



CENTRE FOR CIVIL SOCIETY

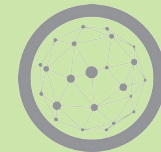


**VIKALP VOUCHERS**  
*Your Skills, Your Success*

# **Accelerating Skills through Vouchers**

## **An Implementation Guide**

### **Voucher Management**



# **CONTENTS**

**Introduction**

**Vikalp funding model**

**Criteria for voucher payment**

**Vikalp vouchers**

**Guidelines for training institutes**

**Annexure 1: Documents checklist for voucher payment**

**Annexure 2: Vikalp voucher sample**

# VOUCHER MANAGEMENT

## INTRODUCTION

This component of Vikalp documents the various aspects and processes of effective voucher management. The Vikalp skill voucher enables the beneficiary to train from any of the empanelled institutes, giving him/her the choice of the best course at the best institute fitting his/her interest and aptitude. The voucher also plays an important role in ensuring operational efficiency of the training institute which can redeem the voucher only after fulfilling the performance and placement criteria.

### How Vikalp voucher works



## Vikalp funding model

FUNDING	COURSE FEE
Funder	80-90%
Beneficiary co-payment	10-20%

## CRITERIA FOR VOUCHER PAYMENT

The proposed criteria for redemption of the voucher are in three instalments upon completion of three milestones, as depicted below.

INSTALMENT	PERFORMANCE CRITERIA	AMOUNT TO BE PAID
First	Completion of 10% of total training days	25% of funder's contribution
Second	At the time of certification	50% of funder's contribution
Third	At the time of placement	25% of funder's contribution

### Service Level Agreement for payment

1. Training institute will submit a consolidated invoice for each payment instalment with the voucher, to the implementing partner who will aggregate all data with the voucher codes and present it to the funder for release of payment.
2. Invoices will be accepted with vouchers from the institutes only during two windows every month (10-15<sup>th</sup> and 25-30<sup>th</sup>).
3. Implementing partner will take additional 2-3 days for verification and ensure the invoices, vouchers and all other details/ documents reach the funder latest by 18<sup>th</sup> of that month or 3<sup>rd</sup> of next month depending upon the window.
4. The funder will process all invoices for Vikalp training institutes together for a particular window after their receipt.
5. For the 10-15<sup>th</sup> day window, the funder will ensure payment before 30<sup>th</sup> of that month.  
For the 25<sup>th</sup>-30<sup>th</sup> day window, the payment will be made by 15<sup>th</sup> of next month.
6. If an institute sends an invoice on 16<sup>th</sup> of a month, it will have to be willing to wait till the 15<sup>th</sup> of next month for payment.

