

Tanzania National Voucher Scheme: Hati Punguzo



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Quarterly Report for April – June 2008

Prepared for

The Ministry of Health and Social Welfare, Tanzania

And

United States Agency for International Development

By

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LIST OF ACRONYMS

CHMT	Council Health Management Team
DPS	Director of Preventive Services
DED	District Executive Director
DMO	District Medical Officer
DVP	District Voucher Provider
GIS	Geographic Information Systems
GPS	Global Positioning System
HPFP	Hati Punguzo Focal Person
IHRDC	Ifakara Health Research and Development Center
IV	Infant Voucher
IRKs	Insecticide Re-treatment Kits
LLIN	Long Lasting Insecticidal Net
MIS	Management Information System
MEDA	Mennonite Economic Development Associates
MoHSW	Ministry of Health and Social Welfare
MEC	Monitoring and Evaluation Contractor
MU	Monitoring Unit
MVC	Most Vulnerable Children
NMCP	National Malaria Control Program
NIMR	National Institute for Malaria Research
PS	Permanent Secretary
PPV	PLAN Project Voucher
PWV	Pregnant Woman Voucher
PMI	President's Malaria Initiative
PCB	Prevention Corruption Bureau
RM	Regional Manager
RMO	Regional Medical Officer(s)
TNVS	Tanzania National Voucher Scheme
TPRI	Tanzania Pesticide Research Institute
TPC	Training and Promotion Contractor
U5CC	Under Five Catch-up Campaign
USAID	United States Agency for International Development
VDP	Voucher Distribution Point
VEO	Village Executive Officer
VHC	Village Health Committee
WEO	Ward Executive Officer
WV	World Vision
ZM	Zonal Manager
ZMCP	Zanzibar Malaria Control Program
ZV	Zanzibar Voucher

EXECUTIVE SUMMARY

MEDA attends the World Malaria Day: Previously dubbed Africa Malaria Day, this year's activities took place in Ruvuma Region on April 25 with Guest of Honor Professor David Mwakyusa (Minister of Health and Social Welfare).

Preparations continue for the Under Five Catch-up Campaign (U5CC): In June, MEDA representatives participated in separate planning meetings held in Dodoma with District Medical Officers (DMOs) and another with Regional Commissioners (RCs) and Regional Administrative Secretaries (RAS).

The distribution network continues to grow: The number of participating retailers involved in the program grew from 6,603 at the end of March to 6,754 at the end of June (a net increase of 151) and the number of wholesalers increased from 264 to 266 for the same time period (a net increase of two).

PWV procurement and distribution: A total of 500,000 vouchers were received from the Printing Company in April (200,000) and June (300,000). This formed part of the 850,000 order placed in February 2008. The distribution to beneficiaries continued under USAID contract; and a total of 286,550 vouchers (consisting of 152,650 in April, 70,300 in May and 63,600 in June) were distributed this quarter.

IV procurement and distribution: A total of 200,000 vouchers (part of 1 million order placed in October 2007) were received in June. The distribution total during the quarter was 186,550 IV (consisting of 7,150 in April, 110,775 in May, and 68,625 in June).

PWV return and redemption rate: 196,230 PWVs were returned during the quarter making a cumulative total of 2,983,977. By the end of the quarter, a cumulative total of 128,480 PWV stub books (3,212,000 vouchers) were returned to MEDA and 2,479,968 vouchers were redeemed, making the redemption rate equal to 77%. Out of these, 504,009 vouchers were received but their corresponding stubs are still in the field.

IV return and redemption rate: The cumulative total has increased to 622,200, of which 120,523 were redeemed during the quarter (35,202 in April, 43,221 in May and 42,100 in June). A total of 22,736 IV stub books (568,400 vouchers) were returned and 368,642 vouchers redeemed, making the redemption rate this quarter 65%. Out of these, 253,558 vouchers were returned but the corresponding stubs remained outstanding.

Collecting GPS coordinates of clinics and retailers continues: MEDA field teams continue to collect GPS coordinates. A total of 768 (47 clinics and 721 retailers and wholesalers) were mapped during the quarter marking an increment of 1% in clinics and 43% retailers and wholesalers. This brings the number of facilities mapped to 3,247 (74% of total clinics) and 2,395 (35% of all retailers and wholesalers).

