements the agriculture fairs to improve nutrition outcomes. If the program has an explicit nutrition component, then the program should consider the relationship between the participants who receive the nutrition knowledge, skills and resources, and those who are included as voucher beneficiaries. The program will also want to consider what nutrition education to offer before, during and after the fair, and who will receive this education. Could the program offer nutrition messages at the fair or cooking demonstrations? These considerations will be especially important in a DiNER fair, but also for other fairs as well. Throughout the manual, we will mention opportunities to incorporate nutrition.

2.5.3 GENDER

Gender = female beneficiaries, right? Wrong!

Gender is more than the number of female and male participants, its about understanding the socially constructed differences in roles, responsibilities, rights, relationships and identities of females and males that are defined by a given society and context. Gender identity determines how females and males are perceived and how females and males are expected to behave in a given context. The concept of gender can change over a given period of time and it is different in each culture.

When considering the gender dynamics and the decisions that will affect the fair design and implementation, review it with the gender analysis domains in mind: 1) roles, responsibilities & time use, 2) access and control of assets & resources including income, 3) power relations, 4) participation and leadership, 5) knowledge, beliefs & perception (culture) and 6) legal environment. Considering the fairs with these domains in mind will help to ensure that the fair is appropriate for all and that all household members benefit. Staff awareness at all levels and at all times throughout the planning process will be crucial in creating a successful fair. The planning team should address the relevant dynamics identified in the gender analysis for the fairs.

> **"Although gender can have its own interventions, in fairs, gender focuses more on how it is designed, implemented, and monitored."**
>
> (Valerie Rhoe Davis, 2016)

2.5.4 LITERACY AND LANGUAGE

In order for fairs to be successful, beneficiaries and vendors need to understand and be understood. Typically, though certainly not always, beneficiaries speak a local language and many are not literate—and sometimes the same is true for vendors. Every reasonable effort should be made to make the process simple and easy for them. The easier it is for them to understand, the easier your job will be during the fairs! First, ensure there is staff that can effectively communicate in the dominant language(s) of the community. Before the fair, get community feedback and vendor feedback on potential voucher designs to see if it is clearly understood. Before or during the fair, tell stories, perform skits and short plays, or sing songs where appropriate to convey information.

2.5.5 INFORMATION AND COMMUNICATIONS TECHNOLOGIES FOR DEVELOPMENT (ICT4D)

The fairs over the past 16 years have mostly evolved from being paper-based to using electronic media for different components of fair planning, implementation, monitoring and evaluation. It is a means to help ease these different components. When considering if and how to incorporate ICT4D into fairs, we want to ensure that it creates efficiency and increases timeliness.

ICT4D can make some fair procedures faster, such as beneficiary registration and exit interviews. ICT4D often provide real-time data that allows the program to adjust its implementation and minimize post-fair labor requirements. However, ICT4D has its costs and challenges as well, and in some cases may result in procedures (such as calculating voucher payments) taking more time. There will be an upfront investment in equipment and staff training (although this equipment could be used for other programming activities as well). Advance planning is needed to ensure that ICT4D equipment is available and programmed specifically for the fair, and that staff are trained. Electricity sources for charging the devices and network coverage for syncing data at fair sites are critical. The decision to use ICT4D and for what aspects of the fair should be thoroughly considered at the start of planning, as it will influence the pre-event, event and post-event activities. Table 4 shares some on the ground experience to help guide you in your decision.

> **"Technology should be used to facilitate the process, not just be used for the sake of using it. It needs to make sense to use it."**
>
> (Kassoum Ouattara, CRS/WARO, 2015)

Table 4: Reality check: ICT4D in action

Review	Issue	Country
Excellent!	The DiNER fair team registered beneficiaries and vendors two times faster, a necessary improvement for the 800-900 beneficiaries.	Madagascar, from Laura Dills, Deputy Regional Director, EARO at the CRS ICT4D 2015 conference
Excellent!	Real time data allowed team to: • adjust targets and review planning and logistics for upcoming fairs; • provide timely information to other organizations working in the area.	Madagascar, from Laura Dills at the CRS ICT4D 2015 conference
Excellent!	Beneficiary registration was much quicker (approximately 60-75 seconds per beneficiary), and it worked well for exit interviews.	Zambia, from personal interview with Emily Burrows, Chief of Party, Mawa, Zambia
Needs improvement.	"Due to the remote location of the fairs, battery charging was the biggest challenge. The lack of electricity and network coverage hindered field agents' capacity to master the DiNER fair process."	Madagascar, from Laura Dills at the ICT4D 2015 conference
Time commitment!	"It took a lot of time to set up the iPads and train staff. Getting all staff trained and having a few pilot fairs was key."	Madagascar, from personal interview with Jim Hazen, Chief of Party, Fararano Project
Great!	"For vendor payments, mobile money worked really well. Not every vendor used it so we still used mixed methods for payment. For bigger vendors we could require it, for smaller vendors this might have been a disincentive to participate so we did not."	Madagascar, from personal interview with Jim Hazen
Needs improvement.	"Scanning barcodes on vouchers for the purpose of determining the value of sales and payment for each vendor was time-consuming—especially at the end of long days. It was actually much quicker to do it manually."	Zambia, from personal interview with Emily Burrows
Needs improvement.	"Uploading data at the end of the day. If data was missing, then the iPad would not synchronize and then this iPad could not be used the following day."	Zambia, from personal interview with Emily Burrows

Section 3: Pre-event planning process

Now that you have a better idea of what you are trying to do, the planning can begin. This section will help you understand all the major steps that help make a voucher fair a success. In some cases, certain aspects may not be possible or feasible and that is okay. Everything mentioned in this section is intended to help you think through what needs to happen before the first fair takes place and how far in advance you need to schedule activities. Many of the steps will be happening at the same time. Please remember that the order in which things actually need to happen in your situation may be different from the order presented here.-

3.1 BEFORE YOU BEGIN

Before you begin planning for the actual fairs, some key tasks should have already been completed:

- ***Assessments*** should have been completed, results analyzed and key recommendations understood, including security/risk assessments.
- ***Decisions*** *should be made regarding 1)* the appropriateness of the fair as a response, 2) purpose of the fairs, and 3) the use of cash to purchase items at fair event.
- ***Anticipated fair impacts*** should be determined such as increased productivity, resilience, income, and/or nutrition.
- ***Proposal*** should be in progress, submitted or already approved.
- ***Financial resources*** *should have been allocated in the budget to cover the fair costs*
- ***Community targeting*** *decisions such as* how many villages and which villages are determined.
- ***Coordination*** *with other* NGOs in the target area to build synergies and avoid duplications.
- *Decision to use on not to use* ***ICT4D made.*** Know whether or not you are planning to use iPads, barcodes, electronic vouchers, and other technologies. This is a critical decision that will impact practically all aspects of planning, training and budget.

If you are unsure about any of the above, take a moment now to reflect upon your plans with your team. In some cases, especially in emergency situations, these decisions may be fluid or known only shortly before the fairs take place. But these topics should all be addressed in some way or another before you begin planning for fair implementation. Otherwise, you may face difficulties down the line that could have been avoided with better preparation.

3.2 TIMEFRAMES

"Do not underestimate the amount of planning involved! In Zambia, the Mawa Project had 3 weeks of intensive fairs serving 4,000 farmers. It required 6 months of planning with very long days. It was all hands on deck—for both CRS and partner staff."

(Emily Burrows, CRS/Zambia, 2015)

As with any intervention, there needs to be time for planning in order for the intervention to be successful. The planning timeframes given in Table 5 are the bare minimum suggested for development projects. In many cases, you can—and should—allow for more time. If you are working in an emergency timeframe, your planning will necessarily be compressed.

The managers should be involved in mapping out your time frame and understanding the commitment involved. If you already have an approved project with its own Detailed Implementation Plan (DIP), compare it with the steps listed below to see if any key steps are missing. In the end, your team knows best at what speed your country program moves and which things may need more or less time. Aim for the ideal timeframe, recognizing that earlier is better than later. After determining the timeframe, display all major steps, deadlines, and progress on an office wall that *everyone* sees.

Farmers need to have the seed in hand several weeks *before* planting time (as farmers need to plan what seeds to plant, where to plant, and rains may arrive unexpectedly). If fairs are too late, the seeds, effort and resources will likely be wasted.

Table 5: Suggested timeframes for planning voucher fairs

Key steps by suggested timeframe
Earlier than 3 months
Relevant assessments: Seed System Security Assessment (SSSA), market assessment, nutrition assessment, gender analysis, response analysis
Stakeholder consultations
Determining purpose of the fair
Community-level targeting
ICT4D decisions/equipment ordered
At least 2 months
Finalize staff and their roles; communicate to staff and respective supervisors
Overall fair plans (value of vouchers per beneficiary, # of fairs, size of fairs, general timeframe/schedule, security plan); determine if beneficiaries can pay with cash
Stakeholder consultations
Seed decisions (types, varieties, quality screening, pricing, relevant vendors)
Direct contacting/scouting of possible vendors
Voucher design
Beneficiary criteria and selection process
Vendor payment decisions (method, security)
Vendor survey/selection
Vendor guidance (e.g. packing seed in small units)
Determine nutrition intervention to support the fair (before, during and after)
Determine gender integration approach to support the fair (before, during, after).

At least 1 month
Begin market and price monitoring
ICT4D equipment received and tested
Vouchers ordered (if using paper vouchers)
Staff training (including ICT4D familiarization)
Reminder of assigned roles
Fair timing and location finalized
Security plans finalized (e.g. hire guards if necessary)
Beneficiary verification and sensitization
Vendor contracts and sensitization
Confirm seed quality screening plans including key personnel
Advertisement of fairs (e.g. radio, media, etc.)
Branded items ordered (e.g. t-shirts, banners, etc.)
Travel arrangements made (e.g. vehicle requests)
All forms finalized (e.g. registration, exit surveys)
Stakeholder consultations/updates
Visit to fair site
Nutrition intervention plans finalized
Gender plans finalized
Feedback mechanism/accountability system planned
At least 1 week
All staff per diems requested (if applicable)
Vouchers received and organized; voucher custodian appointed
All applicable forms are printed
Train staff on ICT4D equipment.
Test run all ICT4D equipment/back up device and charging plan
Continued advertisement of fairs
Reconfirm logistics with communities and vendors
Purchase all supplies/additional equipment needed for fairs
1 day before 1st fair
Confirm all supplies/equipment are functioning (including ICT4D equipment/microphones/ megaphones) and packed
Meet with staff to confirm roles and responsibilities.
Ensure all logistics/travel/security in place.
Ensure vouchers in a safe place/custodian assigned.
Day of 1st fair
Communication systems (microphone?) in place
Beneficiary registration
Vendor registration
Vendor seed inspection
Seed, nutrition and other topics sensitization
Set up of seed screening site
Monitoring during fair
Vendor payment
Exit interviews (beneficiaries and vendors)
Quick debrief with staff to make necessary adjustments for next fair
Ensure 1CT4D equipment is cleaned/charged or otherwise ready for next fairs
Celebrate success!
Post-fair follow up
Staff debrief and documentation
Beneficiary follow up evaluations (post planting and post-harvest)
Vendor follow up (post fair)
Final report on all fairs

3.3 STAKEHOLDERS

Good communication with everyone affected by and involved with the fairs is essential to success. This communication starts at the earliest planning stages. As early as possible, you want to make sure you have the buy-in of everyone involved, especially those that have the power to impact the success of the fair. What will you do on the day of the fair if a local leader decides it cannot take place since he was not consulted? What will you do if seed authorities block potential sales? If you are not familiar with stakeholders, you could consult other CRS resources such as ProPack II (Chapter IV, p. 93).

The various roles that stakeholders play will be discussed throughout the manual. Table 6 provides some common examples of various stakeholders and how they can be involved in fairs. For each of these stakeholders listed below, be sure to talk with both males and females.

Table 6: Stakeholders: who and why

Who	Why
Village residents (men and women, of different ages and status)	Potential beneficiaries can offer suggestions on: selection process/criteria, voucher design, fair locations and timing, crop choices, etc. Also for sharing final information on the above.
Community health workers/volunteers	Understanding of nutrition constraints/opportunities and input on the design of nutrition aspects of the fair
Local leaders (e.g. community, religious, government-elected)	Understanding of local context, input on beneficiary selection process and criteria, and cooperation
Local seed vendors/providers (men and women)	Sharing information on voucher design, fair location, payment process, fair sensitization, crops desired
Private seed companies and certified seed sellers	Sharing information on voucher design, fair location, payment process, fair sensitization, crops desired, packaging and labelling options
Government (e.g. ministries, research, seed inspectors, extension agents, health center staff)	To confirm or learn about the agricultural calendar and seed laws, get help with seed quality and information sharing, and to provide education at the fairs
Other NGOs /UN working in the area	Understanding of local context and coordination of planned interventions to avoid duplication
CRS and partner staff from target area	Deepen understanding of the local context
CRS administration and finance staff	Knowledge of CRS processes for logistical and financial aspects; early involvement can help make all processes/plans smoother and timely
And many more…	Depending on your context

Everyone has a unique perspective to share based on his/her point of view. Understanding the different points of view will make your work easier and the fairs more successful.

To get others to support the fairs think through how they can help, how much time commitment you expect from them, and what you are willing to do (or not do). For example, in some places it is customary to pay per diem and/or transport fees to government inspectors and extension agents for attending community meetings. If this is not possible for your project due to budget or other reasons, make this clear from the beginning to save you from problems later. Likewise, community leaders or others may want to know the benefits they will received; be clear about how the fairs will help vulnerable members of their communities.

And don't forget about your own colleagues: your logistics, administration and finance staff all have their own roles to play in the process and their work is often dependent upon following specific policies and procedures (all of which take time). Help your staff help you by involving them in all aspects of planning.

For any meetings, be mindful of gender and power dynamics and whose interests are dominating. In some cases, a separate meeting with women in the villages will be better than joint meetings. When organizing village level meetings—specially to define or validate beneficiaries—be sure that everyone is represented, and not just those people the village leader has chosen to be there. Here is where your (or someone else's) local knowledge is extremely important and useful.

3.4 FAIRS DECISIONS

3.4.1 NUMBER OF FAIRS

How many fairs are you going to have? How many people are going to be at each? Will you plan lots of small fairs or have fewer larger fairs? All of these decisions have staffing, budget and logistical consequences. A meeting with key project decision makers is essential to getting this right. Together, map out a schedule of your ideal number of fairs, as well as ideal fair size(s), and see what is feasible.

For example, CRS/Madagascar made a programmatic decision to do one fair per commune at a central location so that beneficiaries would not need to travel too far. Each commune has a different population size that determined the size of fairs. As a result, some fairs were smaller and some fairs were larger. In the experience of CRS/Madagascar staff, fairs with 800 or more people was too many—it took too much time to get everyone registered (especially when people showed up late), required a lot of staff, and also increased potential security issues.

The average seed fair has been 500 beneficiaries. Your fairs may be smaller or larger.

Things to consider:

- Do you have enough staff to conduct a timely fair so beneficiaries get the seeds and get home before dark? See Section 3.5 and 4.2 for staffing requirements.
- Do you have enough staff to host large fairs?
- How far would people—beneficiaries and vendors alike—have to travel? What do the vendors think? Are they willing to do more fairs?
- In what timeframe do the fairs need to take place? Will you be able to do many fairs in this timeframe?

Once you determine the range of fair sizes appropriate for your situation, begin with a smaller size fair. It will be a learning experience for both staff and communities.

3.4.2 FAIR LOCATION AND TIMING

Deciding on the timing and location of the fair is a critical decision, and one that should be made with lots of participation. Do *not* sit in an office in the capital and decide the locations of your fairs, but consult others and visit potential fair sites as the location could affect its success. Reflect particularly on the placement of fairs: if the fair is too far away from the beneficiaries, it will be difficult for beneficiaries to come and go, particularly female beneficiaries (with children) who often walk to fairs. In CRS-Southern Africa Regional Office (SARO) programming, Malawi Food for Peace (FFP) project, UBALE stipulates that distribution points are no more than 5 kilometers, while the Madagascar Fararano project's distribution point is no more than 2 kilometers given the difficult terrain. If the location is too remote, vendors may not be willing to attend. If it is during a special time for that area—such as before a big holiday—vendors might not have enough stock or be able to attend.

Key considerations for location:

- Public place that is neutral (i.e. not the village chief's house/field)
- Large enough space to accommodate all
- Good accessibility for all beneficiaries, including women, elderly, the disabled, etc.
- Facilities with water, latrines, shade, food (what will people eat? Are food vendors coming/invited? Will there be a place for a cooking demonstration or food sampling?)
- Transportation available
- Secure location for all

Most critical for the timing is the agricultural season. If the seeds come too late or too early, it will not be appropriate. Unfortunately, there are many examples of seeds from fairs coming too late for the season. Making sure your fairs are in time for the season (preferably several weeks before the rains) should always be the motivation to keep the planning moving along.

When it comes to seed and the agricultural season, timing is everything. All the logistics need to be timely so farmers have the seed when they need it. Late seed lead to a failed harvest.

(Louise Sperling, CRS/HQ 2017)

When selecting the actual day for the fair, consider all options. In some cases, it will be best to hold the fair on a non-funeral day or a non-market day, but not always (sometimes transportation is easier to come by on market days for both beneficiaries and vendors). If it is too close to elections, the fair may be used for political purposes. Use your project's local knowledge and extensive stakeholder participation to choose the best time and place for your fair.

For the time of day, you will usually want to start in the morning—before it gets too hot and to allow plenty of time for registering, shopping, wrapping up and traveling home before dark. However, be sure to confirm appropriate timings through the gender analysis (if your project has conducted one) or using the daily calendar. Be sure to have a set start time and end time. How long will depend on the size of the fair and whether or not you are using technology. For example, in Kenya, the fairs ran from 10AM-3PM. In Zambia, the initial fairs ran from 9AM-5PM, but with practice the fairs finished earlier. One way to determine the length of a fair is to understand how much time it will take to register each beneficiary. In Zambia, it took 60-75 seconds using a barcode scanner. Remember, time will be needed to wrap up and for your staff to travel back before dark.

To prevent problems on the day of the fair, be sure all relevant local authorities have agreed with the date and location of the fair and that this information is communicated clearly to all who will attend.

3.5 STAFFING

Having the right people in place at the right time is key to planning, implementing and evaluating fairs. Who *are* the right people? In many cases, staff or partner staff are already in place—either from the newly funded project or other projects. As much as possible, have staff and partners with local knowledge of the affected area and especially if they have language skills that are useful (even if they usually work on other projects). Their knowledge of agricultural practice, gender dynamics, and the nutrition situation in the area is invaluable! Likewise, be sure to assign staff roles according to ability, knowledge and interests. For example, a staff member who may not have strong literacy skills might work best on beneficiary sensitization.

There should be both male and female staff in order to make sure that male and female beneficiaries can be reached appropriately, but also to contribute their perspectives to the fair design, implementation, monitoring, and evaluation. Consider the following example from Bangladesh (Box 6) about the importance of both male and female staff for the project's success, as well as having a gender strategy appropriate for the context.

BOX 6: REALITY CHECK IN BANGLADESH: GENDER MATTERS!

"Somrridhi, a two-year livelihood project, targeted over 10,000 households affected by cyclone Sidr in three Unions of Kolapara Sub district of Patuakhali District in Southern Bangladesh. The project followed an integrated, community-based approach to restoring sustainable livelihoods and community assets. The strategy [included] … a voucher-based asset restoration component coupled with training on practices to restore household livelihood activities." (Hagens and Chakraborty, 2011). "The community was over 90% Muslim, poor and very conservative. The project had [an] equal number of female community animators, who were constantly trained and accompanied to bring women into the project. The well-trained animators/field staff were key [to working successfully in these communities]. All worked [toward] beneficiary participation."
(Snigdha Chakraborty, former CRS/Bangladesh Country Manager, 2015)

Female staff were able to play an active role at the fairs because the country program had an enabling environment that involved the following:

- CRS and Caritas staff were oriented to the Caritas Gender Policy and Code of Conduct.
- Caritas Bangladesh hired female staff with strong NGO work experience but less formal education and all staff paid the same salary
- At Ward level, Caritas Bangladesh paired one male and one female staff member
- CRS/Caritas provided accommodation (putting 2-3 female staffs together) at the Ward level so that they stayed safe and their families felt safe.
- Female staff were not allowed to travel alone late in the field.
- Maternity leave for 4 months was sanctioned to female staff and given close locations to avoid long field travel during pregnancy period.