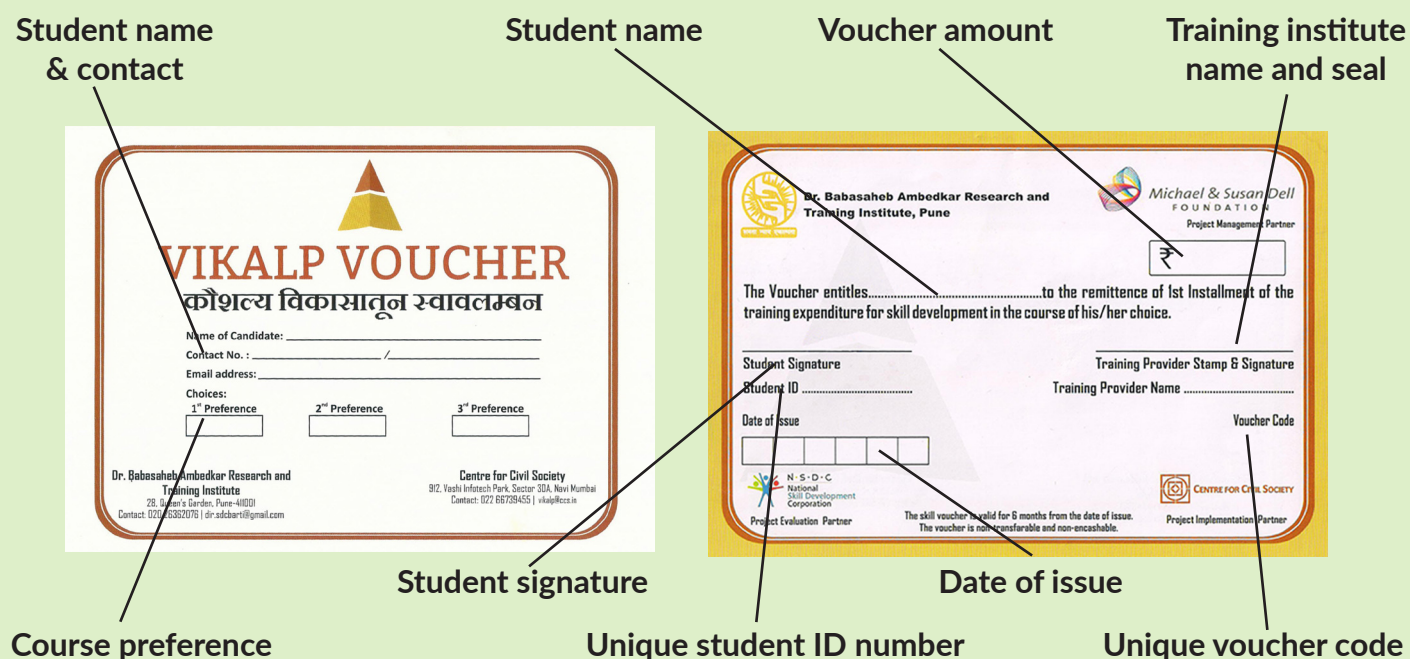
# VIKALP VOUCHERS

The Vikalp project used physical vouchers. Ideally, it is recommended to use digital vouchers to prevent leakage of funds and to ensure enhanced security. Each voucher measures 7 inches in height by 4.5 inches in width and is printed on 150 GSM paper. The voucher contains the following information:

- Unique student ID number (UID)
- Unique voucher code
- Name & signature of the student
- Name, signature & seal of training institute
- Instalment number (1<sup>st</sup>, 2<sup>nd</sup> or 3<sup>rd</sup>)
- Denomination of the instalment (amount to be paid)
- Date of issuance
- Names & logos of funders, partners and implementing agency

The front of the voucher will bear the student's name, contact details, student's top three preferences of the courses offered and names of the funder and the implementing agency. Information on the reverse includes student's name and signature, unique student ID number, voucher amount, unique voucher code, name, signature and seal of the training institute with the instalment number, voucher validity and date of issuance. **Annexure 2** provides a sample of the Vikalp voucher used in the project.