Business Development: In June, MEDA sent two representatives to attend the Health Informatics Service Architecture (HISA) Conference in Durban, South Africa, to learn more about initiatives related to the use of mobile and other technologies to improve the health sector in developing nations.

New Misuse cases uncovered: Ten PWV books were stolen from Cardinal Rugambwa, a privately-owned hospital in Dar es Salaam, and 241 IV books went missing from the DMO's office in Misungwi, Mwanza region. Both incidents are under investigation.

1.0 PERFORMANCE INDICATORS

To be reviewed according to the RCC Round 1 agreement.

2.0 SPECIAL EVENTS AND NEW INITIATIVES

2.1 Africa/World Malaria Day

On April 25, 2008 MEDA participated in activities for World Malaria Day in the Songea Urban district of Ruvuma region. The guest of honor was the Minister of Health and Social Welfare, Professor David Mwakyausa. On that day MEDA was represented by the TNVS Program Manager, Faith Patrick, one Coordinator, Lazaro Kapaya, and the Ruvuma Regional team. MEDA participated in preparatory activities and also distributed organizational and program information by way of flier, leaflets and brochures. The highlight of the day was when the guest of honor issued a PWV to a pregnant woman.

2.2 Under Five Catch-up Campaign

The TNVS Program Manager, Faith Patrick, and the U5CC Team Leader, Ricki Justice Bezuidenhout, attended two meetings in Dodoma in June. The first meeting was with the District Medical Officers (DMO) and the subsequent meeting was with a joint meeting of the Regional Commissioners (RC) and the Regional Administrative Secretaries (RAS). The aim of MEDA's participation in both meetings was to present the logistics component of the U5CC to get program buy-in and to receive inputs and feedback on the ongoing planning. Questions and concerns were addressed and participants' feedback has since been factored into the implementation plan.

2.3 Business Development

In June, two members from MEDA attended meetings in Durban, South Africa for the HISA 2008 convention. HISA, or Health Informatics Service Architecture, is a standard aimed at enabling the development of modular open systems to support healthcare. The purpose of MEDA attending was to learn more about initiatives related to the use of mobile phone and other technologies to improve the health sector in developing nations, and to collect information and ideas on how this can apply to current and future projects in Tanzania.

During the trip MEDA learned more about OpenROSA and OpenMRS. OpenROSA is a group of organizations and individuals dedicated to creating open source coding for health data collection in the developing world. Its main goal is to reduce duplication of effort and improve data collection. OpenMRS is another open source consortium geared at developing an electronic Medical Record System to track individual patient information.

3.0 STRATEGY: DESIGN AND IMPLEMENT SYSTEMS TO ENSURE EFFECTIVE AND EFFICIENT TRANSFER OF VOUCHERS TO PREGNANT WOMEN VIA THE RCH CLINICS

3.1 Vouchers Procured

Pregnant Women Vouchers (PWV):

A total of 500,000 vouchers were received in April (200,000) and June (300,000). This formed part of the 850,000 order placed in February 2008. The remaining 350,000 is expected to arrive mid next quarter. This order is estimated to cover the voucher demand during the interim period before the introduction of the voucher upgrade. Since program start, a total of 5 million PWVs have been procured.

Infant Vouchers (IV):

The voucher printer sent a total of 200,000 vouchers in June. This was the second consignment of the 1 million vouchers ordered in October 2007. The first shipment arrived during the first quarter. The remaining 300,000 vouchers are expected to arrive mid next quarter. This order is also expected to cover the infant voucher demand during the transition to the voucher upgrade. Since the program start a total of 2,075,000 have been procured.

Zanzibar Voucher (ZV):

No procurement has been done since the initial procurement of 100,000 vouchers done in July 2007.

3.2 Vouchers Issued to the District Medical Officers

The three-month replenishment mechanism entered the second quarter of its implementation. One goal of utilizing a three-month inventory level instead of a six-month level is to reduce the probability of voucher misuse, as well as to facilitate a smooth transition to the voucher upgrade. It has become apparent that MEDA RMs will be required to conduct closer stock supervision by maintaining closer communications with the DMO storekeepers to ensure that voucher requests are forwarded on a timely basis to MEDA HQ.