So you know you need both male and female staff, but *how many* staff do you need? It depends on your plans: number of fairs, size of fairs, technology use, etc. Table 7 gives you a sense of how some of your colleagues around the world have approached staff size.

Table 7: Reality check: How many staff do you need?

Location	Households targeted	Number of fairs	Number of beneficiaries per fair (approximate)	Number of staff
Pakistan (Mansehra, 2006)	3,222	14 (2 days each)	450 people	**15 staff** 4-5 market team 7-8 field team 2 payment processing team Each team had 1-2 CRS staff and the rest were partners.
Zambia (Mawa project, 2014)	4,233	11	450-680 people	**20-25 staff** 8 staff beneficiary registration/evaluation 10 staff vendor registration/evaluation 4 staff beneficiary liaison
Madagascar (OFDA project, 2014)	28,739 beneficiaries (not households)	51	560 people per fair average; range was 249-977	**12-15 on day of fair**; sometimes multiple teams for multiple fairs on same day in different locations

As you think through your plan for the fairs, map out the roles staff will play and the number of staff you will need to accomplish the associated outputs in an efficient and timely manner. If you do not have as many staff as you think you need, you will need to modify your plan. Table 8 below provides a sample of staff roles and responsibilities to help with this process.

Table 8: Sample roles and responsibilities

Staff	Roles and Responsibilities
Team leader	• Ensures overall planning of all fairs • Coordinates/supervises staff and assigns roles • Liaises with administration, logistics and finance staff • Resolves problems before, during and after the fair • Advises country management team, as needed
Field team(s)	• Village meetings • Beneficiary selection process • Beneficiary sensitization • Beneficiary registration • Accompany beneficiaries in providing advice on seed diversity for yields, soil health, nutrition, etc. • Monitoring during fair • Community sessions on household and community power relations • Community sessions on nutrition relevant to the fair, particularly for DiNERs
Vendor team(s)	• Vendor survey • Vendor identification process • Vendor sensitization and contracts • Vendor check out and payment (in collaboration with Finance) • Monitoring during fair
Community Nutrition volunteers	• Cooking demonstrations on day of fair • Nutrition education sessions before, during and after the fair
Administration, Logistics and Finance	• Advise programming staff on relevant policies and procedures • Voucher printing • Vehicle schedule • Travel requests • Vendor agreements and payments

Table 8: Sample roles and responsibilities

Staff	Roles and Responsibilities
Monitoring and Evaluation (M&E)	• Design M&E system • Create surveys (beneficiary and vendor) • Set up database • Monitoring during fair • Post-fair follow-up (post-planting) • Overall final evaluation (post-harvest) • Data analysis and report of findings and recommendations
Information Technology (IT)	• Provide support for ICT4D decisions • Ensure staff are trained • Troubleshoot at fair
Security staff	• Provide security during the fairs, especially during vendor payment process
Other	• DJ/information to make sure participants understand key seed issues, are reminded about nutrition (DiNERs) and are entertained

Consider having an experienced staff from another country come on temporary duty assignment (TDY) to help guide you through the process (Box 7).

Administration, logistics and finance staff should be involved at all stages in the planning process. Their roles are critical to program success. Their knowledge and perspective of policies and procedures will help ensure that risks are managed. Including them at all stages will help them feel part of the team and will help later when critical deadlines depend on them. Invite them to community meetings or to participate in market assessments so the project comes alive for them—and is not just another request or form they need to process.

BOX 7: REALITY CHECK: WHO SHOULD GO ON A TDY FOR VOUCHER FAIRS?

- Experience organizing voucher fairs in his/her country
- Experience working with partners
- Experience leading teams
- Pro-active and action-oriented: typically, the person needs to work with the implementation team to support their action plan, and support the team to make things happen in a short amount of time.
- Willingness to work hard!
- Flexible

> “Controls are critical in all voucher programs.”
>
> (Megan McGlinchy, CRS, 2015)

3.6 TRAINING

Adequate training is one of the most critical elements of successful fairs. After all, the fairs are implemented by people like you, and if you are not sure what to do or why you are doing it, how will you be able to effectively help the beneficiaries and vendors?

All staff and partners engaged with the fair will need to be trained on the purpose of the fairs, how the fair works, and the roles they will play. How long will this training take? It depends on your situation and the needs of your staff. For example, CRS/India held a one-day training on sensitization and the voucher system. Key topics included: voucher introduction and schedule of mobilization; creating clear instructions; role plays; community mobilization with special attention to women; the registration process; and distribution of vouchers.

CRS/Madagascar held a two-day workshop that included both the overview of the methodology, roles and responsibilities, as well as all aspects of the ICT4D components. They practiced using all the devices so that they were familiar with how they worked. Staff conducted a practice fair as part of the training.

One of the most important aspects is to have staff encounter some of the issues before the real thing. Practicing the difficult stuff (e.g. telling someone they are not on the list, dealing with vendor/beneficiary conflict, corruption and so on) will help staff better deal with issues on the day of the fair. Consider cross training staff on different roles, in case they need to fill in for someone or need a change of pace (doing the same thing for many long days in a row could get tedious).

As with fairs, voucher trainings are not new. Colleagues have developed training manuals specific to their projects and countries (Nigeria, Guinea, Turkey and Bangladesh) that may be useful to review when planning you staff training.

3.7 SEED DECISIONS

3.7.1 SEED CHOICE

As we mentioned earlier, deciding what kinds of seeds to have at the fairs is a very important decision and one that should be made based on the purpose of the fair and with much thought and consultation. Having poor quality seed or seed that does not match the crop and variety needs of male and female farmers will negatively impact the success of the fairs and the agricultural season of many people. It can also influence the adoption of behaviors that the larger program is promoting (Box 8). The seed decisions should be led by a qualified agricultural specialist who knows the local context well with advice from a gender and nutrition (DiNERs) specialist. This decision should not be made by a generalist or a manager. If you do not have a staff member or partner with this expertise, take a moment to consider your options and resources for getting the technical expertise necessary to implement quality fairs.

When it comes to seed choice, a base requirement is to clarify how “seed” is defined in your context by the law and what laws govern the sale of seed. For a five-year United States Agency for International Development (USAID) project in Kenya on arid and marginal lands, the government seed certifying agency Kenya Plant Health Inspectorate Service (KEPHIS) was involved from the proposal stage onward. Their participation helped ensure buy-in from the beginning and enabled field staff to be fully informed on seed laws and standards. In addition to being in compliance with government, be sure that seed choice (especially quality) is in compliance with donor requirements.

Ensure compliance with national seed law and donor requirements!

In terms of seed choice, it is also important to focus on what crop and varietal type. What do farmers want and need as priorities, particularly if the period is a stressful one? Men and women will often have different interests when it comes to seeds. For example, women may choose seeds important for family consumption while men may choose seeds for crops with market

BOX 8: SEED CHOICE AND BEHAVIOR CHANGE

Having seed choices that are not normally accessible may be a catalyst for changing behaviors that project is promoting, particularly if the outcome relies on seed as a basic resource. For example, access to seeds that produce nutritious foods might encourage farmers to make the recipes taught during cooking demonstration.

Key questions can help you choose the seed that will be on offer:

1. What is the purpose of the fair? (Box 9)
2. What crops are important for the upcoming season for male and female farmers?
3. Are different crops and varieties important for home consumption and sale?
4. Are there particularly short duration crops to help with immediate needs?
5. Do you want to include modern as well as local varieties—and why?
6. What quality of seed is a) required by law and b) preferred by farmers?
7. For DiNERs, what are crops and varieties that can contribute to nutritional gains?

potential. But do not *assume* this is true—women are often key market traders. Instead, build understanding regarding gender differences through the gender analysis and from information on the local seed system and market context.

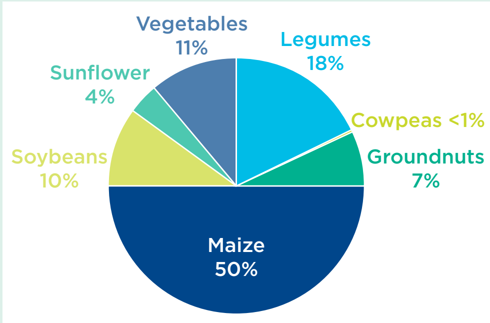
If diversity and nutrition-focused outcomes are important, the fairs will probably include vegetable seeds, legumes and even tree saplings rather than only the staple crops. Again, know what is of interest, feasible, available, and, also, the nutrition gap in the area—and make sure the seeds match the purpose of the fair.

BOX 9: REALITY CHECK IN ZAMBIA: PURPOSE OF THE FAIR INFLUENCES SEED CHOICES

"While the seed fairs should match the analysis of the seed situation, equally important is responsiveness to the objectives of the project. For example, under the Mawa Project, it was important to design a seed system and seed security response to support the project objective of increased food and nutrition security. Maize, groundnut and cotton account for 95% of seed sown in Eastern Province of Zambia. In a drought-prone area with high rates of under-nutrition, particularly amongst women and children, crop diversification for nutrition and resilience becomes an important driver behind DiNERs. For this reason, CRS designed fairs to include commercial seed suppliers for new varieties of maize, vegetable seeds, sunflower and other cash crops, but—importantly—included local seed suppliers to expand access to legumes, which support nutrition and resilience"

(Emily Burrows, CRS/Zambia, 2015).

Figure 3: Percentage of sales at Zambia Mawa DiNERs by seed type



The evidence derived from the beneficiary exit interviews reinforced the team's decision to include legume and vegetable seeds at the fair (Figure 3).

Finally, in terms of seed choice, sustainability is an issue. Some seed will give farmers the opportunity to continue planting once the intervention is over. Table 9 discusses the different types of seed. For further technical guidance on choosing appropriate seeds, consult the Food and Agricultural Organization (FAO) 2010 publication *Seeds in Emergencies: A Technical Handbook* (http://www.fao.org/resilience/resources/resources-detail/en/c/278935/)

Table 9: Pros and cons of different seed types

Type	Pro	Con
Local varieties	• Adapted to agro-ecology, farmers depend on them, tried and true • Diversity contributes to resilience • Farmers save seed	• May not consistently produce
"Improved" varieties	• Offers new traits that may be of interest to farmers (e.g. short duration, drought tolerant) • May increase farmers' seed diversity • Provide more nutrients	• May not perform as expected unless appropriate inputs and management practices accompany it • May be a risk to farmers using unfamiliar varieties
Hybrid	• Provides access to varieties they may not otherwise have • Reliable production in first season/uniform crop	• Farmers cannot save seeds, so they have to be purchased each season • More expensive than open pollinated varieties
Open pollinated varieties	• Seeds can be saved by farmers • Traits remain stable	• May have lower production than hybrids

3.7.2 SEED SOURCES

There may be a wide range of seed sources available to utilize during a fair—at least in theory. In practice, the choice depends on a) seed laws, or which sellers sell the type of seed legally allowed; b) the types of crops and varieties desired, which is linked to the aims of the fair; c) availability, or which sellers have seed; and d) seller interest in participating in the fair event. Seller profiles, seed source information and the market assessment should help identify a good mix of vendors and diversity of seed.

There are multiple sources of seed to consider. These include, but are not limited to (see section 3.12.2 Vendor Typology):

- Female and male farmers selling their own seed,
- Community based seed multiplier groups,
- Private seed companies,
- Local agro-dealers,
- Large seed/grain traders, and
- Government/research organizations.

Remember that different sources of seed are usually associated with different crops, different varieties, and different qualities of seed. For instance, farmers selling their own seed will likely sell crops and varieties that are well adapted and locally preferred, but the seed will not be certified. Research organizations might sell modern varieties (packaged as certified seed) but the modern types may not be known in the local area and their adaptability to local stress situations has to be verified. Also, some of the vendors may have a vested interest in what they are selling and provide a few focused options (for example, select seed companies promoting maize hybrids).

A vendor assessment can help verify what seeds are/are not available locally in the formal or informal markets. If different seeds are needed that are not available locally, you may need to do a little legwork to see if it is feasible to have these seeds be brought from elsewhere. When bringing in seeds less familiar to the community, you need consider what behavior may need to be changed to influence their adoption, particularly consumption of less familiar crops or crop varieties.

Engaging the private sector as a seed source can be particularly important if seed supply links after the fair need to be stimulated to ensure an ongoing supply of new varieties and good quality seed even in quite rural areas (Box 10).

BOX 10: ZAMBIA: ENGAGING THE PRIVATE SECTOR IN THE MAWA PROJECT FAIRS

"The engagement of the private sector (in addition to informal seed sector) can bring greater seed diversity to communities, opening up nutritional alternatives for smallholder households, as well as building resilience through crop diversity. Voucher fairs also open up opportunities for private/public sector collaboration for the benefit of smallholder farmers such as establishing a customer relationship in rural communities and assuring their products, sales and services meet the needs of these smallholder farmers."

(Emily Burrows, CRS/Zambia, 2015)

3.7.3 SEED QUALITY SCREENING

How will the quality of seed be guaranteed? This may be one of the first questions your team is asked. All programs want to offer good quality seed that meets farmers' own needs and are in compliant with the government and donor regulations and requirements. **Remember that national seed laws drive the seed quality determination.**

There are diverse types of quality that are often offered for sale during a fair. It is important for farmers to understand the different quality options available so they can then make their own informed decisions about what to buy. Again, seed has two quality aspects: varietal quality and seed quality (see section 2.5.1 on seed quality). Both are important and there may sometimes be a balancing acting between the two —getting a variety that is well-adapted (and tastes delicious!) and getting healthy, risk-free seed of that variety.

Seed offered by seed companies and research organizations will likely be certified, which means that the seed has been formally inspected by government authorities and guaranteed to be pure, healthy and have high germination rates. Certified seed is always labeled.

Seed brought to the fair by farmers is likely not certified. It may have gone through a process of formal screening called quality declared seed (QDS), but more likely it is seed produced by farmers themselves that has been carefully selected and processed. Some call this seed farmer-guaranteed or Truthfully Labeled Seed. These terms basically mean that the farmer stands by her/his product.

In addition to the above, farmers have their own way to define quality. When farmers are looking to buy seed in the market, they are looking for 1) full grain size, 2) no pest damage, 3) variety known to be adapted to their local context, 4) stocks that are free from sticks and dirt and pebbles, and 5) known vendor/trust in vendor[1]

In some places, certified seed might be required. In other places, more diverse—but still good quality—seed will be permitted. To know what is allowable, confirm with the country seed law. Your team will need to ensure the quality of the seed that is available at a fair so a specific process needs to be set up. Some CRS teams have constructed local committees to review all vendors' seed the day of the fair, while most invite a seed inspector. No matter what the context, seed quality will be a key issue to review and to uphold. For a case in point, read the excerpt of the actual issues letter the Madagascar team received from one donor:

Donor Comment: *Please discuss how CRS will verify quality of seed on offer.*

CRS Response: *In accordance with CRS' established methodology, all vendors will be registered before participating in the fair. This registration process will allow the project to access the amount, type and varieties of seeds and other inputs being brought to the fair. The registration process will require vendors to demonstrate quality certification by the Ministry of Agriculture and Rural Development. They must display this certification during the DiNER fairs. Furthermore, technicians from the Ministry's Regional Directorate for Rural Development (DRDR) will be invited to inspect the seeds and cuttings on offer on the morning of any DiNER fair. Any vendor who does not display proof of quality certification or who does not pass inspection by the DRDR will not be allowed to participate in the DiNER Fairs. Furthermore, as part of the registration process, beneficiaries will be trained on how the DiNER Fair system works. In addition to learning to use vouchers, they will learn how to identify quality seeds. Because the DiNER fairs work like a traditional market, beneficiaries can exclude vendors whose seeds do not meet the beneficiaries' quality standards.*

1 Based on common responses in beneficiary exit surveys

As you can see, the team clearly thought through the screening process and who needs to be involved, and was then able to effectively communicate its process. Your team should be able to do the same, both in writing and orally. Another great example is in Box 11.

Of special note for vegetatively-propagated crops (VPCs): Extra care should be taken with VPCs as the viability and quality of planting material will be affected by several factors: being cut, being transported over long distance, and being stored. Consider hosting some of the fairs directly in growers' fields to minimize these issues. For example, CRS' Great Lakes Cassava Initiative (GLCI) project in eastern and central Africa held voucher fairs in sellers' cassava fields so the cuttings would be fresh and then transported directly from the fields. Be sure to have qualified agricultural staff or an extension agent check the field beforehand to declare that it is pest and disease free.

Because quality seed is so important to the livelihoods of beneficiaries, be sure to think about how beneficiaries can report back on seed quality after seeds have been planted. For example, during a fair in Pakistan, the vendor agreements included a clause stating that sub-quality material can be returned. Vendors are bound by this agreement and staff followed up to ensure it is the case. In addition, word travels fast if a vendor is selling poor quality goods at a fair. Others will avoid purchasing at that stall and the vendor selling poor quality goods will be shamed by other vendors. Peer and social pressure can work to enhance the overall quality of seed offered at your fair(s).

BOX 11: REALITY CHECK IN ZAMBIA: COLLABORATION WITH SEED CONTROL AND CERTIFICATION INSTITUTE

"The Mawa Project planned for collaboration with the Government of Zambia. The Government of Zambia's Seed Control and Certification Institute (SCCI) were engaged to inspect quality of seed and ensure compliance with Zambian seed laws and standards. The SCCI was involved in the initial planning meetings to explain the purpose of the fairs to government and [the] private sector. Roles played by SCCI at the fair included: identifying counterfeit seed, inspecting seed quality, allowing for repackaging of seed into smaller seed packs, educating buyers on distinctions between quality-declared seed, uncertified seed, and certified seed" (Emily Burrows, CRS, 2016).

For fairs that include livestock, it is important to have veterinarians checking the health of the animals before beneficiaries purchase them, and also to have vendors available that could vaccinate animals or share information on vaccinations. For livestock fairs, consult detailed technical guidance on Livestock Emergency Guidelines and Standards or LEGS (http://www.livestock-emergency.net/)

3.7.4 SEED PACKAGING

Seed can be packaged in different ways. The type of packaging allowed at the fair or of interest to the beneficiaries may depend on many factors such as type of crop, seed, and seed law. In most places, seed laws limit which seeds can even be marketed in packs. For example, only certified seed can be sold in sealed and labeled packs.

The quantity available for sale in each pack can also vary. Typically, seeds for crops such as maize may be sold in 20, 50 or 100 kg bags, while that for legumes (e.g. common bean, cowpea, soybean) may be in 5 or 10 kg bags. However, there are several reasons to offer seed in smaller quantities. For varieties that are relatively new to an area, farmers may want to limit their risks so it would be appropriate for vendors to sell in smaller packages (e.g., 250 g, 500 g, or 1 kg for legumes; 10-20g for vegetables) so farmers may experiment with the seeds to see if they like them. Smaller packs also allow farmers to purchase different types of seed to be planted on their small land plots (Box 12). A video about beans in Kenya illustrates the concept of having small seed packs: https://www.youtube.com/watch?v=oX4_OjGw59o.

BOX 12: ZAMBIA: DEMAND FOR SMALLER SEED PACKS

"Small seed packs, particularly for legumes, are attractive to buyers and potentially profitable for suppliers. To test the theory that smallholder farmers want smaller seed packs, the Zambia Mawa Project, with permission from SCCI (the seed quality authorities), asked several seed sellers to repackage 3-kilogram packs of legumes into 500-gram and 1-kilogram packages. After repackaging and offering at a price as low as ZMW5 or approximately $1 per package, fair participants quickly purchased the smaller bags. Seed sellers expressed surprise by the demand, as well as the potential profitability of the smaller packs. Smaller packs also allowed participants to purchased greater varieties of legume seed in particular, with some individuals selecting up to six different varieties."

(Emily Burrows, CRS/Zambia, 2015)

3.7.5 SEED PRICING

There may be a need to pre-establish a price range for seed to be sold at the fair to prevent price inflation and ensure fair pricing. To be able to set this price range, you need to know the market price of certified seed and local seed. How do you find out this information? You are in luck! CRS has a great resource to help you learn all you need to know about markets and monitoring price information before, during and after the fairs—it is the *Price Monitoring, Analysis and Response Kit* (MARKit (http://www.crs.org/our-work-overseas/research-publications/markit). In addition to MARKit, meetings with extension agents, local traders/vendors, and agro-dealers can provide up-to-date information on seed prices as well as send a signal to potential seed fair sellers that the project is serious about offering fair seed prices.