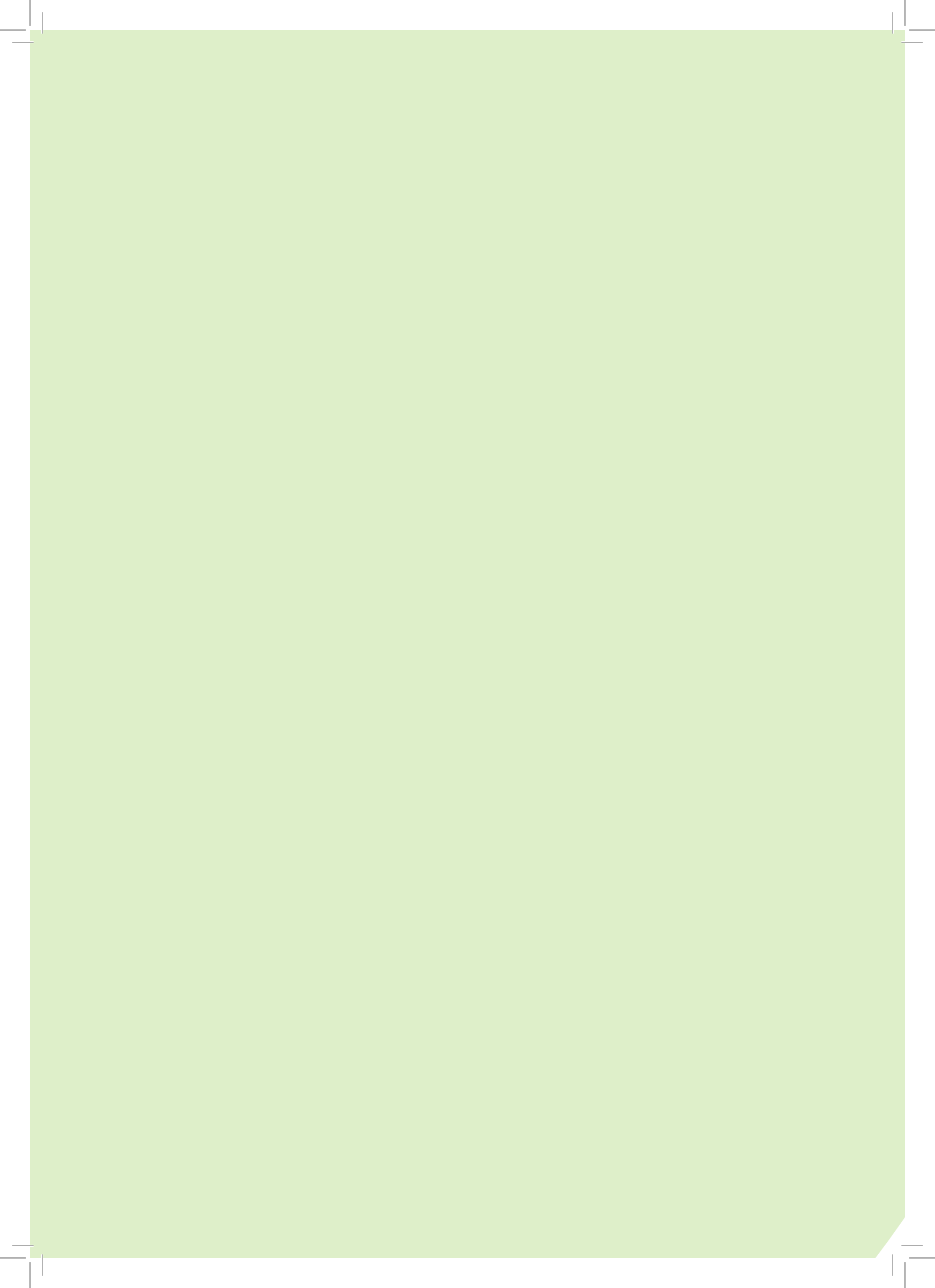
Currently, the UID and the voucher code ensure the security of the voucher. An added security feature such as a barcode can be incorporated in subsequent phases of the project. There will be three separate vouchers for the three payment instalments. Each voucher will have a counterfoil which will be issued to the student at the career awareness *mela* and the main voucher will be maintained by the implementing agency. In case the counterfoil is lost, it can be reissued by the implementing agency.



# GUIDELINES FOR TRAINING INSTITUTES

Checklist of documents to be submitted for each instalment payment is provided in **Annexure 1**.

1. Submitted vouchers will bear the signature of the student and the institute's authorised signature with seal.
2. Soft copies of all invoices will be verified by the implementing partner before they are submitted to the funder, to avoid delays over corrections.
3. Specifics for utilisation of the student co-payment amount can be worked out by a steering committee (comprising of members from the funding agency and the implementing partner).  
Recommendations from CCS are:
  - Use to fund professional counselling of beneficiaries by an external agency
  - Use to cover project management/ research costs in excess of budget
  - Use to sponsor a higher number of beneficiaries
4. Training institute will issue receipts for all payments made and send the hard copies to the implementing partner.
5. Training institute must be informed at the empanelment stage that fees quoted should be inclusive of VAT, service tax, etc. No extra taxes will be entertained post empanelment.
6. If the training institute plans to increase the course fee, they are required to provide adequate reasons. Details of the fee hike must be provided before the signing of MoU or issuance of work order. Any request for fee hike afterwards will not be entertained.
7. Training institute must provide adequate details of the fee structure with the break-up.
8. Training institute must take placement preference of the students well in advance (at least two weeks) and communicate it to the implementing partner.



## Neelam found affordability and quality.

*"I chose to train under Vikalp because I couldn't afford the fees at other institutes which were about Rs 25,000. So when I found out about Vikalp through a newspaper advertisement, I did not miss the opportunity to study the same course for 90% less fee! And the training here was of high quality too - our trainers were patient with us and made sure we understood what was being taught in class. They also helped me improve my communication skills."*

*-Neelam Jadhav, 24, is an account assistant with Arcee Electronics. She trained in Banking & Finance under Vikalp.*