Pregnant Woman Voucher:

Overall, 4,783,575 PWVs have been distributed since the beginning of the program up through the end of June. Of these, 1,343,850 vouchers were distributed under the PMI agreement, while those distributed under GFATM were 4,497,025 (same as last quarter). The total numbers of vouchers distributed this quarter were 286,550 (152,650 in April, 70,300 in May and 63,600 in June). This is an increase of 58% over the previous quarter of 181,425 vouchers. The distribution continues under PMI support. Figure 1 shows the actual number of vouchers distributed against target figures since the beginning of the project.

Figure 1: PWV issued to District Medical Officers (Cumulatively)

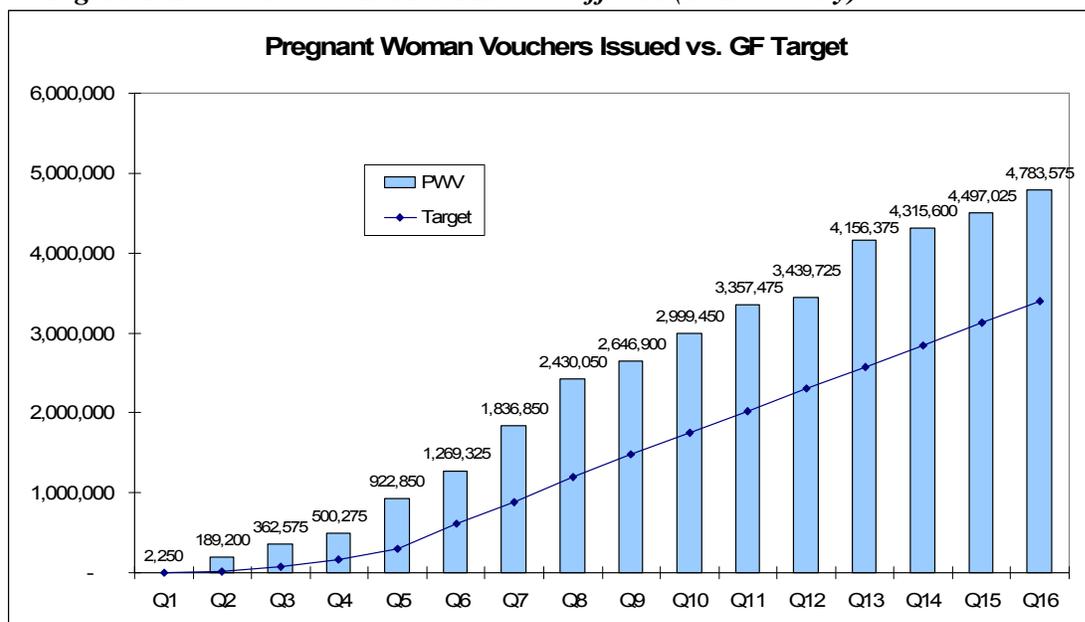
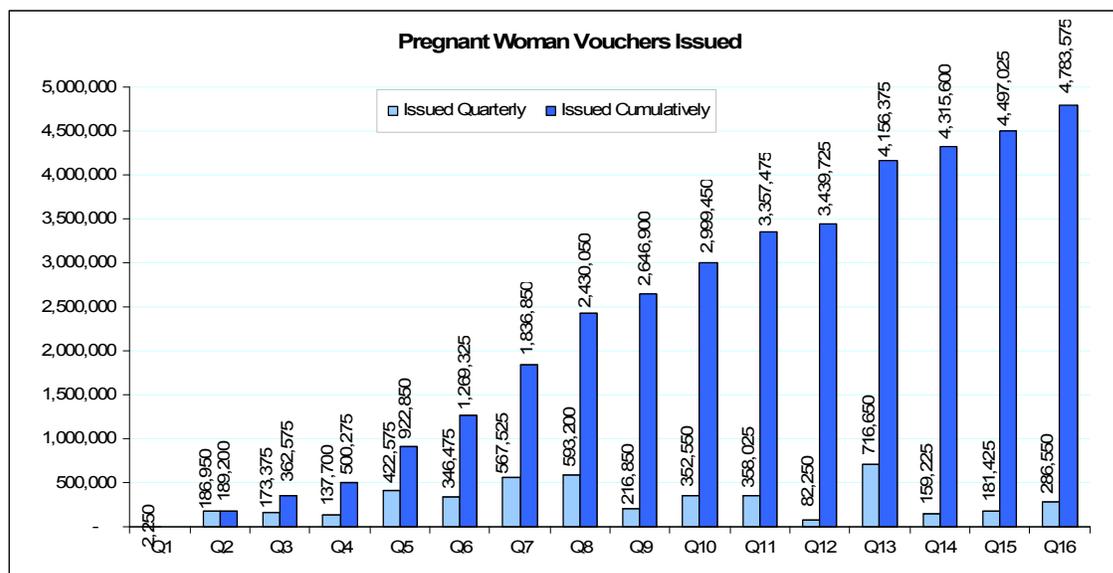