The price list has been finalized and is placed at the entrance to the fair. *Heidi Yanulis for CRS*

In determining seed price ranges, be aware of country tax laws and ensure the price range considers the tax implications. Any tax issues should be included in the vendor agreement. For example, will taxes be deducted from the vendor payment? If so, make sure vendors understand this ahead of time and are not caught by surprise when they receive their payment.

To ensure transparency, price ranges should be publicly shared even on the day of the fair, through the MC's use of a microphone or megaphone or posting up somewhere within the fair grounds.

CRS staff work with all of the vendors (a) to establish a list of all goods that will be sold during the fair and (b) agree upon ceiling prices for each good being sold. *Heidi Yanulis for CRS*

3.8 NUTRITION DECISIONS

The nutrition assessment described earlier and the project's nutrition-related approach will help determine how nutrition is integrated into the fair. Decisions on what crop to promote at the fair needs to be determined and then vendors who sell these seeds need to be identified and encourage to attend the fair. If legumes are selected, it may be necessary to discuss with the vendors selling seed in small packets (see Section 3.7.4).

The CRS team sets up a banner that advertises the kinds of goods to be sold at the fair. *Heidi Yanulis for CRS*

In addition to determining what is available for purchase at the fair, the nutrition education surrounding the fair must be determined. If the program has a strong nutrition component, decide how the existing nutrition approach can support the fair in nutrition knowledge and skills prior, during and after the fair. If the program has a limited independent nutrition component, this will affect the level of nutrition knowledge of the beneficiaries and the program will need to assess the depth of knowledge to be provided at the fair and by whom. The team needs to develop the nutrition messages to be shared at the fair and to decide how these messages will be communicated: MC announcements via microphone or megaphone, posters, field staff conveying the messages, etc.

If a cooking demonstration is desired for encouraging the purchasing of diverse, nutrient-rich seed, then adequate planning is needed. You will need to decide where the cooking demonstration(s) will take place, who will conduct the cooking demonstration(s), who will provide the food for the cooking demonstration(s), and how the cooked food will be shared. Will there be samples to share with participants as they pass by? See Box 13 for lessons learned on conducting cooking demonstrations during a fair. Reach out to your nutrition staff regarding specific guidance for cooking demonstrations (forthcoming).

Engage your health and nutrition staff at the country program and regional level to develop the nutrition approach.

BOX 13: REALITY CHECK IN MADAGASCAR AND ZAMBIA: LESSON LEARNED ON COOKING DEMONSTRATIONS

At the Madagascar fairs, the cooking demonstrations were very popular and a great success overall. The project had local community nutrition agents (who received a stipend) at the fairs conducting the demonstrations. They were set up amongst the vendors rather than near registration or elsewhere—so everyone had to pass by. The nutrition agents also gave out samples and people liked that aspect. (Jim Hazen, CRS/Madagascar, 2015)

"In Zambia, nutrition volunteers hosted cooking demonstrations and nutrition education sessions during the fairs to promote use of diverse and nutritious crops. However, given the attention on the fairs and the location of the cooking demonstration, most participants did not visit or participate in the cooking demonstrations initially...During the fairs, the team did adapt by finding more strategic locations for the cooking demonstration such as between seed sellers, and by giving the microphone to mothers to share recipes and why ingredients were important."
(Emily Burrows, CRS/Zambia, 2015)

3.9 GENDER DECISIONS

Being conscious of the gender dynamics, constraints and opportunities during a fair will influence the pre-event activities. The gender analysis, mentioned under Section 2.2.3 will provide information needed to guide the pre-event preparation for the fair. As you design each aspect of the fair, use a gender lens to think about the issues that may evolve; using the gender analysis domains mentioned in Section 2.5.2 (Box 14) will help you think through this process. Some key gender considerations for planning a fair include:

BOX 14: GENDER ANALYSIS DOMAINS

1. Roles, responsibilities & time use
2. Access and control of assets & resources including income
3. Power relations and decision-making
4. Participation and leadership
5. Knowledge, Beliefs & Perception (Culture)
6. Legal environment

- **Staff selection:** will having both men and women on the staff and partner teams improve planning of the fair to meet the needs of male and female beneficiaries, attracting male and female vendors, enhancing beneficiary sensitization, provide the appropriate staffing to engage with male and female beneficiaries, etc.
- **Vendor identification:** Does targeting either male or female vendors bias the type of vendor attending and the type of seed available? Does it limit the interaction between seller and buyers of different sexes? In some parts of the world, small vendors are often women.
- **Seed decisions:** Men and women often have different priorities that may influence what type of seed is demanded at the fair. Understanding the seed preferences of

males and females will influence what seed is available at the fair, who is invited as vendors, and could influence voucher design and denominations.

- **Security and safety considerations:** When targeting the fairs to women and girls, then the pre-event planning needs to consider potential safety issues. Could pre-event planning mitigate and address such issues through fair location and fair timing, planning transport, and/or arranging for groups to travel together.
- **Intra-household dynamics:** In many contexts that we work in, intra-household dynamics influence how decisions are made, particularly on issues regarding farm purchases and voucher use (Box 15). When designing the fair, considering these dynamics as part of the planning process will guide the team on how to address them. Do the dynamics within your context suggest that vouchers are targeted to a specific gender, is there a need to offer separate vouchers to the lead male and lead female in the household, or is a couple's communications intervention incorporated.

BOX 15: REALITY CHECK IN BANGLADESH: WOMEN'S PARTICIPATION IN DECISION-MAKING

"The degree of involvement of women in Somriddhi was much higher than what has been achieved by many similar projects. The vouchers were distributed to women to increase their voice in the decisions for assets purchase, women were able to participate in cash for work (CFW) activities due to the provision of child care and other special accommodations, and women represented the majority of those trained in livestock care practices. This approach contributed to increased respect in the household and community for many women. To assist them in their purchase decision, the Somriddhi projects team had provided a family livelihood planning template to men and women separately to allow them to consider individually and joint purchases."

"From the beginning, during beneficiary selection, the project clearly mentioned the focus was on single headed households, widows, and disabled persons. The markets [fairs] were organized in the villages, and the project had to organize more markets [fairs] than expected in order to bring it closer to the community. When the project started the virtual shopping exercise as a first step to develop the planning template, we ensured talking to men and women separately with the trained male and female animators.

3.10 VOUCHER DECISIONS

3.10.1 VOUCHER VALUE

How much is enough? How much is too much? As with many decisions, it depends on many factors. In most cases, the intention of the voucher is to provide additional support to beneficiaries; it is generally not intended to cover the cost of all of their seed needs, or livelihood assets and so forth (except perhaps in the case of refugee and Internally Displaced Persons or IDPs). In a large majority of situations, farmers have some seed as they have saved it.

The SSSA can help determine farmers' full seed needs and then programs can make informed decisions on the portion they should cover.

Take a look at three examples:

- The Zambia Mawa project determined the voucher value in consultation with local government, seed certification agents, stakeholders, etc. The voucher amount was approximately $40.
- "In response to floods in Balochistan, Pakistan in 2011, a livelihood voucher fair intervention was designed based on assessments of the situation. In the lessons learned [discussion following] the [intervention implementation], the team discussed that the voucher amount per household 28,000 PRP ($268) was too much. Because of the value of the voucher, it attracted larger powerful landlords to put pressure on government officials to have them included in the beneficiary list. This created more difficulties for the field teams to counteract this pressure." (Samuel Sarfaraz, CRS/Pakistan, 2016)
- In Bangladesh, the amount of the voucher was established based on the market price for a mature cow during project design. At the time of the voucher fair, the price of mature cows had increased and beneficiaries purchased less mature cows and/or other assets. The project team concluded that it would have been more appropriate to reflect anticipated market inflation in the project budget to ensure the voucher amount would still be sufficient for a mature cow purchase." (Hagens and Chakraborty, 2011)

Use your market information, your assessments (particularly the SSSA), your local knowledge, your budget and your project purpose to inform the voucher amount. Consider building in flexibility to adjust voucher values should price rise.

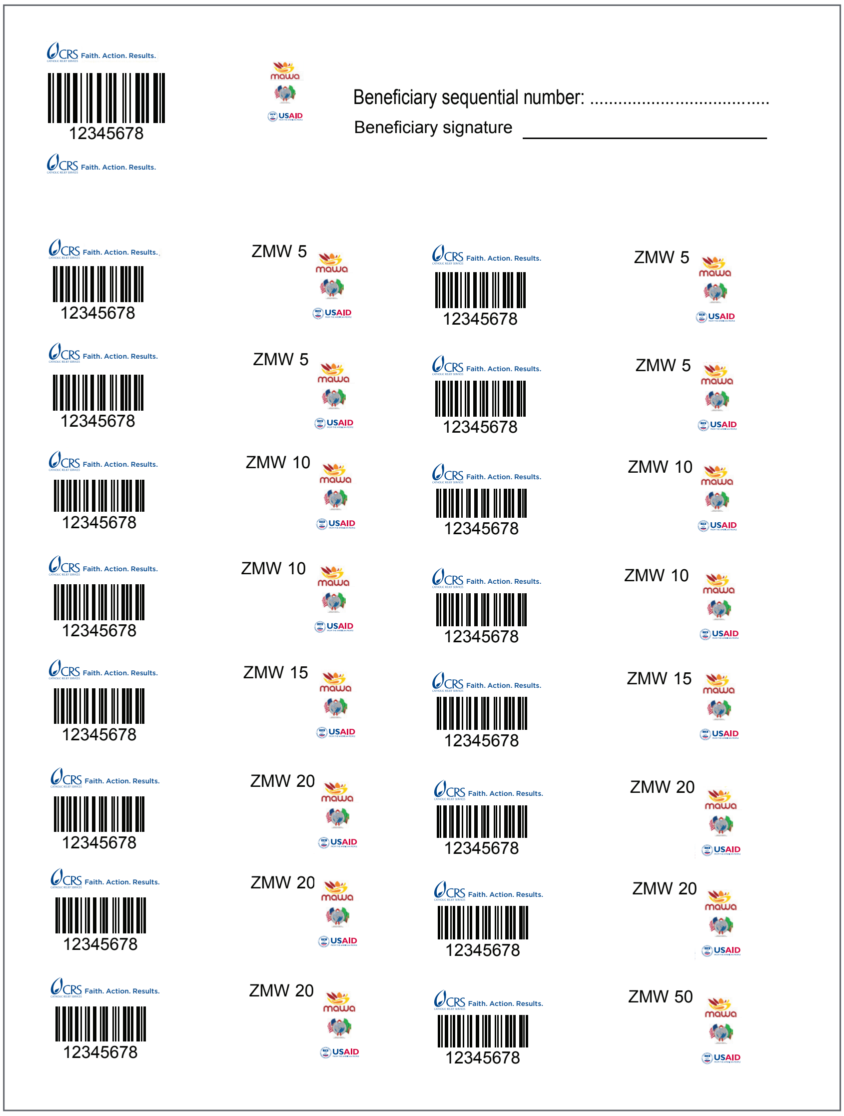
Finally, in terms of money, this is again a reminder that many voucher fairs also leave open the possibility that farmers can buy agricultural goods at the fair with their own cash. Experience shows that two types of farmers may use cash at fairs: 1) farmers who have been voucher recipients might spend their own cash to buy additional supplies and 2) farmers who did not receive a vouchers but were allowed to attend the far and spend their own money for desired crops and varieties. In particular, DiNER fairs, may offer crops and varieties that farmers do not usually have access to in rural areas so non-beneficiaries may purchase. In opening up a fair to non-voucher recipients, organizers have to consider the plusses and minuses carefully. Non-beneficiary participation inflates numbers and lead to an event being crowded. On the other hand, non-beneficiaries directly purchasing seed sends a strong signal to vendors (local suppliers and agro-dealers) that there is important rural demand for select crops and varieties, which could help catalyze the development of ongoing supply channels for a diverse and nutritious range of crops. The more direct buyers at fairs, the higher the likelihood that private suppliers will respond after the fair to a possible real demand.

3.10.2 VOUCHER DENOMINATIONS

We have previously discussed the total value of the voucher amount, but the voucher denominations are also important. Depending on the voucher denomination, this will affect beneficiaries' flexibility to choose how much they will buy from particular vendors and their ability to negotiate. In many cases, as many as five different denominations have been used (Figure 4 and 5). Multiple denominations—especially at smaller units—allow farmers to negotiate on price and to source from multiple vendors. When deciding what is appropriate for your context, be sure to consider the typical prices, amounts expected to be purchased, and currency denominations. As always, feedback from your stakeholders—particularly beneficiaries and vendors—is essential.

Figure 4: Madagascar voucher denominations

Figure 5: Zambia Mawa voucher denominations



Here is a close up of the voucher sheet that is given to beneficiaries.
Heidi Yanulis for CRS

3.10.3 VOUCHER DESIGN

Deciding what your vouchers will look like and planning for their printing is a task that can be challenging and time-consuming. As indicated in previous sections, you want to get beneficiary and vendor feedback on the voucher design to ensure that vouchers are comprehensible for both literate and illiterate people. In some cases, color coding the denominations has been more effective than simple number values, especially for the illiterate.

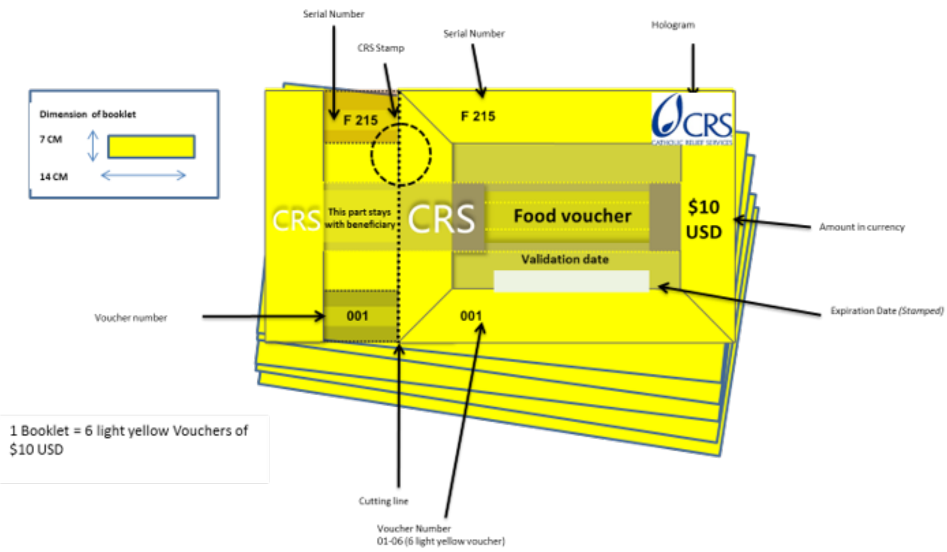
When designing vouchers, the following should be considered:

- Security features. See Appendix A for security level checklist, Figure 6 for example of voucher with security measures, and Box 16 for some suggested low-cost ways to increase voucher security.
- Look like local money (at least in color) and similar denomination; in some countries it may be problematic to have the vouchers look *too* similar to money—consult your finance staff.
- Symbols that are easy to understand by staff, beneficiaries and vendors
- Literacy and cultural appropriateness
- Ensure your donor's logo is present and accurate.

BOX 16: PAKISTAN EXAMPLE OF LOW-COST WAYS TO INCREASE VOUCHER SECURITY

1. Use different colors for different categories of items (i.e. seed voucher is one color, livestock a different color, etc.).
2. Use different serial numbers unique to program; no one else should know these or what they will be.
3. Use watermarks on printer paper.
4. Include staff signature—and rotate who is signing it.
5. Give beneficiaries unique codes for registration and vouchers that must match.

Figure 6: Example of voucher packet with security measures



Source: CRS Operations Guidance for Cash-Based Programming

The following excerpt from a USAID trip report to a DiNER fair makes the point (and the additional logistics involved) very clear:

"The vouchers did not display the USAID logo. The team immediately brought this to the attention of CRS, and within a week, CRS had created a new voucher template that now included the USAID logo. CRS should carefully monitor all project inputs, outputs, and tools to ensure proper marking."

Project banners with nutrition messaging that includes donor branding.

In most cases, the total value of the vouchers you are printing will require a bid committee, so your timeline will need to take this into account. Consult your procurement staff as early as possible to see what they advise.

3.11 BENEFICIARIES

Once you know which villages you will be working with, it is time for the challenging process of beneficiary identification. This is challenging because when there are resources to be received, everyone wants to receive something. Participation, fairness and transparency all take time. Rushing the process could lead to problems down the line—both for your project as well as the people you are trying to serve. Take your time to get it right.

Although there may be some variation in the order of steps, the general picture is:

- Village Selection Process
- Selection Criteria
- Beneficiary Finalization
- Beneficiary Sensitization
- Beneficiary Registration

To support the roll-out of the fairs for beneficiaries, a set of forms are available in Appendix B

3.11.1 VILLAGE SELECTION PROCESS

What is the best way to determine the number of communities and the specific communities in which the fairs will be held? The proposal will provide the broad geographical area for the project, but you will still need to choose specific communities to benefit from the fair. In selecting these communities, consider the purpose of the fair, use your baseline data, and consider the beneficiary selection criteria that will be discussed in Section 3.11.2. **A note of caution**: be aware of raising expectations. Do not go into a village to seek information to guide beneficiary selection unless you know for sure that this village will be selected, or unless you are very clear with the community members that the selection process is ongoing and their village may or may not be selected. It is also good to be sure that other organizations are not planning something similar in the same village—talk to your colleagues at other NGOs to confirm what you are hearing in the villages being interviewed. And finally, be aware that driving through villages that will not be benefitting from a fair to get to other villages that will be benefitting from a fair could result in some trouble, as was the case in Pakistan. Staff need to be prepared to deal with this situation if necessary.

3.11.2 SELECTION CRITERIA

What is the best way to determine the number of beneficiaries and more specifically, who will be the beneficiary of the fair? These may seem like simple questions, but in fact they present complex challenges. Determining the number of beneficiaries is likely the easier of the two; often this decision has already been determined and is stated in your proposal. The more complex question is: how do you choose who will be a beneficiary and who will not be a beneficiary? The answer is known as your selection criteria. Typical criteria are listed below, but check your proposal as some general criteria may already be mentioned.

Typical criteria include:

- Affected by the disaster/chronic stress
- A certain minimum/maximum area of land (and access to that land)
- Vulnerability criteria (e.g. pregnant and lactating women, number of children under two in the household (DiNERs), disabled, people in the household living with HIV, and so on)
- Ability to engage in agriculture (have labor for planting, field maintenance, harvest and post-harvest).

Selection criteria should be refined to match the context, resources and objectives. The community's gender dynamics may influence this selection criteria resulting in vouchers being given only to men or only to women, or some combination. Box 17 describes this choice in Pakistan.

Practically speaking, how will the decisions be made for your project? Your assessments can point you in the right direction, but here is a point where community participation and knowledgeable local staff are crucial to determine location-specific criteria. You could start with census data, but be mindful that this data can be biased and incomplete. So local knowledge and well-trained staff are key to developing appropriate selection criteria. After criteria are finalized, it is important to announce and confirm the criteria in a public place as the targeting may miss some key considerations (Box 18) . Be sure everyone involved with running the fair knows how the choices have been made. All staff (including partners, drivers, field staff, administration staff and so on) should be able to answer selection questions. Undoubtedly, they will be asked by someone at some point in the process.

BOX 17: PAKISTAN 2005 EARTHQUAKE: MALE AND FEMALE SPECIFIC VOUCHERS

During the 2005 Pakistan earthquake response, CRS organized livelihood fairs. Each household received 6,000 Rupees (approximately $58), split evenly between men and women in the household (3,000 Rupees each). For polygamous households, an extra amount was given. Vouchers had "male" or "female" printed on them. Sometimes, the household would make joint decisions but mostly they each purchased what they needed. In some cases of vulnerable women (e.g. pregnant), staff allowed men to purchase on their behalf but only with prior approval from staff for these specific situations. Staff also followed up with these specific cases to ensure the female beneficiaries received what they intended. The final evaluation of the 2005 earthquake response program showed higher satisfaction level of households (among both men and women) as a result of targeting both genders equally and giving them choice separately.

(Fahad Khan, former CRS/Pakistan, 2015)

Targeting is extremely important. Choosing the wrong beneficiaries increases the chances of conflict, misuse of resources, and falling short of your objectives.

BOX 18: REALITY CHECK IN PAKISTAN: LESSONS LEARNED ON TARGETING IN BALOCHISTAN

"In the flood response of 2011 in the tribal areas of Balochistan, CRS was especially focusing on the tenants and small farmers. In this area of Balochistan, there are two types of tenants: 1) the people coming from other areas of Balochistan and Pakistan who mostly get 50% share of the crop and 2) the most vulnerable tenants, 'inherited tenants' (slaves) who are totally dependent on the landlord. In most cases the landlord either took the assistance from the tenants or the tenants themselves gave it to the landlord to avoid any punishment."