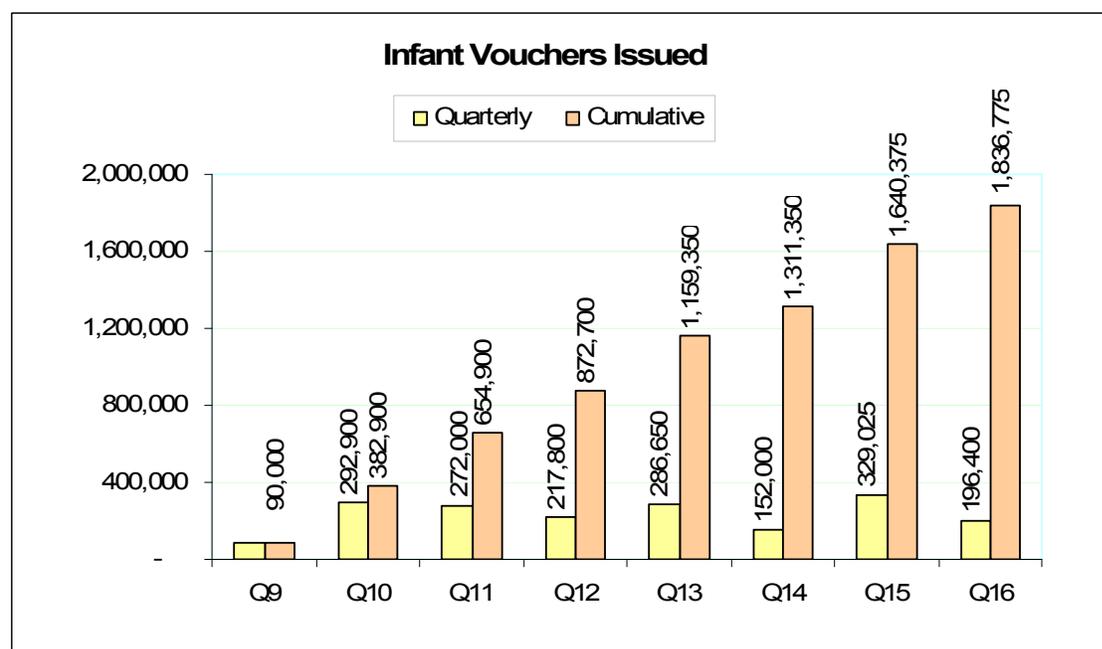
Figure 2: PWV issued to District Medical Officers (By Quarter and Cumulatively)



Infant Voucher:

During the quarter 186,550 IV were distributed (7,150 in April, 110,775 in May, and 68,625 in June). This marked a cumulative total of 1,826,925 IVs distributed to all 21 regions over the life of the project. This represents a decrease of 43% in the volume distributed when compared to the distribution in the previous quarter (329,025); the high distribution volume from the previous quarter was due to the IV roll out to the six remaining regions. Figure 3 illustrates the number of IVs delivered to DMOs over eight quarters.