(Samuel Sarfraz, CRS/Pakistan, 2015)

3.11.3 BENEFICIARY FINALIZATION

Once selection criteria are finalized, this guidance will help identify who are the actual beneficiaries of the fair. When determining the final beneficiaries, everyone needs to know how the fair beneficiaries will be selected so share the criteria publicly by posting it on community boards, paying a village news announcer to share the criteria, and so on. This allows the community to know that the beneficiary selection is *not* about the village leader's family, members of certain political parties or groups, and so on, but based on a set of pre-determine criteria that these families meet. To support the actual selection process, a community meeting could be held, to identify beneficiaries. It is strongly suggested that staff or partner staff are present at this meeting to guide the process and to mitigate bias. Staff need to know how to manage this type of meeting, make sure it is inclusive and that those who are truly vulnerable are prioritized (if that is the criteria).

Based on the criteria, the fair beneficiaries are chosen and this information is shared with the community; maybe a list is posted in the community. Be sure to establish ways that community members can voice their objections to not being on the list or about others who are on the list that they feel should not be. Box 19 shows a successful strategy from a Bangladesh livelihood fair project.

In conflict settings (both active and historic), staff need to be particularly careful to ensure transparency and not increasing tensions and divides by infusion of resources. For example, Burundi had a very rigorous and participatory beneficiary selection process to ensure community buy-in. For more complete guidance on conflict-sensitivity, consult The Sphere Project's Handbook (http://www.spherehandbook.org/) and CRS' *Peacebuilding, Governance and Gender Assessments: A Basic Guide for Busy Practitioners* (https://global.crs.org/communities/Peacebuilding/CommunityDocuments/PBGG_assessment_basic_guidelines_March2015_web.pdf), and/or staff with expertise in this area.

BOX 19: REALITY CHECK IN BANGLADESH: BENEFICIARY SELECTION

"The Somriddhi project faced a high degree of local political pressure and bias by the Ward Development Committees or WDC initially regarding beneficiary selection. Influential members who did not qualify for support had joined the WDCs. These members were later removed and new committees were created composed only of beneficiaries in order to provide a greater voice for the most vulnerable in the community. The project posted the list of beneficiaries for community feedback before it was finalized. The feedback mechanisms (available to both beneficiaries and non-beneficiaries) established during the initial selection process contributed to the project's high degree of accountability. The feedback mechanisms included distributing flyers with project contact numbers and displaying the nearly final list of beneficiaries for 2-3 days to allow for complaints. All complaints logged were addressed by an independent investigating team of Caritas staff. No complaints related to beneficiary selection were registered after these procedures were followed."

(Hagens and Chakraborty, 2011)

3.11.4 BENEFICIARY SENSITIZATION

Okay—now you have your final list of beneficiaries. Do they even know they are a beneficiary and if so, why they were chosen? Do they know what is going to happen at the fair? Do they know what kind of identification they will need to bring on the day of the fair? A village meeting is in order to help beneficiaries understand all of these things and more.

At the village meeting, be sure to have complete representation of the village (men and women of different ages and status) and the selected beneficiaries. To ensure complete representation, field agents (agriculture and health (if DiNERs) should be charged with ensuring full participation. During the village meeting, the key topics to be shared include: the purpose of the fairs, the process (before, during and after the fair), beneficiary selection process, and confirmation of the date/time. Include as much detail about flow of the fair as possible to minimize confusion on the day of the fair. Consider having a pictorial flyer to post in the village to further increase understanding. Ask beneficiaries to explain the process back to you to ensure it is understood. If it is too confusing or there are any concerns, consider revising your process.

Other topics may include:

- If you know how many and which types of vendors will be there, let beneficiaries know this information as well as the type of seed being provided.
- If you have the final versions of vouchers, show it to them, but clearly mark it as a sample and take it back with you when you leave the community.
- Advise on bringing bags/containers or other means to transport their purchases. Consider providing these bags/containers or having them be approved items to purchase with voucher.
- If there will be gender-sensitization sessions prior to the fair, make sure beneficiaries know about them and know if their attendance is mandatory.
- If there will be cooking demonstrations or other types of nutrition education sessions on the day of the fair, make sure that the beneficiaries know this. In some cases, there may be nutrition education sessions in the communities before the fairs. If so, make sure beneficiaries know about them and know if their attendance is mandatory.

In addition, you may want to consider advertising the date and time of the fair on local radio or other means that men and women listen to at the time that they listen and in the language they best understand; making announcements at churches, mosques or other gathering places; and advertising in the local newspaper(s). Whatever means you decide to use, the intention should be the same: to make the information both public and transparent. However, in some particular cases, you may choose to limit how widely the information is communicated—primarily for security. Ultimately, the team (including management) should make these decisions based on what is most appropriate in the specific context.

Almost as important as *what* is being communicated is *who* is doing the informing and sensitizing. This should be done by a staff member the community trusts and listens to, who speaks their language, and who can engage all members of the community (mindful of their status and gender). In some cases, separate meetings for men and women led by a staff member of the same gender may be the most appropriate to ensure all beneficiaries are comfortable voicing their opinions and concerns, if any.

At the fair itself, it is good practice to have reminders about how the process works. This could be flyers (aimed at an illiterate population), regular announcements, skits, as well as the clearly identifiable staff who will be there to help.

Each community is different. If necessary, adjust the sensitization process based on community needs.

3.11.5 BENEFICIARY REGISTRATION

Now that all the beneficiaries have been identified and informed and any lingering targeting issues resolved, it is time to move on to registering the beneficiaries. What your team has decided in terms of ICT4D (using it or not) will influence your registration process.

For the current practice of using the iForm Builder, the complete beneficiary list needs to be uploaded well before the fairs begin (the Madagascar team recommended 10 days before the fair). The uploaded beneficiary list is used to generate the beneficiary ID cards with unique numbers and bar codes. The beneficiary ID cards are then printed out and distributed in the villages prior to the fair. How far in advance of the fair would depend on the local context and if additional support is given (Box 20). Registration on the day of the fair is then quicker, as the card is scanned and all the beneficiary information is there. Generally, this means you need more planning time to accomplish the key steps. In collaboration with the country program, Government Knowledge and Information Management or GKIM produces a user manual for the fairs to guide the staff through the process. For example, the user manual for Democratic Republic of Congo or DRC May 2014 fairs shows screen shots of all of the steps in the process and guides the user through the technology aspects. However, a paper registration list should also be available as a backup.

Beneficiaries line up to be registered for the fair by CRS staff on iPad minis and given a sheet of vouchers.
Heidi Yanulis for CRS

And even with ICT4D registration, there may be different practices. For example, in Zambia, once the beneficiary lists were generated, staff and field agents carried out an extensive verification exercise with community leaders who then notified the beneficiaries. Voucher recipients were asked to bring their national ID cards to the fair to verify their identity. The actual voucher fair beneficiary ID card was given to them at registration on the day of the fair. In the Zambia experience, the beneficiary list was generated six weeks before the voucher fair to allow for sufficient notification time. The beneficiary ID cards were printed and available at the fair. This processing of creating, printing, cutting, and alphabetizing the beneficiary ID cards took at least two weeks.

Have staff practice scanning identification cards before they are in the field.

(Jim Hazen, CRS/ Madagascar, 2015)

CRS field staff register beneficiaries for the fair using iPad minis to scan the barcodes on the voucher sheets, photograph each beneficiary, and have them sign their registration form. *Heidi Yanulis for CRS*

Using paper-based registration, the pre-planning time could be less while the day of the fair registration would take longer. The amount of time you expect your registration to take will determine how many staff you may need on the day of the fair. Do some actual thinking about how long it will take and how many teams of people you will need, so that the beneficiaries do not spend long periods of time waiting.

In either case, you want to make sure you receive all the information that you need during the registration process. Typical information such as name, gender, village and the like are necessary, but it may be important for your team members to know age and particular vulnerability criteria of fair beneficiaries. Make these decisions prior to beginning your registration. See Figure 7 and 8.

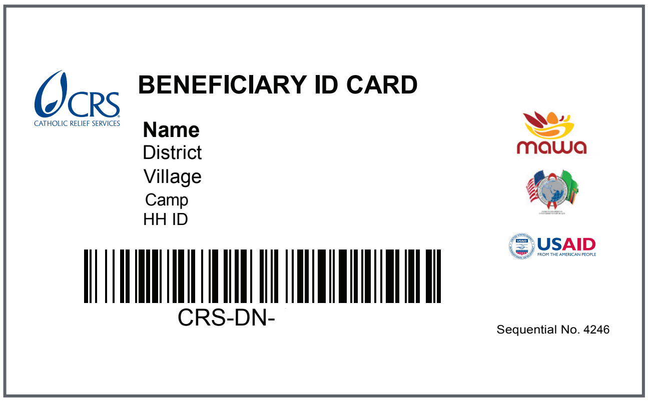
Staff copying the beneficiary barcode number to the voucher sheet.

BOX 20: REALITY CHECK IN BENIN: REGISTRATION AND TRANSPORT SUBSIDIES

"CRS/Benin SAVE project [an emergency response [Office of U.S. Foreign Disaster Assistance (OFDA)] funded voucher project] decided that providing transportation [to the fair] was important. In the week before the fair, each beneficiary received a beneficiary registration card and a transportation voucher to come to the fair in So-Ava. Local boatmen were employed to transport beneficiaries from their villages to the fairs. Upon arrival, beneficiaries presented their registration cards, signed or provided a finger print, and received a transportation voucher for their return trip."
(CRS Benin voucher and WASH kit, 2010)

Figure 7: Madagascar beneficiary registration card

Figure 8: Zambia Mawa beneficiary registration card



3.12 VENDORS

Now that we have talked about the beneficiaries, it is time to move to the supply side of the fair preparation. It will not be a successful fair if you have beneficiaries looking for seed (and other inputs) and no vendors are there to sell to them. How do you decide which vendors should come? At minimum, a range of vendors should be invited, corresponding to the types of seed (crops and varieties) you want to offer. Additionally, there are a range of logistical issues related to the vendors that need to be addressed. Let's take a look. The vendor process will typically include the following steps (though not always in the order presented here):

- Vendor assessment
- Vendor criteria (typology)
- Vendor selection
- Vendor finalization
- Vendor Registration
- Vendor Sensitization
- Vendor Payment
- Follow up

To support the various aspect related to vendors, a set of forms related to vendor activities is in Appendix C.

3.12.1 VENDOR ASSESSMENT

As with most of your fair plans, your decisions about vendors should be informed by an assessment. How can you organize a successful fair if you do not know what kinds of vendors and seeds are available as well as their seed prices? You can use the SSSA tool mentioned earlier in this manual for gathering this information. Typically, you will be planning the vendor assessment at approximately the same time as the beneficiary identification, so you will need a few staff assigned to gather and analyze vendor information. If your assessment indicates that seeds are not available in the qualities, crop types, varieties and quantity needed, you may need to adjust your plans.

3.12.2 VENDOR TYPOLOGY

There are various types of vendors to consider for your fair: individual farmers, farmer groups, agro-dealers, and private companies to name a few (Table 10). Some vendors may be small like an individual farmer or an agro-dealer while other vendors may be large such as a private company. Some vendors may offer only one type of crop while other vendors may offer multiple types of crops and varieties. Keep in mind that various vendors may offer the same types of crops and varieties (such as common cereal or legume staples) while some crops or varieties may only have only one vendor (e.g. fruit tree sapling seller or local bambara seller). The context and expected outcomes of the fair will influence the types of vendors who are invited to participate in the fair.

Each type of vendor offers advantages and disadvantages. For example, small seed vendors in many places tend to be women, so their participation could lead to economic opportunities, but this is not always the case. For example, in Tanzania women are the market sellers, while in Burundi, the role belongs to men. On the other hand, larger vendors may have access to seed of varieties that are in demand, have better transport facilities and the means to stock up for the fair than small vendors.

Fairs often have a variety of vendor types present. The vendor assessment will help you understand the type of vendors available, what seed they are offering, and their potential contribution to the fair.

Table 10: Diversity of vendors (and seed sources) at Feed the Future Zambia Mawa Project DiNER Fairs (2014)

Type	Number
Individual farmers	112
Agro-dealers	17
Private companies	4
Farmer groups	2

Value local farmers' means of choosing vendors and seed sources. Reflect on how farmers usually choose from whom to buy seed. Trust in the vendor is critical.

Different types of vendors at the Zambia Feed the Future Mawa DiNER Fair (Large and Small)

3.12.3 VENDOR SELECTION CRITERIA

As with beneficiary selection criteria, you will need to determine vendor selection criteria. The fair purpose, vendor assessment, gender analysis, beneficiaries' needs and desires, and the organizations' administrative and finance policy and procedures provide input into this process. The criteria for selecting the vendors depends on the crops and varieties desired, vendor stocks, seed quality, etc. After vendor criteria is decided, publicly announce the criteria and have a redress (complaint) mechanism. These criteria can be shared the same way that beneficiary criteria are shared: radio, television, even social media with which local vendors are familiar. Teams can also go directly to the research stations, seed companies, farmer cooperatives and market to recruit vendors. Make certain you know the power dynamics in the local markets—who is in charge and makes decisions with which vendors need to comply. Be sure not to raise hopes about being included as a vendor—clearly explain your process and criteria. Finally, be aware that some desired vendors, with high quality seed, may not want to travel to distance areas. Some CRS programs have given vendors travel/transport support.

3.12.4 VENDOR FINALIZATION

After identifying and sharing the vendor selection criteria, you need to finalize the list of vendors to be invited to the fairs. As the "*Operations Guidance for Cash-Based Programming*" (http://efom.crs.org/ecsc/wp-content/uploads/sites/2/2016/03/Operations-Guidance-for-Cash-Final_March-2016.pdf) covers this topic in depth, here you will find more general information. After developing this list, determine if you need to vet the vendors by talking with your administration department. If necessary, vet vendor, then visit the vendors to invite them to participate. Provide them clear information about the conditions for participation, the payment process, other procedures and documentation Particularly, be clear about how the price range for each product will be determined and make sure all vendors understand the consequences of not complying with the price ranges. This will be covered further in the vendor sensitization section, but it is also good to mention it at the recruitment phase.

As you continue to finalize vendors, make sure you have vendors with seeds to offer that match the interests and needs of beneficiaries and that are allowed under the law. If there is not enough seed of one type, beneficiaries will likely be disappointed. If a vendor brings seeds that beneficiaries are not interested in, the vendor will not have many sales and they will likely be disappointed.

Ultimately, there will need to be a signed vendor agreement. Depending on the size of the vendors, you may have differing types of agreements. Talk with your administration department for their assistance. See the vendor agreement example in Appendix C and adapt it as necessary for your specific context in collaboration with your administration and finance staff. Depending on the context, you may be able to finalize vendors the day of the fair as was done in Madagascar, where staff felt it was important to allow some vendor registration on the day of the fair to show that the fair was open to all interested vendors. It is recommended to have most of your vendors finalized a few weeks before the fair to ensure there are enough vendors and seeds.

Similar to the beneficiary list, be sure that the final vendor list is posted in a public place and that potential vendors clearly understand the selection criteria.

3.12.5 VENDOR REGISTRATION

As part of the finalization process, vendors will need to be registered. It would be best to register vendors prior to the fair and provide them with a fair registration card (Figure 9 and 10), but you can also register some vendors at the fair. Whether or not you use ICT4D will influence the process as the vendor list will needed to be uploaded in advance and identification cards printed. When registering vendors, some of the information you will need to collect is below (also see Appendix C):

- Name
- Gender
- Contact information
- Type of agriculture inputs sold
- Type of vendor
- Preferred payment method

Figure 9: Madagascar vendor registration card

Figure 10: Zambia Mawa vendor registration card

Ensure to collect the vendor's telephone number in case of unexpected changes to the date and/or time of fairs.

(Lesson learned from Madagascar)

Even if you register vendors before the fair, you will need to conduct an entry interview upon their arrival. This entry interview collects information on the type and quantity of each seed brought to the fair (Appendix C).

You may request vendors to display a sign/plaque that shows they are an approved vendor. This is often the case in fairs that decide to use regular functioning markets.

3.12.6 VENDOR SENSITIZATION

Once vendors have been chosen, the team will need to have information sessions with them to explain how the fair will work. These information sessions should take place 2-3 weeks before the fair. There should be additional sessions in the morning before the fair begins. Please note that the larger vendors in particular may have additional staff who work for them and these "sub-sellers" may not have been part of the pre-fair meetings so they may not be fully sensitized on the selling and/or payment process.

It can be helpful to think about the fair and its preparation process from the vendors' point of view. Try to have a flyer or pictures that explains the process. Throughout each information session, be sure you are answering the vendors' questions and clarifying any issues. See a sample vendor training guide in Appendix D that can be adapted to your context. Please note some of the key issues for vendor sensitization are below:

Overview of flow of the day

- Emphasize beneficiary choice

Voucher process

- How it works
- Show sample of vouchers (clearly mark it as a sample)
- Explain denominations
- What they need to verify on the vouchers
- How to make change

Products

- Crops and varieties desired
- Seed quality
- Seed screening and weighing process
- Packaging: what is acceptable and desirable
- Acceptable/non acceptable products

Logistics

- Fair date, start time and set-up time
- Where and when to set up and how the location has been assigned
- Own transport for goods
- What identification to bring

Payment process

- Counting vouchers
- Reconciling with sales records
- When and how the payment process will take place

Agreement signing

- Overview of contents of agreement
- No guarantee of volume
- Vendors are responsible for own transport of goods
- Actions that will terminate their selling:
  - Selling unauthorized products
  - Raising prices beyond determined range
  - Cashing vouchers
  - Other unacceptable behavior

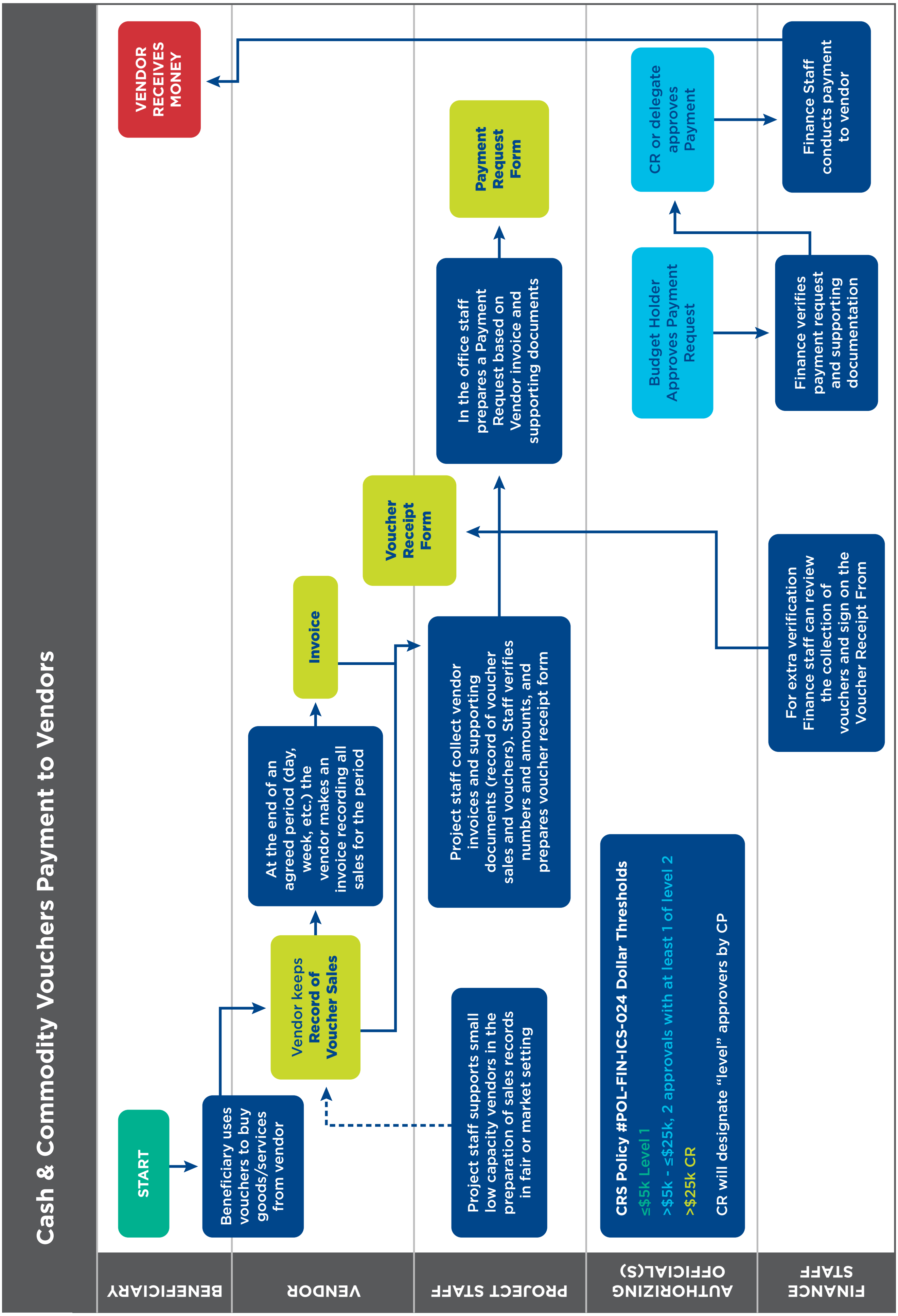
Two women sorting seed at the request of the seed inspector.

When possible, have vendors from previous fairs explain the process to new vendors.

3.12.7 VENDOR PAYMENT PROCESS

Typically, vendors will want to be paid as soon as possible after the fairs end. Make the process as clear as possible for all vendors when you first negotiate their contracts (see Appendix E for a sample vendor contract). Seek their input on what would be best and incorporate final decisions into the contracts. Reiterate the payment process the day of the fair. Figure 11 illustrates a flow chart on voucher payments to vendors for your consideration.

Figure 11: Example of a flow chart of cash and commodity vouchers payment to vendors



In reconciling the payment process, be sure to have staff dedicated to managing this process on the day of the fair as each vendors' vouchers will need to be counted manually or electronically, recorded and signed. To ensure accuracy, allocate sufficient time, especially for large vendors. For large vendors, you may want to count vouchers at set times throughout the day and record them as the day passes. Upon counting the vouchers, you need to collect them from the vendor, marked them as cancelled, and return them to the voucher custodian. They will be needed as supporting documentation so make sure you keep them separated by vendor (Box 21). Speak with your administration and finance staff about how to cancel vouchers to ensure they cannot be used again.

After the fair has ended, CRS staff begin the process of paying the vendors. Each vendor brings his or her registration card with bar code, which is scanned into the iPad mini. Then the vendors vouchers are counted up and cataloged, after which the vendor is paid in cash for his or her sales. *Heidi Yanulis for CRS*

Simple aids can make a big difference. For instance, in the Mawa DiNERS fairs, vendors were given multiple envelopes in which to store the different voucher amounts (the 10ZMW received, the 25ZMW, the 50ZMW, etc.). Counting the vendors' final amounts—envelope by envelope then became easy.

There may be different processes for large and small vendors. For example, small vendors may be paid at the end of each fair day by cash or mobile money, while large vendors who are CRS contractors may be paid through a check or wire transfer. If paying on-site at the end of the fair, be sure to take security precautions—both for staff as well as for vendors.

BOX 21: REALITY CHECK IN HAITI: VOUCHER HANDLING

"The proper handling of the vouchers can help prevent problems. It is important to have documentation (signing off on number of vouchers received/serial numbers) at every step, every time the vouchers change hands, because then they can be tracked. In Haiti in 2010, out of many thousands of vouchers, there was a time when there were nine vouchers that could not be found. The team was able to track them down within two hours because they had good tracking/documentation."

(Kassoum Ouattara, CRS/WARO, 2015))

There are variety of ways to pay vendors beyond direct cash payments. In Madagascar, mobile money payments to vendors worked very well. Specific contracts were made with the mobile operators in the area (Orange and Airtel) for handling the payments. However, not every vendor had mobile bank access so the project used mixed methods for payment. Another option is to do a bank transfers within a few days after the fairs. CRS/Kenya's implementing partner used this option with no problems, but CRS/Zambia faced challenges with the large vendors' staff not having sufficient funds to restock. It is important vendors are aware of and prepared for the payment process. In Burundi, CRS contracted with a national bank to be on site and make direct payments to the vendors. This removed the security concern from CRS and freed up CRS and partner staff from payment tasks. In Burkina Faso in 2012, the team decided to do vendor payments via a microfinance institution that CRS and Caritas had been involved in developing. This served the dual purpose of having payments done in a secure way and establishing vendor linkages to the microfinance institutions.

> **"Vouchers should be treated as carefully as cash because of the value they represent."**
>
> —Jasper van de Reep, CRS Operations Guidance for Cash-Based Programming

3.13 MONITORING AND EVALUATION OR M&E

As you prepare for the fairs, it is important to think through how you will monitor the fairs as they happen as well as how you will follow up after the fairs. Your M&E staff should be working closely with you on your overall M&E plan (and system) and expected outcomes. The M&E staff can help you determine how many vendors and beneficiaries you will want to interview. Despite common misperception, there is no such thing as the "10% rule." Your sampling depends on many factors—consult your monitoring, evaluation, accountability, and learning (MEAL) experts for guidance.

> **"Community-based monitoring is an effective approach for increasing community ownership of project progress and reinforcing positive behaviors. Community-based monitoring systems should be initiated in the early stages of the project in all communities."**
>
> (Hagens and Chakraborty, 2011)

The forms should be created (or adapted) based on your process. The forms listed below are needed if you are administering them in hardcopy or using ICT4D. Bring some extras just in case!

Day of the fair (Appendix B and C)

- Beneficiary registration
- Voucher distribution form
- Beneficiary exit survey
- Vendor registration
- Vendor exit survey
- Vendor payment form

Post fair

- Vendor evaluation
- Beneficiary evaluation

> **"Flexibility is key in all aspects of voucher programs."**
>
> (Kassoum Ouattara, CRS/WARO, 2015)

3.14 OTHER LOGISTICAL ISSUES

Supplies and equipment: Be sure to have everything you will need on the day of the fair. Some of the supplies and tasks may require considerable advance planning—printing t-shirts, banners and forms as well as copying forms. Double check the day before the fair that you have the right forms ready to go. If using ICT4D equipment, be sure to check that everything works and is charged; that the power supply is identified; that staff are knowledgeable; and that there is a backup plan in case something goes wrong with the equipment. In most cases, you will want to be sure that IT staff are there with you for the first few fairs to help troubleshoot. In some cases, like Zambia, solar backpack chargers worked well while in others (like Madagascar) a back-up generator was used, as the solar chargers were too slow.

Solar packs used in Zambia to charge IPADs

Publicity: Advertise the fairs well in advance, using all the usual means—radio, print and social media as well as through local churches, mosques and other gathering places. You can also be creative—think of how and where are the best places to reach your audience. Consider how women and men access information, access resources to gain information (e.g. radio) and the timing the information is shared. CRS/Burundi organized radio programs on the four most popular radio stations as well as local radio stations in the fair areas. The programs were broadcast in both French and Kirundi. The programs included the schedule of the fairs as well as brief skits communicating key aspects of how the fairs work.

Publicize the fair: in order for it to be successful, people need to show up!

Staff travel: How will you and staff get to the fairs? Do you have drivers/vehicles scheduled? Depending on how far and how long you will be gone, have per diems been requested in advance? Will different vehicles need to leave at different times—some early to set up, others late to close down? Staff travel logistics should be planned out well in advance, and double checking logistics the day before you go is necessary to account for last minute changes (i.e. sick driver, vehicle needs repairs or gas, etc.).

Security: Be sure you have ensured the location will be secure for all participants—beneficiaries, vendors and staff. A security assessment should have been part of your response analysis (Section 1.2). Double check the security in advance, following the security guidelines and procedures of your country. Develop a back-up plan in case something goes wrong. As previously mentioned, plan to wrap up the fair well before dark to allow all participants time to travel back home. In certain situations, it may be advisable to have local police present (as was decided in the case of Madagascar, Zambia, Burkina Faso). Another possible measure is to have the community leaders assure the safety of the environment and beneficiaries. Be sure staff have some way to communicate with the office (e.g. satellite phone) in case there is no network coverage.

Yes, that is a lot to do! All these different forms and tasks. Is it feasible for you to complete these varied steps in your scheduled time frame and still be in time for the agricultural season? Good planning, communication and teamwork are essential to meeting your deadlines. There will always be unforeseen delays—so build some flexibility into your planning. Start at least three months ahead of time, or revise your plans to see where you can save time and still have the fairs on time.

Section 4: This is it! Event Day

All of your planning and hard work is about to pay off. What needs to happen on the day of the fair to ensure success? First things first: be as well rested and healthy as possible, have a good nutritious breakfast and drink plenty of water. Once your basic needs are covered, you can focus.

4.1 TRANSPORT

Your vehicles are loaded with all your supplies (see previous section). Double check that you have everything you need the night before you travel. Make sure the vehicles are fueled. Re-confirmed timing logistics and that all travel is approved. Ensure you have the directions to the fair location and an estimated amount of time to get there. Departure time from office/hotel is communicated to staff and partners who are working the fair. Make sure staff already have their breakfast and snacks for the day as making multiple stops before you leave town takes time and will delay you. Be sure to arrive early, as you need to be there well before vendors and beneficiaries start arriving to set-up.

4.2 STAFFING

All staff involved are ready, wearing their appropriately branded organizational t-shirts, hats and/or vests. Bring some extra shirts and hats in case someone forgets his or hers.

CRS staff arrive in Ambalatenina, Madagascar, early in the morning and begin setting up the fairgrounds. They put large poles in the ground and then string thick rope between then to create the fairground space. *Heidi Yanulis for CRS*

As mentioned in Section 4.7.1, the number of staff you will need will depend on the number of beneficiaries at each fair as well as the level of experience of your staff. There are multiple key roles that need to have staff assigned to during the fair (Table 11 and Table 12). Staff should have a clear understanding of their roles and responsibilities throughout the fair. They should be well trained on what to do and how to handle common issues that are bound to arise, and what to do if they do not know how to handle a particular issue. If you are using ICT4D, make sure staff who need to use it are comfortable using the equipment assigned to them and know what to do when they face a problem. Given your context, consider appropriate roles for male and female staff. If possible, have back up staff to call in case of staff sickness or other unforeseen emergencies.

Involve village leaders in security, beneficiary assistance and conflict resolution.

Staff will be the busiest early on, especially during the registration process, but will continue to be busy throughout the day. Make sure they have opportunities to take breaks. Move staff around if you need more help with certain aspects of the fair, and/or switch their roles to keep it interesting. In some cases, such as Madagascar, the team chose to rotate staff inspecting quality and those working with vendors in order to minimize forming a relationship with those vendors and creating opportunities for collusion.

Consider having HR staff attend and make suggestions about staff care. Supporting staff integrity, health and energy levels ultimately supports the success of the fair.

At the end of the fair, everyone is tired and wants to go home—but there are still many tasks to accomplish in order to successfully wrap up the fair for the day! Make sure all staff know their responsibilities and are pitching in to help out wherever they can. The sooner everything is done; the sooner everyone can leave.

CRS field staff monitor the fair, answering questions and helping beneficiaries and vendors.
Heidi Yanulis for CRS

Things to think about as the fair is winding up:

- All supplies are accounted for
- All ICT4D equipment is handled appropriately
- Vouchers are still safeguarded—both used and unused
- Vender checkout and payment process are wrapping up with no problems.
- Beneficiaries seem happy and safe as they head home.
- Follow up to all vendors and beneficiaries has been communicated.
- Thanks have been extended to all who helped, especially local authorities, seed inspectors, and so forth.
- Staff and others have cleaned up the site so there is no debris or waste.

Table 11: Staff roles and responsibilities on the day of the fair

Staff Role	Responsibility
Fair Supervisor	Solves the problems that the other staff are not able to resolve; dispute resolution; the final decision maker on-site
Beneficiary Registrar	Checks beneficiary ID against approved beneficiary list
Voucher Distributor	Ensures vouchers are given to verified beneficiaries (could also be done by beneficiary registrar depending on fair set-up)
Beneficiary Assistant	Helps most vulnerable beneficiaries understand vouchers and process (Photo):
Vendor Registration	Ensures all vendor information gathered on forms/ICT4D
Roving Market Monitor	Ensures no collusion with vendors, no cashing of vouchers, quality of items sold; monitors prices
Field Agents (male and female)	Re-explains voucher process to both vendors and beneficiaries; confirms ID if no national ID or different from beneficiary card; brings major complaints to Fair Supervisor's attention
Vendor and Beneficiary Exit Interviewers	Identifies vendors and beneficiaries to interview and conduct interviews; ensures agreed upon number of interviews with both men and women completed
Administration and Finance Staff	Ensures smooth vendor payment process
Photographer	Takes good action shots of event; ensures quality representation of staff, vendors, diverse beneficiaries
IT Staff (if appropriate)	Ensures all devices are charged and working; assists staff with problems; troubleshoots
Voucher Custodian* (*recommended by Operations Guidance to be staff member not involved in program implementation)	Keeps a ledger of vouchers (in/out); hands over vouchers to program staff prior to voucher fair with approved request; receives unused vouchers after the fair.
Health Promoters (Partner Staff/ Nutrition Volunteers)	Educate participants about nutrition issues; conduct cooking demonstrations
Help Desk	This person(s) receives feedback and complaints during the fair; responds if able or seeks input from appropriate staff
Typically, non-staff but important roles	
Seed Quality Inspection (typically government stakeholders but occasionally local committees)	Checks quality of seed, seed packaging and seed weight
MC/Announcer	Makes important announcements; keeps crowd engaged
Security (typically community members or local authorities)	Ensures safety of all participants, especially during departure and vendor payment

Table 12: Reality check in Zambia: actual staff at the Mawa Project DiNER fair

Note: ICT4D was used and beneficiaries did not have barcoded IDs prior to the day of the fair.

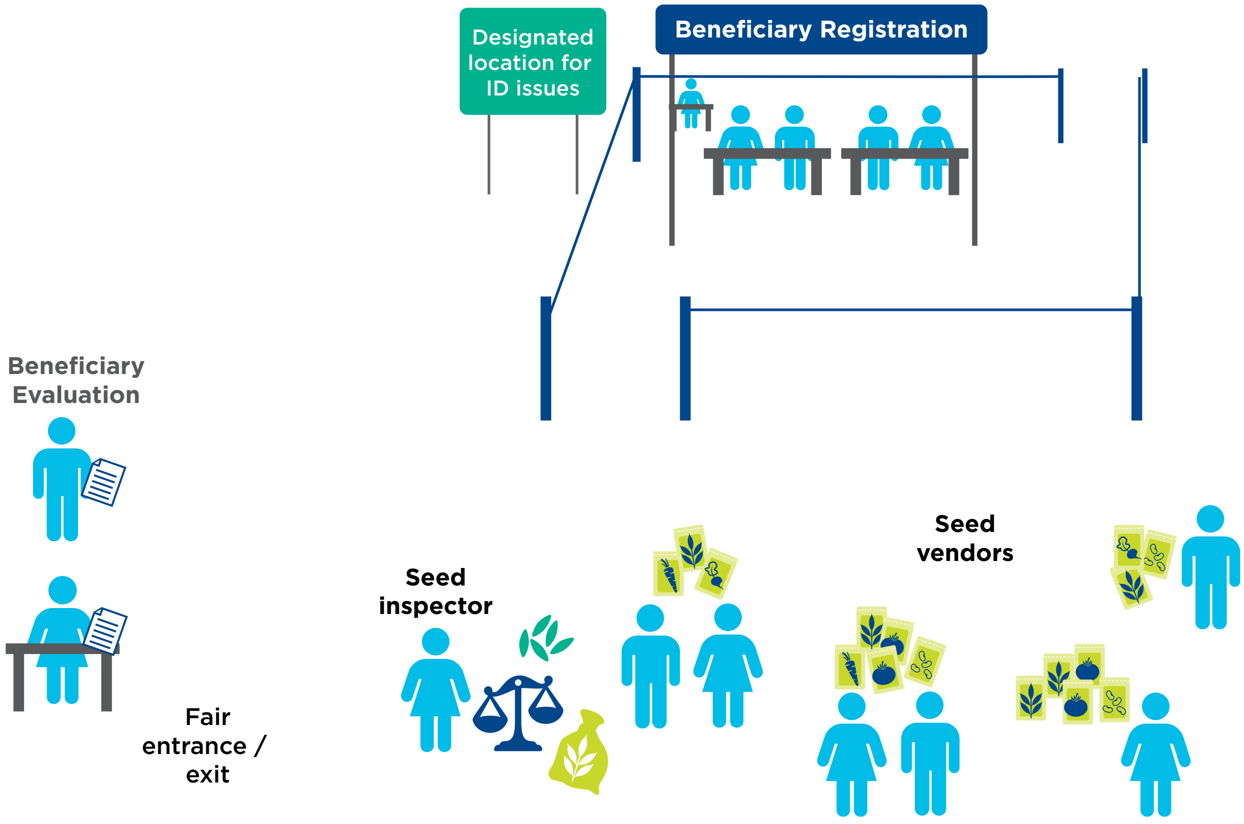
Staff Role	Responsibilities
Beneficiary Registrar	1. Confirm name on national ID card and beneficiary barcode card 2. If no national ID card or does not match, send beneficiary to designated space for further assistance 3. Initial back of beneficiary barcode card to show its been used 4. Write beneficiary barcode at top of voucher sheet 5. Hand beneficiary barcode card to Barcode Scanner 6. Ask beneficiary to sign top of voucher sheet with their signature or fingerprint 7. Rip top portion of voucher sheet with beneficiary info. Hand to barcode scanner 8. Hand vouchers and beneficiary barcode card to beneficiary 9. Direct them to the exit to speak with the voucher explainer
Barcode Scanner	1. Scan beneficiary ID card 2. Hand beneficiary ID card to beneficiary registrar to reconfirm back is initialed 3. Scan voucher top 4. Place voucher top into envelope
ID Verifier	1. Verify name on beneficiary barcode card and name on the national ID card through questions and discussions with field agents a. If confirmed, direct the person to the correct line b. If not confirmed, send them away
Field Agent (includes resolving ID problems)	1. Explain to the beneficiaries the process of collecting the vouchers 2. Reinforce that they need their IDs 3. Explain how to use the vouchers 4. Confirm IDs if no national ID or discrepancy on the beneficiary card
Voucher Explainer	1. Explain the value of each card 2. Explain what to do with each card 3. Help tear the voucher coupons apart 4. Keep beneficiaries from entering through the exit
Radio/MC	1. Call names of beneficiaries one at a time (stack of 10 names from the same camp) 2. Pass beneficiary card to ID Verifier 3. Entertain guests 4. Give thanks 5. Mention vendors
Beneficiary Evaluators	1. Interview beneficiaries about their purchases and experience at the fair
Vendor Evaluators	1. Interview vendors about sales and experience at the fair

Establishing a perimeter around the registration table.

4.3 SETTING UP

Staff should of course be familiar with the fair location from visiting it prior to the fair day. Staff should arrive in plenty of time (i.e. before vendors and beneficiaries arrive) to set up the structure, perimeter of the fair, and entrance and exits. All tables and areas should be set up and equipment tested prior to the participants' arrival. Figure 12 illustrates a typical fair set up. It is important to leave lots of space for people to roam and to give as many vendors as possible a prime business space.

Figure 12: General fair set-up



4.4 VENDORS

Upon arrival, vendors should be the first priority, as they need time to set up and be ready for the fair.

On the day of the fair the vendors need to:

- Register and receive ID card, if not done prior to the fair
- Complete the entry form
- Be reminded about the rules and process of the fair and that staff will be monitoring transactions
- Be informed where to set-up
- Attend an information session
- Have seed weight recorded (all vendors)
- Have seed inspected for quality (all vendors)
- Set up shop
- Participate in the fair
- Check out with staff at end of each fair day/count vouchers
- Get paid (if same day payment)
- Participate in an exit survey (if applicable)

As the fair progresses, vendors and beneficiaries negotiate sales and purchases. *Heidi Yanulis for CRS*

A few things to keep in mind:

- The actual person who comes to sell at the fair may not be the same one who attended the information sessions. Plan to have another brief session with vendors before the fair begins to make the rules clear, especially the payment process and requirements. Also have flyers that clearly explain the rules (in picture form if possible). Rules can be announced/ posted for even further clarification. Repetition in multiple ways is a good thing!
- Location assignment: be clear on how this was decided as some sites will be more preferable than others (i.e. near the exit, near the entrance, in the shade). Be sure to know your project's expectations about whether or not more than one site per vendor is allowed. In some cases, such as Zambia, there were multiple sellers representing one larger company or vendor in order to have more opportunities to increase their sales.
- During the fair, vendors will be busy making transactions and trying to attract business. Talk with vendors who are not selling well and see if anything can be improved.
- Monitors should be closely observing transactions and following up with any issues they notice. If a certain vendor is acting inappropriately or otherwise not following the rules, the onsite fair supervisor should be notified immediately.
- Encourage vendors to learn from one another! An unintended benefit of the Zambia Mawa DiNERs was that some of the local seed suppliers spoke with seed company representatives and learned new things (such as how to capture more of the potential buyers by positioning sale points in very special places in the fair).

Beneficiaries and vendors compete with each other, haggle about prices, and come to agreements on purchases and sales. *Heidi Yanulis for CRS*

Vendors have the most to do at the end of the fair, as they have to account for all that they have sold (and not sold) and make sure they get paid (either today or by whenever was agreed upon).

The vendor exit survey will be filled out (see appendix C for sample form). The process includes:

- Noting remaining products for the day
- Scanning (or counting) the vouchers; remember to start before the end of the day for large vendors (as it will take a lot of time) and to collect the vouchers that have been scanned.
- Provide a document stating voucher total that the vendor and staff sign, date, and states time

The Operations Guidance for Cash-Based Programming has a section on the vendor closeout and payment process that provides essential information. For example, it includes slightly different processes for large/literate vendors versus smaller/illiterate vendors. Notably, the role for staff is much more hands-on with smaller vendors to help them keep track of what they have sold.

Encourage vendor understanding, participation and interaction so as to enhance the success of the fair.

4.5 SEED SCREENING

The seed inspector will typically be from the government, as in the Zambia example mentioned in the "Seed Decisions" section. He/she will need to know where to set up and have the time and equipment to do so. For example, he/she will likely need a scale and something to hang it from; test the scale set-up ahead of time, as the quantity of seeds may be heavy (Photo). Be sure that any payment terms for the seed inspector (e.g. per diem) have been agreed upon in advance.

All vendors should be aware ahead of time that they need to have their seed inspected and that seed of poor quality, inappropriate packaging, or with expired dates will not be allowed to be sold. Any seed which is labeled (claiming to be certified seed) might also be inspected. Prior to the fair, all vendors should have been made aware of the criteria for quality and this should also be disseminated at the vendor and community awareness meetings. This should not be a surprise to them on the day of the fair, after they have transported all their goods to the fair. Post these criteria for all to see in the seed inspection area. After inspection, some vendors may need to further sort their seed—a place for such sorting should be planned. Keep in mind that the seed screening will not guarantee that all seed is good quality and appropriate—but ultimately, buyers will reject bad quality or inappropriate seed by not buying it.

Announce and post the acceptable criteria for different types of seed before the fair begins and repeat these regulation during the fair.

Vendors have their bags of beans and seeds weighed in by CRS staff. *Heidi Yanulis for CRS*

4.6 BENEFICIARIES

You and the rest of the staff arrived by vehicle, how did the beneficiaries? Did they walk for an hour or more? Consider things from their perspective—they have other work they need to be doing so their time is at a premium.

Beneficiaries also have a lot to do on the day of the fair:

- Register and receive identification cards, if not done prior to the fair
- Receive and understand vouchers
- Be reminded about the rules and process of the fair and that staff will be monitoring transactions
- Be reminded of the feedback mechanisms in place (problem resolution area, help desk, staff members)
- Decide what to buy from whom and then make purchases
- Participate in an exit survey (if applicable)
- Travel home with all their purchases—usually walking

4.6.1 REGISTRATION

Registration is typically the bottleneck in most fairs. Even with a quick registration of under a minute per beneficiary, it could still take all day to register if you do not plan for enough staff.

With barcode scanners, each beneficiary registration took 60-75 seconds if they did not have a registration card before the fair. (Zambia experience)

Consider the following:

Question: If you have 450 beneficiaries to register, how much time will it take 1 person to register all 450, if it takes 60 seconds to register 1 person?

Answer: 7.5.hours

Question: How many beneficiary registration teams do you need if you want all beneficiaries with proper IDs registered in 2 hours?

Answer: 4 teams

Even two hours can be a long time to wait—especially if you have already walked for an hour or more. Do everything you can to minimize the wait time of beneficiaries and make the waiting as comfortable as possible. Think about where they will wait (in line in the sun, for example, is far from ideal). What about the older people and pregnant women, or women with children under two years old? Identify the vulnerable far ahead of the day of the fair and give them priority during registration. There should also be a back-up plan for technology glitches (e.g. extra devices, paper and pens, etc.). Table 13 lists some common problems face with beneficiary registration and below are a few tips for a successful registration process.

- Adequate staffing, as registration takes the most time and will be the bottleneck of the fair
- Have staff walking through line to make sure people have what they need to enter the fair, particularly their identification card.
- Assign a staff member to time a few registrations at the beginning of the registration process and a few at the end of registration to see how long it takes so the process can be improved upon in the future. If you have multiple teams doing registration, be sure to time each team to see if there are significant differences.
- Community leader and staff who know the beneficiaries should be present during registration. Their presence can send the signal that the transparent beneficiary identification process and approved list will be respected.
- Beneficiaries who have been pre-registered should be in a separate line from those who will be registered on the day of the fair.
- Have a separate area for beneficiaries with any registration issues to be resolved; do not have your main beneficiary registrars deal with the problems.

CRS staff and beneficiaries are under a canopy while being registering for the fair.

Table 13: Reality check: common problems during beneficiary registration

Issue	Suggestion
"I should be a beneficiary, but I am not on the list…"	Send to the problem resolution area and explain how the process worked.
No national ID	Send to problem resolution area; consider alternate means of verification, such as community leaders/field agents
National ID name is not the same as the beneficiary card ID	Send to problem resolution area; consult with field staff or community leaders who may know them. (Note: The ID verifier or beneficiary register does not deal with these issues.)
Spelling on national ID card and beneficiary ID card are different—can beneficiaries change the incorrect spelling when registering?	Send to problem resolution area; this depends on what has been agreed upon in advance.
National ID card and beneficiary ID card the same, but the person who showed up is not the person on the card (but wife, husband, mother, brother, etc.)	Send to problem resolution area; this depends on what has been agreed upon in advance (if yes, no, or if this person could go to another fair at different location),
Long lines and wait time	Have enough staff; plan smaller fairs as much as is feasible

As you consider your processes from the beneficiary perspective, also think about what the donor would observe. While generally very positive about the DiNER fair they visited, a donor in Box 22 mentioned a number of things that could be improved upon for future fairs.

Share your successes and innovations on processes widely.

BOX 22: EXCERPTS FROM DONOR TRIP REPORT COMMENTS ON THEIR DINER FAIR VISIT

- The team appreciated the fact that **potable water** was available for participants and that a **cooking demonstration** was conducted at the fair.
- Vendors brought **non-seed items such as pesticides, pesticide application tools and veterinary pharmaceuticals to sell at the fair.** These items must be fully vetted before being made available at seeds fairs. Fair staff should be trained to look for these items and to ensure that they have been approved before being made available at the fairs. To the extent possible**, vendors should be informed in advance of what they will be allowed to sell at the seeds fairs.**
- Beneficiaries (largely women, many of whom were accompanied by young children) **sat in the sun for several hours during registration** and while the fair procedures were explained. Should consider ways to provide cover for the fair participants.
- Should consider holding fairs at sites where **latrines** are available (i.e. school or health facility) in order to reinforce the project's messaging about sanitation and hygiene.

Invite the project donor to attend one of the fairs once you have a few under your belt. They will see how it all works after your team has had time to troubleshoot the kinks.

A CRS field staff worker explains how the voucher system works to vendors, who listen attentively and ask questions.
Heidi Yanulis for CRS

4.6.2 INFORMATION SESSION

The timing and approach of your information session will depend on your context and how you have organized your fairs. In some cases, such as Zambia, an information session for all of the participants was held at the beginning of the day to show how to use the vouchers, to explain the process for registering and purchasing seed, to convery nutrition messages, etc. In Madagascar, information sessions were held when the full group (same *fokontany*) was present, which sometimes caused delays when not all members arrived at the same time. You may want to consider holding group information sessions at different times as beneficiaries arrive. The procedures discussed during the information sessions were then further clarified by the staff manning the registration table, project staff who walked around to provide support and answer questions, and conveyed over the public announcement system.

Before you begin an information session, make sure you have the full attention of everyone who needs to listen. To do this, use a dynamic staff member who is from the area or knows the language and the ways of the area. Use lots of visuals, stories, skits/short plays and humor for difficult issues (where appropriate).

The brief overview should include:

- Brief introduction, description of CRS and who we are
- Purpose of the program
- Overview of vouchers and the process for using the voucher
- Beneficiary choice on what and how much to buy, and from which vendors
- How to deal with change
- Rules—particularly about collusion, vendor rights and responsibilities for fair practice
- Types of products available and allowed
- Types of seed on offer (certified versus other)
- Pricing
- What to do if there is a problem
- Nutrition messages or other messages of the project
- **Always end the introduction to ask if there are key questions**

The staff conducting the information session should allow time for questions while keeping all dialogue relevant and as concise (though thorough) as possible. In your context, certain issues may need to be emphasized more than others. For example, in Madagascar, staff were concerned about making sure beneficiaries knew there was no requirement to purchase from local vendors or from vendors who leaders in their community may favor (e.g. family members). Ultimately, keep it as quick and simple as possible to let people begin shopping.

Use creative (but culturally appropriate ways) to communicate with attendees. CRS/Uganda used a puppet show to highlight difficult issues, including corruption.

Beneficiary departing the fair, carrying the goods she purchased. *Valerie Rhoe Davis for CRS*

4.6.3 POST-PURCHASE

The beneficiaries will likely be most concerned with getting back home, especially now that they have many things to carry. In some cases, it will not be a problem—they have means to carry it, they have transportation or they live close by. For the more vulnerable, they may need assistance (Photo). Ensure field staff is checking in with them if needed. Also, some beneficiaries may simply have too many small bags to carry; consider offering bigger carrying bags for voucher purchase.

For everyone, the security situation needs to be closely monitored and the local authorities informed. The beneficiaries have more resources than before they arrived and many people in the area will know this. In conflict situations, this is particularly critical. In some cases, beneficiaries may come and go in groups, rather than traveling alone, or jointly hire a vehicle to go to and from the fair together. In Sri Lanka, the church hired vehicles to bring people to the fair and back. Village committees can also assist with the more vulnerable and assume responsible for their security.

4.7 VOUCHERS

Where have they been up until now? Have they been safeguarded? Remember, they should be treated like cash. The program staff should have requested them from the staff member who is the voucher custodian (usually someone not involved in the project) and checked that they are the right ones for the fair.

Vouchers are distributed to the beneficiaries by the project staff and beneficiaries sign for them using the voucher distribution form (Appendix B) . The distribution form should have at least the following columns:

- Beneficiary name
- Location
- Serial number
- Vouchers' numbers per denomination
- Total value of vouchers
- Validity dates
- Signature or finger print
- Phone numbers and ID numbers, if appropriate.

At the end of the fair, the vouchers need to be reconciled in order for vendors to receive payment. The vendors need to redeem their vouchers, which entails the vouchers being counted, the amount verified, and signed off by the appropriate staff. Table 14 lists some common problems encountered around voucher use and recording—and suggestions for solving them.

After the fair has ended, CRS staff begin the process of paying the vendors. Each vendor brings his or her registration card with bar code, which is scanned into the iPad mini. Then the vendors vouchers are counted up and cataloged, after which the vendor is paid in cash for his or her sales. *Heidi Yanulis for CRS*

At the beginning of the fair, reconfirm with all vendors that they understand the reconciliation and payment process.

Table 14: Reality check: scanning vouchers with ICT4D

Issue	Suggestion
Data not being saved when scanning voucher barcode	• Save every 10 vouchers scanned.
Vouchers not adding up	• Give each vendor envelopes for each voucher denomination. • Sort vouchers by denomination; then count. • Scan vouchers by denomination and save as separate entry.
Technology consistency: the same iPad must be used to register and close-out the vendor; you cannot register a vendor on one iPad and close out on a different one.	• Assign one iPad to very large vendors (those who have the most vouchers). • Only assign 2-4 vendors per iPad depending on size. • Allocate at least two iPads to small seed suppliers.
It is taking too much time	• Give each vendor envelopes for each voucher denomination. • Sort vouchers by denomination; then count. • For medium to large vendors, start scanning vouchers early in the day and collect their vouchers.

4.8 MONITORING AND EVALUATION

During the fair, all staff should be observing what is going on around them, noting things that are going well and things that can be improved for the next fair (in this series of fairs or in the future). The market monitors should be closely monitoring the vendor/beneficiary transactions as well as the prices. If prices go too high, monitors should inform the fair supervisor immediately to see if any action needs to be taken (e.g. announcing/reminding sellers of the range of prices and the consequences for not complying).

CRS field staff monitor the fair, answering questions and helping beneficiaries and vendors. *Heidi Yanulis for CRS*

A dispute resolution process should be active. *The Good Enough Guide* (http://www.alnap.org/resource/8406) has examples of how to offer this complaint and response mechanism (see Tool 12 in particular).

For both vendors and beneficiaries, you will want to do brief exit surveys. As mentioned in previous sections, your M&E staff can help you plan for how many vendors and beneficiaries to interview by gender as well as whether to interview vendors multiple times if they attend more than one fair. If you are using paper-based forms, make sure you have them. If you are using ICT4D, all of the questions should be finalized before the fair and accessible on the devices. There should also be a back-up plan for technology glitches (e.g. extra devices, paper and pens, etc.). After all data is collected, either on devices or on paper, be sure that the data is uploaded/synched (ICT4D) or otherwise organized (paper) at the end of the day—either on site or when you return to the office or hotel. Consult with your M&E personnel on what the plan is.

In some cases, beneficiaries to be engaged in exit interviews may have been chosen at random when they were registered (as with Madagascar). If not, monitors can be identifying who they will interview based on the criteria set by their M&E staff (e.g. age, gender). The beneficiary exit interviews can begin as soon as the chosen beneficiaries are finished with their shopping, which can begin within one hour of the first people registered. In general, keep the interview short (10 minutes) and the waiting time even shorter. For the beneficiary exit interviews, consider including a question about *why* they were selected as beneficiary to ensure the sensitization on the selection process was adequate. It is important that interviews seek valuable feedback: what went well, what did not go well and what changes are needed in future fairs to make the process run even better? Also, always leave room for those being interviewed to add something unexpected—i.e. maybe a feature you did not anticipate. Phrases like: "Is there anything else you want to add?" or did we forget to ask you something important?" can provide opportunity for valuable feedback (See Box 23 for broad themes to be included in the survey). See Appendix B for example of exit interview.

The vendor exit interviews will need to be done after the close-out process—as one of the aspects typically covered is the payment process. Choosing which vendors to talk to should have been decided in advance by the M&E staff as there are many factors to consider: size of the vendor, gender, local or non-local, types of seeds, etc. In order to get a thorough representation of how the different types of vendors felt about the fair, it will be important to consider these factors. See Appendix C for example of exit interview.

BOX 23: EXAMPLES OF BROAD THEMES THAT MIGHT BE INCLUDED IN AN EXIT INTERVIEW

PURCHASES

- What did you actually purchase (crop, variety, quantity)?
- How would you find the quality of items on offer (diversity, quality of seed)?
- Were there new items you bought?
- Were there key items missing?

PROCESS

- How did you find the overall process?
    - Timing
    - Process of registration
    - Voucher use
    - Other comments?

KEY INSIGHTS

- Were there elements you particularly liked about the event?
- Were there any you did not like?

ADDITIONAL SUGGESTIONS?

Keep exit surveys brief (10 minutes or fewer)—everyone is tired from a long day!

MC conveying information to beneficiaries

The CRS team sets up the sound system to play music and make announcements during the fair. *Heidi Yanulis for CRS*

4.9 COMMUNICATION

During the fair, the MC should have a megaphone or microphone and sound system to communicate useful information and keep the mood positive. Some tips to consider:

- Make sure the MC has a voice people like listening to (consider asking a popular radio personality).
- Be conscious of language choice, especially if there are multiple local languages. Use multiple languages if necessary. Always communicate in the language(s) best understood by beneficiaries.
- Announce schedule of events and the range of prices for various products (if this has been agreed upon).
- Announce nutrition sessions and deliver nutrition tips/reminders.
- Announce what follow up will be expected with vendors and beneficiaries.
- Consider having messages and activities aimed specifically at the children who will undoubtedly be there.
- Make sure to have some time with *no* announcements—otherwise, announcements will only be constant background noise with no one listening.

Invite local newspapers, television and radio stations to cover the fair.

Section 5: Post-Event follow up and evaluation

You are done, right? Not quite. All that hard work probably came with many ups and downs; will you or anyone else remember these a year from now, or five years from now? Document as much as you can while it is still fresh in your mind.

5.1 FOLLOW UP WITH STAFF

Debrief at end of fair: As soon as possible after the fair has finished, get all the staff (Box 24) together to celebrate the team's success and talk about what worked well and what could be improved. Ideally you will do this after the first few fairs so that adjustments can be made for the remainder of the fairs. Create an environment for a frank exchange. Ask for a volunteer to take notes. Talk about the planning stages and the implementation stages. If you used ICT4D solutions (especially if for the first time), be sure to include comments about how that went and how to improve it. When the notes are complete, circulate them widely—even to your headquarters. Remember, the learning is key and can help others in the future. It is not about either bragging or pointing fingers—it is about always improving how we serve the beneficiaries.

BOX 24: WHO SHOULD ATTEND THE DEBRIEF?

- Program Staff
- Administration, Logistics and Finance staff
- Drivers (if staff members)
- Management staff
- Partner staff
- Field staff (if not in person, via skype or email feedback)

Be inclusive with celebrating the success. If field staff are not there, send them a token of appreciation to their field office. Even a certificate for a job well done will be appreciated.

Data from the fair: In addition, assign an appropriate staff member to tally the summary details of each fair. Details include: date, number of beneficiaries registered (male and female), value of vouchers received/spent, gender and type of vendors, types of seeds purchased (sex disaggregated) and other details that your program thinks are important. If using ICT4D, the data should be downloaded/synched. There are pre-formatted reports that you can use or adapt for your needs for fairs (i.e. as mentioned in the DRC ICT4D user manual).

CRS field staff spend three hours reviewing their efforts at the two DiNER FAARM Fairs. They discuss what worked well and where they can improve in the future. *Heidi Yanulis for CRS*

Supplies and equipment: Be sure that all supplies are organized in a way that is useful for the next fair. Do you have more clean t-shirts or will staff need to wash theirs for the next fair? Does the banner need to be cleaned? How are the ICT4D devices holding up? They probably need to be cleaned and charged. Better to do it now rather than wait until you need them. If any of devices had problems, be sure to inform your IT or M&E staff so they can be resolved before they are needed for the next fair.

Vouchers: Where are the vouchers now? Make sure your administrative and finance staff have them for supporting documentation. For any unused vouchers, be sure to hand them over to your voucher custodian (if you have one) or talk with your management to see what should be done with them.

Stakeholders: Following up with all key stakeholders to see what they thought of the process and event. This can be done informally with key community leaders and government stakeholders. But for the two key stakeholders—beneficiaries and vendors—do a more formal follow up (see Section 5.2). For the vendors, you could have a vendor focus group after the event (in addition to the exit survey) to discuss how it went from their perspective. Consider conducting surveys with vendors not selected for the fairs to see if their business was positively or negatively affected, and likewise with non-beneficiaries. For all follow up surveys, keep it short and focused. Make sure your questions count; do not ask unnecessary questions that waste people's time.

Once you have all the information, be sure to analyze the results to see trends in what types of seeds were purchased, why and by whom (e.g. gender, age groups, and so on). Look at diversity of varieties as well as diversity of crops—i.e. not just one variety of cowpea, the diversity within diversity). Report back to vendors on results (e.g. most-demanded inputs, least-demanded inputs, feedback from beneficiaries and project staff) as it may be important for their business.

Price monitoring: Finally, follow up on price monitoring during and after the fairs to determine that markets were not negatively affected by the fairs. One-off fairs may only require monitoring 1-2 weeks before, during, and 1-2 weeks after the fair. If possible, you should have historical price data of seed from previous years as well as price data from surrounding markets for comparison, to ensure that fair prices are not artificially high. If fairs are regular events, there may be a higher risk that markets will not be able to meet demand, so more consistent price and market monitoring may be necessary. Consult the MarkIt guidance mentioned under the vendor identification section.

> **"For price monitoring, interview non-vendors and non-beneficiaries to make sure they are still making money and can still access seed, respectively, and are not negatively affected by the fairs."**
>
> (Dina Brick, CRS/Baltimore, 2015)

5.2 FOLLOW UP WITH FARMERS

Following up on farms is equally important in the immediate season in which there is a fair: post-planting and post-harvest. This follow up should be programmed as a central activity in the fair's design and implementation plan: it should be integral to the project proposal, the budget, the timeline and calculating of staff needs. Follow up is an essential activity—not an optional one.

Ideally, beneficiary follow up will include monitoring visits after the planting season to determine how they use the seeds they purchased, as well as a post-harvest visit to assess the performance of the seeds and their satisfaction with them. For DiNER fairs, how the products were used and making the link to nutrition will be important to monitor as part of the post-harvest survey.

In terms of framing the broad questions for follow up, you need to know a) what happened to the items bought (either with vouchers and cash); and b) if they made a difference for the season in question. Box 25 gives some suggestions for the critical questions to be pursued. These need to be tailored according the range of items accessed, the context, and if the farmers were part of the exit interview. As the Zambia Mawa Project used mobile devices to collect exit interviews, this allowed them to avoid asking duplicate questions to participants who took the exit interview at the fair when conducting the follow up interviews on the farm. For those farmers with exit interviews, these farmers did not need to answer questions about what they purchased at the fair but instead needed only to answer questions on what they did with the purchase—which saved both the interviewee and the interviewer time.

BOX 25: FOLLOW UP SURVEYS OF BENEFICIARIES: SOME BROAD GUIDING QUESTIONS

A. Post-planting follow-up: Did farmers plant the crops/varieties and with what results?

1. What did farmers do with the seed (plant, eat, sell?)
2. What proportion of the seed sown was provided by the fair? How important overall was the fair to overall seed supply for a given crop?
3. Did the seed given allow farmers to expand land area?
4. Did the fair increase the diversity of crops planted for the season in question?

B. Post-harvest follow-up: Results of planting and households use of the crops/varieties?

1. What did the seed/crops yield?
2. Has this changed what is eaten in the HH, and if so how?
    a. Who is eating what and how often?
    b. Are you noticing any changes in your or your child's health? If so, what signals of change have occurred and why do think these changes are happening?
3. What proportion of the harvest is/was sold? Who decided how this money was spent? How was the income used?

Note: this is the minimal set of themes that might be addressed in the on-farm follow up.

5.3 EVALUATION

Especially if you have a large project and will be doing multiple years of fairs, consider having an external evaluation. Typical evaluations look at relevance/appropriateness, effectiveness and efficiency, and impact of the fair. However, you could also look at specific aspects of the project such as how social capital is built—many vendors/beneficiaries may know each other already, many may not; creating these connections is important and can improve the overall seed system. Consult additional resources such as CRS ProPack III for other examples and suggestions. These evaluations are useful not only for your project but for others' in the future. And they serve as a great documented reference for proposals—both for your country program and other country programs.

Take a look at the following excerpt from an external evaluation of CRS seed fairs in Burundi (Box 26). The information on the targeting process and the quality of seeds is useful and important to note. What would you learn about from an external evaluation of your project?

BOX 26: EXCERPT FROM EXTERNAL EVALUATION OF ECHO-FUNDED SEED FAIRS IN BURUNDI, 2006-2009

"Targeting of vulnerable groups has improved with time. Selection of beneficiaries in projects targeting vulnerable groups is often problematic, especially if a substantial part of the population considers itself to be vulnerable as is the case in Burundi. Several persons interviewed pointed out that in the early years of the distribution [programs] the selection procedure had many shortcomings. Lists of beneficiaries were provided by local administrators after receiving details of the selection criteria. Although the lists had to be validated by the staff of the implementing agencies, it was noticed that the selection procedure lacked transparency and often resulted in the inclusion of non-vulnerable groups. To address this problem, from 2007 onwards, a new system was introduced. The dissemination of information regarding benefits and the modalities of the planned intervention was enhanced through communications in churches, schools and posters in public places ensuring everybody was informed. Furthermore, the selection of beneficiaries was done in public meetings open to everyone, where beneficiary lists were proposed after discussions in small groups and subsequently validated by all present. These new procedures greatly improved the selection, although some deficiencies remained.

Farmers appreciated the broader assortment of seeds offered at the fairs and the free choice, ensuring they could select seeds of good quality based on their own assessments. Post-fair monitoring also showed that the supply of seeds, volume and variety, had been sufficient to meet the beneficiaries' demand. On the contrary, quality of the seeds provided through direct distributions (FAO) was not always ensured, due to the unfeasibility of proper quality control of the seeds supplied in large volumes by traders selected through tender procedures."

(Ton de Klerk, 2009)

As you think further about and plan for your M&E, remember to include beneficiaries and other stakeholders as actual participants with a valuable voice in how plans are made. Consider the following from the Bangladesh livelihood voucher program (Box 27). Having beneficiaries actively engaged in the project and its intended impact is one way to put your project on the path to sustainable development.

BOX 27: PARTICIPATORY M&E IN BANGLADESH

The Somriddhi project implemented a dynamic and participatory M&E system which enabled the project team to be responsive to any problems or challenges that arose. The monitoring system was kept light by the use of a series of one-off surveys and regular household monitoring visits. The community monitoring committees established after the mid-term review were effective in increasing ownership of the monitoring results and re-enforcing the intended behavior changes for cattle care and household disaster preparedness. The project was able to incorporate almost all of the mid-term review (MTR) recommendations, including the development of the community monitoring committees. In response to the MTR, the project increased the flow of information between the field and regional offices and created a beneficiary forum.

(Clara Hagens and Snigdha Chakraborty, in SOMRIDDHI Final Evaluation Report, June 2011, Bangladesh)

Section 6: Linking to sustainable development – beyond recovery

Usually, sustainability issues have been thought about at the beginning, not at the end when it might too late to incorporate practices that link to sustainability. But, if your project has not yet discussed sustainability, now is the time. What can your team do to make sure you are not planning seed fairs year after year (even if there is funding available to do so)?

> **"An exit strategy should be planned with key stakeholders from design onwards."**
>
> (Sphere Handbook)

By supporting seed systems in any way, the project is affecting the livelihoods of all concerned: beneficiaries and vendors alike, as well as non-beneficiaries and non-fair vendors. Do their livelihoods stop mattering once the project is over? One would of course hope not. During the course of your project, some care should be taken to see what follow-up activities or connections can be made to increase the sustainability of positive project impacts.

For example, transitioning from the emergency to development phase could include a follow on project to solidify what has been done. In Madagascar the lessons from the existing OFDA funded project that used the voucher fair approach were used to inform a new development-oriented project using DiNER fairs as well. The activities built upon the learning from the emergency phase. As a practical bonus, while the OFDA project was underway, staff were aware that the new project would be starting up soon—so there was an opportunity to hire staff for the new project and train them along with the existing staff. In this way, having emergency and development-oriented staff also helps make the transition to longer-term thinking and planning.

There are plenty of opportunities to link your current activities to more sustainable gains. For example, the seed market development could be further fostered in multiple ways. Private sector supplier links to the communities should be actively stimulated, perhaps through novel service provider programs. New ways of reaching out to the vulnerable should be encouraged, such as promoting seed sale in small, affordable packs. In general, the links between sellers and buyers should be actively managed by facilitating meetings to discuss possible collaboration in value chain development.

For longer-term approaches to nutritional aspects, consider following some key farmers (women and men) through a few growing seasons to see how the seeds from the voucher fairs improved their household nutrition, income and lifestyle. Additional skills and training could be provided to build on what they have learned already. In the end, the linkage and long term development goals should be correlated with the original goal of the fair. The options are limited only by your creativity in program design.

"Finally, seed interventions are a serious business. If done poorly and repetitively they can create dependencies, increase the risk of harvest failure, and undermine functioning seed markets. If done well, they can launch farmers toward several seasons of good harvest and promote the process of recovery and production stability"

(Louise Sperling, 2016)

Section 7: Appendices

APPENDIX A. SECURITY LEVEL CHECKLIST

	Security level 1	Security level 2	Security level 3	Security level 4	
	Capacity of forgery limited and barcode reader available	Capacity of forgery limited and no barcode reader available	Capacity of forgery high and barcode reader available	Capacity of forgery high and barcode reader not available	
Sample security content for vouchers					
Logo/branding CRS, partner, donor	x	x	x	x	Minimum requirement
(when security context allowed)					
Amount and currency	x	x	x	x	
Different color per amount	x	x	x	x	
Activation date / stamp	x	x	x	x	
Expiration date /stamp	x	x	x	x	
Cutting line	x	x	x	x	
Sequential serial number	x		x		
Nonsequential serial number	preferred	x	preferred	x	
Booklet number				x	Additional security features
Barcode	x		x		
Fine print/hologram	preferred	x	preferred	x	
No watermark paper	x				
Simple water mark paper		x	x		
Water mark Secure guard paper				x	
Price estimate for 1,500 booklets/15 vouchers each					
Price estimate for 3,000 booklets/15 vouchers each					
Price estimate for 10,000 booklets/15 vouchers each					
Time required to print and assemble (open business days)					

APPENDIX B. BENEFICIARY FORMS BENEFICIARY RECEIPT DISTRIBUTION FORM

Village/Fair Location: ____________________ Name of Staff: ____________________

Date of Distribution/Fair: ____________________ Name of Staff: ____________________

Beneficiary Card No.	Name of head of household	Beneficiary Category (*check one*)			Voucher value	No. of voucher sheets	Serial No. per sheet		Date received	Signature
		Owner <3ha	Laborer	Small farmer			Sheet 1	Sheet 2		

APPENDIX B. BENEFICIARY FORMS BENEFICIARY EXIT SURVEY

Name of Respondent ________________________________ Sex of Respondent [ ] M [ ] F

Beneficiary ID No. ________________________________ Respondent is HH Head? [ ] Yes [ ] No

Village ________________________________ Sex of HH Head [ ] M [ ] F

Name of interviewer ________________________________ Date of interview ______________

Beneficiary Category [ ] Owner <3ha [ ] Laborer [ ] Small farmer

1. **Did you consume the entire value of the voucher at the fair?** [ ] Yes [ ] No
2. **If no, how much did you return?** *(mark "0" if the full amount was consumed*) Local currency
3. **Which items did you purchase today with the vouchers?**

   Total expenditures should add to ______ for farmers and ____ for laborers.

Category	Unit	Quantity	Total PHP	Category	Unit	Quantity	PHP
Seeds - vegetables				Machete small			
Seeds - cereals				Machete large			
Seeds - pulses				Piko small			
Seeds - coconut				Piko large			
Seeds - fruit trees				Digger			
Planting material				Shovel			
Fertilizer				Sprayer			
Animal feed				Boots			
Animal medicine				Gloves			
Bolo 13"				Raincoat			
				Other (describe)			

4. **Were you satisfied with the variety of items that were available at the fair?** [ ] Yes [ ] No

   If no, why not?

5. **Were you satisfied with the supply of items available at the fair?** [ ] Yes [ ] No

   If no, why not?

6. **Were you satisfied with the quality of items that were available at the fair?** [ ] Yes [ ] No

   If no, why not?

7. **Are there additional items that you need in order to plant your field?** [ ] Yes [ ] No

   If yes, which items? Item 1: Quantity:

   Item 2: Quantity:

   Item 3: Quantity:

8. **Did you negotiate for the prices you received at the fair today?** [ ] Yes [ ] No
9. **How would you rate the prices that you paid today?**

   [ ] Above market price [ ] Market price [ ] Below market price

INFORMATION

10. Before entering the fair, did you know?

The total value of the vouchers	[ ] Yes	[ ] No
Vouchers can only be used at the fair today	[ ] Yes	[ ] No
You can negotiate prices with the vendors	[ ] Yes	[ ] No
You can not receive cash back for your vouchers	[ ] Yes	[ ] No
You can combine vouchers with other beneficiaries	[ ] Yes	[ ] No
You can pay with cash	[ ] Yes	[ ] No

11. Did you receive sufficient information about the fair? [ ] Yes [ ] No

ORGANIZATION

12. How far is the location of the fair from your house? ________ km

13. How did you commute to the fair today?

[ ] Walk [ ] Own transport [ ] Paid transport ***Fare:*** ________

14. How long did you wait to enter the fair, in minutes? ________ min

15. How long did you spend in the fair area, in minutes? ________ min

16. How satisfied are you with the organization of the agricultural input fair?

[ ] Very satisfied [ ] Satisfied [ ] Not satisfied

17. Overall, how satisfied are you with the agricultural input fair?

[ ] Very satisfied [ ] Satisfied [ ] Not satisfied

18. What type of agricultural input assistance would you prefer the most?

[ ] In-kind distributions [ ] Cash [ ] Vouchers [ ] Combination (specify)

19. Other Comments:

APPENDIX B. BENEFICIARY FORMS

BENEFICIARY SURVEY – VOUCHERS USED AT SHOPS

Name of Respondent ______________________ Sex of Respondent [ ] M [ ] F

Beneficiary ID No. ______________________ Respondent is HH Head? [ ] Yes [ ] No

Village ______________________ Sex of HH Head [ ] M [ ] F

Name of interviewer ______________________ Date of interview __________

Beneficiary Category [ ] Owner <3ha [ ] Laborer [ ] Small farmer

1. **What value of vouchers did your household receive?** __________ currency [ ] Don't know

2. **Who in the household decided how the vouchers would be spent?**
   [ ] Head of household (male) [ ] Joint decision by husband and wife
   [ ] Head of household (female) [ ] Other (specify):
   [ ]Wife of head of household

3. **Who in the household used the vouchers at the participating shops/markets?**
   [ ] Head of household (male) [ ] Both husband and wife
   [ ] Head of household (female) [ ] Children
   [ ] Wife of head of household [ ] Other (specify):

4. **Where did you use your vouchers?**
   (*check the box that represents the nearest option for each shop/market where vouchers were used*)
   [ ] Within the village [ ] Within the state/province
   [ ] Within the municipality[ ] In another state/province

5. **How many participating vendors did you visit in total?** __________

6. **From how many vendors did you buy agricultural inputs with your vouchers?** __________

7. **What did you purchase with your vouchers?** (*Check the relevant categories and give amount in currency.)*
   Total expenditures should add to ______ *for farmers and* _____ *for laborers.*

Category	Yes?	Value (currency)	Category	Yes?	Value (currency)
Seeds - vegetables			Piko small		
Seeds - cereals			Piko large		
Seeds - pulses			Digger		
Seeds - coconut			Shovel		
Seeds - fruit trees			Sprayer		
Planting material			Boots		
Fertilizer			Gloves		
Animal feed			Raincoat		
Animal medicine			Don't know/don't remember		
Bolo 13"			Have not yet spent		
Machete small			Other (describe)		
Machete large			Other (describe)		

8. **Did you find everything you wanted to buy with the vouchers?** [ ] Yes [ ] No

9. **Which items were not available?**

10. **Did you share any of the items you purchased with vouchers with other families?** [ ] Yes [ ] No

11. **Did you have any problems with the voucher program?** [ ] Yes [ ] No

12. **If yes, please indicate the problems** (*check all that apply*).

[ ] Did not understand the voucher process
[ ] Targeting was not transparent/fair
[ ] Deciding in HH what items to buy with vouchers
[ ] Vendors were too far
[ ] Difficult to locate the participating shops/vendors
[ ] Transport was unavailable/expensive
[ ] The timing of the program was not appropriate
[ ] Did not find what I wanted to buy
[ ] Problems with the vendors
[ ] Prices of items were too expensive
[ ] Voucher value was not sufficient
[ ] Quality of items in market/shops
[ ] Hard to spend exact value of vouchers
[ ] Other (specify)

13. **Overall, how satisfied are you with the voucher program?**

[ ] Very satisfied [ ] Satisfied [ ] Not satisfied

14. **What type of agricultural input assistance would you prefer the most?**

[ ] In-kind distributions [ ] Cash [ ] Vouchers [ ] Combination (specify)

15. **Other Comments:**

APPENDIX C. VENDOR FORMS PRE-FAIR REGISTRATION

Name of vendor ____

Name of interviewer ____

Vendor's ID No. ____________________ Gender [ ] M [ ] F Date of registration ____________

Location(s) of shop/market ____________________ Phone number ____________

1. **Type of vendor:** (*check* ***one*** *box*)
   [ ] Agro-Vet [ ] Blacksmith/Tinsmith [ ] Local trader
   [ ] Farmer/Producer group [ ] Seed company [ ] Other (specify):

2. **Is the vendor representing a company?** [ ] Yes [ ] No

3. **If yes, which company?**
   [ ] Company 1 [ ] Company 4
   [ ] Company 2 [ ] Other (specify):
   [ ] Company 3 [ ] Other (specify):

4. **Number of staff currently employed by the vendor:** ____________

5. **Types of agricultural inputs sold** (*Select all that apply*)
   [ ] Cereal seed [ ] Animal feed [ ] Pulses seed [ ] Animal medicine
   [ ] Vegetable seed [ ] Hand tools [ ] Fertilizers [ ] Equipment/machinery
   [ ] Pesticides [ ] Protective gear (boots, gloves) [ ] Other (specify):

6. **Average numbers of customers/week before crisis** (if applicable) ____________

7. **Average number of customers/week currently:** ____________

8. **Approximately how many additional customers can s/he serve during project ?**

9. **Please indicate in which municipalities you are interested in participating in fairs.**
   [ ] Municipality 1 [ ] Municipality 5 [ ] Municipality 2 [ ] Municipality 6
   [ ] Municipality 3 [ ] Municipality 7 [ ] Municipality 4

10. **What is their preferred method of payment?** [ ] Bank deposit [ ] Check [ ] Cash

11. **If bank deposit, give bank details:**

    Name of bank ____

    Location ____

    Account No. ____

12. **Additional comments:**

APPENDIX C. VENDOR FORMS

VENDOR PRE-REGISTRATION FOR DISTRIBUTION AT SHOPS

Name of vendor ____

Name of interviewer ____

Vendor's ID No. ____________________ Gender [ ] M [ ] F Date of registration ____________

Location(s) of shop/market ______________________________ Phone number ________________

1. **Type of vendor:** (check one box)
   [ ] Agro-Vet [ ] Blacksmith/Tinsmith [ ] Local trader
   [ ] Farmer/Producer group [ ] Seed company [ ] Other (specify):

2. **Is the vendor representing a company?** [ ] Yes [ ] No

3. **If yes, which company?**
   [ ] East West Seeds [ ] St. Jude [ ] Pacifica [ ] Other (specify):
   [ ] Agroman [ ] Other (specify):

4. **Number of staff currently employed by the vendor:** ________________

5. **Types of agricultural inputs sold** (Select all that apply)
   [ ] Cereal seed [ ] Animal feed [ ] Pulses seed [ ] Animal medicine
   [ ] Vegetable seed [ ] Hand tools [ ] Fertilizers [ ] Equipment/machinery
   [ ] Pesticides [ ] Protective gear (boots, gloves) [ ] Other (specify):

6. **Days of operation:**
   [ ] Everyday [ ] Mon [ ] Tues [ ] Wed [ ] Thursday
   [ ] Friday [ ] Sat [ ] Sun

7. **Hours of operation** ________________

8. **Average numbers of customers/week before crisis:** ________________

9. **Average number of customers/week currently:** ________________

10. **Approximately how many additional customers can s/he serve during project (at 2100 PHP/customer)?**

11. **What is their preferred method of payment?** [ ] Bank deposit [ ] Check [ ] Cash

12. **If bank deposit, give bank details:**

    Name of bank ____

    Location ____

    Account No. ____

12. **Additional comments:**

APPENDIX C. VENDOR FORMS VENDOR SURVEY – DISTRIBUTION THROUGH FAIRS

Name of vendor ______________________________

Name of interviewer ______________________________

Vendor ID No. ____________________ Date of Fair ____________________

Location of Fair ____________________ Sex of Vendor [ ] M [ ] F

1. **How far did you travel to the fair's location today?** __________ km

2. **How did you transport your goods to the fair?**

   [ ] Own truck/vehicle   [ ] Walked   [ ] Hired vehicle

   [ ] Animal/cart   [ ] Public transportation

   [ ] Other (specify):   [ ] Transport provided by CRS

3. **Were you satisfied with the amount of information provided to you before the fair?**

   [ ] Yes   [ ] No

4. **If no, why not?**

5. **Did you negotiate prices with customers?** [ ] Yes [ ] No

6. **Please rate the following:**

Quantity of items sold at the fair	[ ] Excellent	[ ] Good	[ ] Poor
Prices received for items at the fair	[ ] Excellent	[ ] Good	[ ] Poor
Negotiation process with customers	[ ] Excellent	[ ] Good	[ ] Poor
The voucher methodology	[ ] Excellent	[ ] Good	[ ] Poor
Overall income for the day	[ ] Excellent	[ ] Good	[ ] Poor
Payment process	[ ] Excellent	[ ] Good	[ ] Poor
Location of the fair	[ ] Excellent	[ ] Good	[ ] Poor
Organization of the marketplace	[ ] Excellent	[ ] Good	[ ] Poor
Timing of the fair	[ ] Excellent	[ ] Good	[ ] Poor
Assistance of CRS staff	[ ] Excellent	[ ] Good	[ ] Poor

7. **In general, what is your level of satisfaction with the fair?**

   [ ] Very satisfied   [ ] Satisfied   [ ] Not satisfied

8. **Would you be interested in participating in future fairs?**

   [ ] Yes   [ ] No   [ ] Maybe/Don't know

   If no, why not?

9. **Additional comments or suggestions**:

APPENDIX C. VENDOR FORMS VENDOR SURVEY – DISTRIBUTION THROUGH SHOP

Name of vendor ____________________

Name of interviewer ____________________

Vendor ID No. ____________________ Date of Fair ____________________

Location ____________________ Sex of Vendor [ ] M [ ] F

1. **Type of vendor:** (check the box)
   [ ] Agro-Vet [ ] Blacksmith/Tinsmith [ ] Local trader
   [ ] Farmer/Producer group [ ] Seed Company [ ] Other (specify):

2. **Were you able to increase your supplies to meet the additional demand from the project's beneficiaries in this payment cycle?**
   [ ] Yes [ ] No [ ] Somewhat

3. **Did you purchase goods from new suppliers to meet the demand in this payment cycle?**
   [ ] Yes [ ] No

4. **If yes, where were these new suppliers located?** (check all that apply)
   [ ] Within municipality [ ] Internationally [ ] Within state/ province
   [ ] Capital city [ ] Other (specify):

5. **Which agricultural inputs that you sell are currently unavailable or difficult to obtain?**

6. **What are the biggest constraints to purchasing the agricultural input supplies you want**?
   [ ] No constraints
   [ ] Insufficient/damaged warehousing
   [ ] Quality of seeds are poor
   [ ] Damaged store
   [ ] High costs of reconstruction
   [ ] Other priorities (fixing house, etc.)
   [ ] Other (specify):
   [ ] Lack of capital or credit to purchase supplies
   [ ] Goods are not available from suppliers
   [ ] High prices for supplies
   [ ] Land transport unavailable or too expensive
   [ ] Sea transport is unavailable or expensive
   [ ] Ports are not accessible

7. **Which agricultural inputs did beneficiaries purchase the most with the vouchers in the last payment cycle?** (*Select top three*)

   1 ____________________

   2 ____________________

   3 ____________________

8. **Which agricultural inputs did beneficiaries want to purchase that you don't have?**
   (*Select top three, if relevant*)

   1 ____________________

   2 ____________________

   3 ____________________

9. **Did you experience any difficulties with the vouchers in the last payment cycle?**

[ ] Yes [ ] No

10. **If yes, indicate the types of difficulties** (*check all that apply*)

[ ] Did not understand the voucher process
[ ] Difficulties with beneficairies
[ ] Did not have items that beneficiaries wanted
[ ] Beneficiaries want cash or unapproved items
[ ] Not enough customers
[ ] Too many customers due to voucher program
[ ] Had to meet orders from other clients
[ ] Difficulties with the collection of vouchers
[ ] Required documentation is too difficult
[ ] Payment amount was incorrect
[ ] Payment was late
[ ] Other (specify):

11. **In general, what is your level of satisfaction with the voucher program?**

[ ] Very satisfied [ ] Satisfied [ ] Not satisfied

12. **Additional comments:**

APPENDIX C. VENDOR FORMS VENDOR FAIR ENTRY & EXIT FORM

Name of vendor ______________________________

Name of interviewer ______________________________

Vendor ID No. ______________________ Date of Fair ______________________

Location of Fair ______________________ Sex of Vendor [ ] M [ ] F

1. **Type of vendor:** (check the box)
   [ ] Agro-Vet [ ] Blacksmith/Tinsmith [ ] Local trader
   [ ] Farmer/Producer group [ ] Seed Company [ ] Other (specify):

2. **Is the vendor representing a company?** [ ] Yes [ ] No

3. **If yes, which company?**
   [ ] Company 1 [ ] Company 2 [ ] Company 3 [ ] Company 4
   [ ] Other (specify):

4. **Number of staff working at the fair**

5. **Complete the following table for the agricultural inputs the vendor has brought into the fair.**

		Before Fair		After Fair
Input	**Unit**	**Quantity brought**	**Expected price per unit**	**Quantity remaining**

Fair entry: ______________________________

Vendor signature: ______________________________

Verified by: ______________________________

Verifier signature: ______________________________

6. Complete the following table for the vouchers collected from the vendor at the end of the fair

Value of voucher	No. of vouches received	Total value
Total		

Fair exit: ____________________

Vendor signature: ____________________

Verified by: ____________________

Verifier signature: ____________________

APPENDIX C. VENDOR FORMS RECORD OF VOUCHER SALES TO BENEFICIARIES (1)

Beneficiary Name or Card No.	Type of Good	Quantity	Total Price (currency)	Beneficiary Signature	Date

APPENDIX C. VENDOR FORMS RECORD OF VOUCHER SALES TO BENEFICIARIES (2)

Name of vendor: ______________________________ Date/Week of: ______________

Type of Good	Quantity	Total Price (currency)

APPENDIX C. VENDOR FORMS VENDOR INVOICE

Name of vendor ______________________ Location ______________________

Signature ______________________ Dates: From ____________ To ____________

Commodity/Type of Good	Total Quantity	Total (currency)+A1
TOTAL value of goods transferred to beneficiaries through vouchers (currency)		

APPENDIX C. VENDOR FORMS VOUCHER RECEIPT FORM

Name of vendor ____________________ Vendor ID No. __________

Location of collection/fair ____________________ Date __________

Number of vouchers of ## currency __________ X ## = __________ currency

Number of vouchers of ## currency __________ X ## = __________ currency

Number of vouchers of ## currency __________ X ## = __________ currency

Total __________ currency

Total (in words) ____________________

____

By signing below, the two parties agree that payment will be made to the vendor on the basis of the vouchers collected and verified.

CRS:

Name: ____________________

Title: ____________________

Signature: ____________________

Vendor:

Name: ____________________

Signature: ____________________

To be completed at office:

Reviewed and verified by:

Name: ____________________

Title: ____________________

Signature: ____________________

Date: ____________________

APPENDIX C. VENDOR FORMS VENDOR RECEIPT OF PAYMENT

Name of Vendor ____

Vendor ID No. ____

Amout Received ____ (local currency)

Amount received (in words) ______________________________________ (local currency)

Signature of Vendor: ____

Date: ______________________

APPENDIX D. VENDOR TRAINING GUIDE

TRAINERS' GUIDE FOR VENDOR ORIENTATION

Schedule vendor training for approximately two hours and not more than four hours, as vendors cannot leave their businesses for long periods. Hold the training near the vendors' businesses. Bring documents and dated vouchers to show vendors during the training (not to leave with them). To save time, bring the contracts to be signed by vendors at the end of the training.

1. **What is a voucher** (15 min)?
   Explain to vendors what is a voucher and what it looks like:

   - A voucher is a means of payment, but the voucher is not legal tender and can only be used for this voucher program
   - It can only be exchanged for authorized items
   - A voucher is printed on paper
   - A voucher may include information to prevent fraud: date of validity, stamp of the organization sponsoring the program, serial numbers, symbols, logos of the organization, etc.

   Circulate a few vouchers designed for this program, specify sample on the voucher. If possible, give one booklet of vouchers to each vendor (*to be collected at the end of the training*).

   Invite vendors to pay attention to the following: project symbol, date of validity, voucher serial number, booklet serial number, if applicable.

   Inform the vendors that the dates for voucher distribution will be communicated in advance so they can prepare.

Invite vendors to ask questions.

2. **Voucher denomination** (20 min)
   Explain that for the current program, vouchers will be in booklets.

   Each voucher booklet will include 12 vouchers, worth 6,000 SYPs or 500 SYPs per voucher 500 SYP each. (important is to go over the diverse denominations and get confirmation that they are adequate for the goods that will be on hand

3. **Authorized items** (10 min)
   We will have diverse types of vendors and all need to understand what items can be sold and the process involved to ensure quality. Depending on the fair, there could seeds, livestock, vaccinations, farm implements, etc for sale. Provide your vendors with a list of authorized and unauthorized items and how these items need to be packaged. As there will be different types of vendors participating—farmer seed producers, local retailers/with kiosks, sellers linked to research, agro-dealers or even direct private sector company representatives—all will need to understand the specific rules that apply to them, and these might differ slightly by vendor type and by national regulatory context. For seed, Farmer producer vendors, who may not have packaged certified seed, may need to understand that their seed needs to be well sorted and possibly inspected (much depends on the regulations in each country). Local retailers and bigger companies should be aware that ONLY certified seed can be packaged and will need a label.

4. **Packaging and labeling of seed items** (10 minutes)
Packaging of seed implies that it is certified. The only seed that can be put in bags is Certified, or Quality Declared Seed, where this category exists.

Often times, seed is packaged in large quantity. If this project desires seed to be packaged into smaller quantities and this has been approved by the government, if necessary, then this request should be shared with the vendor and the reason behind the request. For example, small packages may be offer to allow farmers to test new varieties or to afford the seed. For legumes, packages in the size of 500 grams, 1 kg and 2kg may lead to more farmers purchasing them. Vegetable seed, of course, is packed in smaller gram sizes: 5 grams, 10 grams. and above. For vegetable seeds, confirm that all are within its official expiration dates.

All seed packages need have printed on it the name of the seller and the company contact information, crop and variety information. If possible, it would be good to have agronomic recommendations included. Information should be provided in local languages.

5. **Voucher exchange for seed and other items** (30 min)
Beneficiaries will choose to purchase their product from any vendor at the fairr. A beneficiary can buy seed or other items from one vendor or from two or more vendors. For example, a beneficiary may choose to buy common beans and cowpea from one vendor and use other vouchers to buy maize from another vendor and vegetable seeds from another vendor.

The vendor should verify the following information on the vouchers before serving the beneficiaries and accepting the vouchers:

- Date of validity on the voucher; accept only vouchers that fall within the valid period
- Project symbol on the voucher
- Serial numbers on the vouchers
- Quality of paper used for printing the voucher
- The organization stamp

Do not accept any voucher missing any of the above details. If there are problems, ask the beneficiary to contact the organization that distributed the voucher (if not at a physical fair set-up) or seek assistance from the fair help desk.

If a few vouchers in the voucher booklets are not numbered and the other are numbered, the vendor can accept only vouchers that are numbered and ask the beneficiary to contact the organization that distributed them if not at a physical fair set-up) or seek assistance from the fair help desk.

If the vendor is not sure of the authenticity of the voucher, he/she should not accept them and ask the person to contact the organization that distributed them if not at a physical fair set-up) or seek assistance from the fair help desk.

If the vendor is sure that the vouchers are not authentic, he/she should not accept the vouchers and inform fairs staff immediately.

The vendor should keep the vouchers in a secure place and protect them from water, oil, and other potential damage.

6. **Cash payment for items** (5 min)
Inform vendors that beneficiaries can pay for products with either the voucher or cash. If the beneficiary pays with cash, the vendor is to make change if he payment exceeds the costs of the product. If the beneficiary pays with the voucher, the vendor is not to refund beneficiaries cash for the remaining amount. Reiterate that at no time does the vendor receive a voucher from a beneficiary and provide cash to the beneficiary for the full or partial value of the voucher.

7. **Voucher liquidation procedure** (20 min)

Explain what the voucher liquidation procedure is and how it works.

The voucher team leader comes to a specified location at the end of the fair day or one day after the period of validity has expired if not at a physical fair location

The voucher team leader counts all vouchers in the presence of the vendor and completes the table on the Voucher Receipt Form. (Appendix C)

Both the voucher team leader and the vendor date and sign the Voucher Receipt Form.

The vendor prepares an invoice corresponding to the total value of vouchers collected. (Appendix C).

The voucher team leader brings the signed original copy of the Voucher Receipt Form, the vendor's invoice, and the collected vouchers back to the office for processing by the finance team. The voucher team leader leaves one copy of the signed form with the vendor. If no photocopy facility is available, the team leader asks the vendor to take note of at least the total amount that is due.

Then clearly elaborate on how each type of vendor will be paid and when they will be paid

8. **Practical exercise** (1 hour)

Materials:

- Example set of vouchers 6X 500 SYP in 2 colors
- Picture of commodities (include allowed and disallowed food commodities)
- Daily Sales Record Form
- Voucher Received Form
- pens

Method:

- Ask vendors to work in pairs. One person will act as buyer and one as vendor. The buyer will receive the vouchers. The vendors set out the cards of the commodities to mimic a shop. Tell the pairs to act out a shopping exchange.
- Vendors will practice filling out the daily sales record and invoice template. Then the pairs will change roles so both can practice with the forms.
- CRS staff or partner staff will act as CRS/ partner staff and collect vouchers and forms as they would do at the end of the fair. Practice the voucher received form and provide immediate feedback on the paperwork.
- After the exercise ask vendors what was difficult, what was easy, and what needs further clarification.
- Following the exercise, hold a debriefing session (10 minutes) to discuss what was challenging, suggests for improving the process, and correction of mistakes. Suggest reviewing the invoices that the vendor fill and ask the other vendors for their input into the form being reviewed.

9. **Benefits of the program** (15 min)
Discuss the benefits of the program with vendors:

- Five hundred beneficiaries will receive vouchers worth 12,000 SYP to be used at the fair. It is expected that vendors in total will receive 6 million SYP through the exchange of vouchers.
- If each participating shop receives an average of 50 beneficiaries using 12,000 SYP each to buy seed, the shop keeper will sell goods worth 600,000 SYP in few days.
- This program represents a unique opportunity for shop keepers and small vendors to extend their businesses.

It is important to note that CRS and its Partners do not guarantee that beneficiaries will buy seed/inputs from each vendor. This is a free market and beneficiaries will choose from which shops and/or small vendors they want to buy their seed and other items.

10. **Requirements for participation in the program** (15 min)
Each participating vendor should commit to the following:

- Do not be involved in fraud.
- Do not increase seed or other item prices for only the project beneficiaries. Prices given to project beneficiaries should reflect the market prices at the time or the range of prices decided before the fair. If a group of vendors agrees to impose high prices to beneficiaries, they will all be excluded from the program.
- Do not cash vouchers
- Do not accept vouchers that are obviously not authentic.

Vendors violating these rules will be excluded from the program.

11. **Signing the contract** (15 min)
Distribute the contract to all the vendors.

Review the contract with the vendors and allow time for questions and classification.

Ask the vendors, to sign the contract at this time, if they accept the terms of the contract. Make sure there are two copies of the contract so each the vendor and CRS has a signed copy. Vendors keep one copy. Send the other copy to the appropriate CRS administrative office

APPENDIX E. VENDOR AGREEMENT VENDOR AGREEMENT

This Agreement is made on ______________________ ,

BETWEEN ______________________________________ having its office at _______________________________

AND

____ having its office at _______________________________

The parties agree to the following:

Services:

____ **will issue vouchers to all beneficiaries registered under the program. The beneficiary will use the vouchers to purchase seeds from vendors during the seed fair. The vendor will accept the vouchers while issuing the seeds to the beneficiaries. Only MoU signed vendors will be considered.**

TERMS and CONDITIONS

Use of the voucher:

- On the day of the seed fair the beneficiary can use vouchers to buy items from the vendors registered under the ____ program.
- Seeds and other agricultural inputs are allowed for sale. ____________________________________ will send the vendor a letter detailing the items for sale and seed fair location, date, and time.
- The vendor will assist the beneficiary in selecting the items for purchase.
- Vouchers are strictly to purchase items and cannot be exchanged for CASH. If a vendor is found cashing in vouchers, the vendor will be immediately disqualified from the program.
- The vendor cannot give cash back to the beneficiaries in change. However, the vendor is encouraged to give more material to equal the amount of the voucher. If found providing change in cash, it will be considered as "cashing of vouchers" and the vendor will be disqualified.

Terms of payment

- Transportation costs for delivering material to and from the seed fair location is the vendor's responsibility.
- ____ will not be held responsible for any loss or damage sustained during transportation or during the event.
- At the end of a seed fair, the vendor will present a receipt detailing the sold items and completed vouchers to ____ at the seed fair location.
- The vendor will obtain a signed receipt specifying the number and value of vouchers handed to ____.
- ____ will pay vendors the total amount of the vouchers. No additional payments will be made.
- ____ will make the payment through direct deposit or check to the vendor within seven days of the seed fair.
- ____ will deduct applicable tax and VAT as per state law.
- ____ has right to deny the payment to the vendor when the vendor has been disqualified as a result of breaking the agreement set out in the MoU and this document.
- The agreed MRP (**Maximum Retail Price)** cannot be exceeded. However, the beneficiaries can bargain for lower rates.

Disqualification:

Vendors will be disqualified from the program if he or she:

- Cashes vouchers
- Increases prices or provides prices not in line with signed MoU.
- Sells items other than the specified items in the MoU

Responsibilities:

______________________________ will not be held responsible for disputes between vendors OR between beneficiaries and vendors.

______________________________ will not be held responsible if vendor is unable to sell materials.

Validity

This agreement is valid for the period from ____________________ to ____________________

Terrorist Clause: "***Unlawful Violence and Terrorism Certification***

CRS and vendor certify that we do not and will not provide financial or material support to any individual or organization that is known to have advocated, sponsored, or engaged in unlawful violence or terrorist activity."

For Catholic Relief Services

____

For Vendor

____

Witnesses:

1.______________________________

2.______________________________

APPENDIX F. VOUCHER TRANSFER FORM

TRANSFER OF VOUCHERS

Total number of voucher booklets/sheets: ______________

Total value of voucher booklets/sheets: ________________ PHP

Serial numbers:

From Serial No.	To Serial No.	Total voucher books

Staff at point of origin:

Name of Staff ____

Title ____

Signature ____

Date ____

Staff at destination:

Name of Staff ____

Title ____

Signature ____

Date ____

APPENDIX G. WEEKLY PRICE MONITORING

MARKET MONITORING FORM

Name of Enumerator ____

Date of survey ____

Instructions for Enumerator: For each product in the table below, please give the selling price from three different vendors. The prices should be for the same "reference" item (brand, unit of measurement). Indicate the prices in local currency.

Item	Unit (& brand)	Price 1	Price 2	Price 3	Comments

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Section 9: Resources

9.1 CRS SPECIFIC

Operations Guidance for Cash Based Programming
http://efom.crs.org/ecsc/market-based/operations-guidance-for-cash-based-programming

CRS Market Based Response Training
http://efom.crs.org/ecsc/market-based/mbrrr-standard-training/

MarkIt price monitoring
http://www.crs.org/our-work-overseas/research-publications/markitCRS

CRS/World Bank course on Seed Systems in Natural Disaster Risk Management
http://www.crslearns.com/seed_systems/menu.html

CRS/Madagascar iPad experience
http://www.crs.org/stories/ipods-firmly-planted-farmers-lives

CRS ProPack II; Project Management Guide
http://www.crs.org/our-work-overseas/research-publications/propack-ii

CRS ProPack III; Guide to creating a Simple Measurement of Indicators for Learning and Evidence-Based Reporting (SMILER) Monitoring and Evaluation System
http://www.crs.org/our-work-overseas/research-publications/propack-iii

9.2 OTHER RESOURCES

http://seedsystem.org/
Tools and Resources on seed systems, including Seed System Security Assessments (SSSA)

http://www.fao.org/in-action/food-security-capacity-building/home/en/
Resources on seed, nutrition and resilience

https://www.spring-nutrition.org/
Strengthening Partnerships, Results, and Innovations in Nutrition Globally

http://www.livestock-emergency.net/
Livestock Emergency Guidelines and Standards

http://www.spherehandbook.org/
The Sphere Handbook

http://www.cash-atlas.org/
Interactive map with cash transfer programs around the world

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For more information, contact xxxxxx@crs.org.