Figure 3: IVs issued to District Medical Officers



3.3 Regional Logistics Teams Identified and Trained

PWV (21 regions); IV (21 regions); ZV (10 districts)

MEDA Tanzania continues to operate at full staff capacity in all twenty-one (21) regions of mainland Tanzania. Each region has a team consisting of a Regional Manager and Driver. In Zanzibar, the voucher scheme is managed by a MEDA Zonal Manager (ZM), Driver, two (2) Counterparts, one each on Unguja and Pemba islands, and two (2) warehousemen, for a total of six (6) staff.

MEDA conducted a series of interviews with potential candidates for the Coordinator and Regional Manager (RM) positions. However, the delay in receiving the Rolling Continuation Channel contract has now led to the postponement of further UCC recruitment.

MEDA has, however, had to work on filling two RM vacancies which became available when two staffs opted not to renew their employment contracts due to a new employment opportunity and an opportunity for further studies, respectively. The position in Kigoma was filled and MEDA expects to fill the vacancy in Singida early in the next quarter.

MEDA has been working to develop its Human Resources policy and system. The process is in its final stages of review. The local consultant who has been working together with the HR staff at MEDA has requested a further time extension for completion of the assignment; however, MEDA expects to conclude this exercise early next quarter and to issue all staff with a new Human Resources Policies and Procedures manual.

4.0 STRATEGY: SET UP SYSTEMS OF FREE DISTRIBUTION OF IRKS TO MOTHERS OF INFANTS AT VACCINATION MILESTONES AT THREE AND NINE MONTHS

In late June MEDA received a contract addendum for the acquisition and distribution of IRKs. The contract was signed and submitted to the Ministry, and now await further instructions.

5.0 STRATEGY: IDENTIFY, TRAIN, & MONITOR SELECTED RETAIL OUTLETS ELIGIBLE TO RECEIVE VOUCHERS

5.1 Retail Outlets Identified and Trained In All Regions by Regional Teams

Over the quarter the number of retailers and wholesalers participating in the Hati Punguzo program grew by 2.29% and 0.76% respectively. The number of retailers grew from 6,603 at the end of March to 6,754 at the end of June (a net increase of 151) and the number of wholesalers increased from 264 to 266 for the same time period (a net increase of 2). Figure 5 depicts the growth of private sector participants in the TNVS

Figure 5: Number of Retailers and Wholesalers



MEDA also records the number of retailers and wholesalers per region and district. Table 1 indicates the number of retailers and wholesalers registered in the program in each region of mainland Tanzania at the end of the quarter.

Table 1: Total Numbers of Retailers and Wholesalers as of June 30, 2008

Quarter 16 Figures		
Region	Total Retailers	Total Wholesalers
Arusha	193	11
Dar es Salaam	272	7
Dodoma	364	10
Iringa	298	8
Kagera	342	16
Kigoma	267	14
Kilimanjaro	333	17
Lindi	226	13
Manyara	169	7
Mara	383	14
Mbeya	410	22
Morogoro	398	16
Mtwara	214	11
Mwanza	448	18
Pwani	296	10
Rukwa	245	8
Ruvuma	371	9
Shinyanga	508	16
Singida	211	5
Tabora	349	14
Tanga	299	14
Total in Mainland	6,596	260
Total in Zanzibar	156	6
Overall Total	6,752	266
Grand Total private sectors for Mainland and Zanzibar = 7,018		

6.0 STRATEGY: DESIGN AND MANAGE VOUCHER REDEMPTION SCHEME

6.1 System Design and Upkeep

As reported in the previous quarter, the system continues to work efficiently. However, to increase the system's efficiency, MEDA has placed an order for a Canon scanner which is four times faster than our current equipment and has improved reading accuracy. Currently, the scanning system processes an average of 10,000 vouchers per day. With the introduction of the new scanner, MEDA expects to double the daily scanning output.

6.2 Redemption Rates

Pregnant Women Voucher (PWV)

By the end of June 128,480 PWV stub books had been returned to MEDA from the DMOs, representing a total number of 3,212,000 vouchers. Of this a sub-set of 2,479,968 vouchers were redeemed, making the effective redemption rate this quarter 77%. This represents a drop by 1% from the redemption rate in the previous quarter. A total of 504,009 vouchers received have not been included in the calculation of the redemption rate because their respective stub books are still in the field.

Infant Voucher (IV)

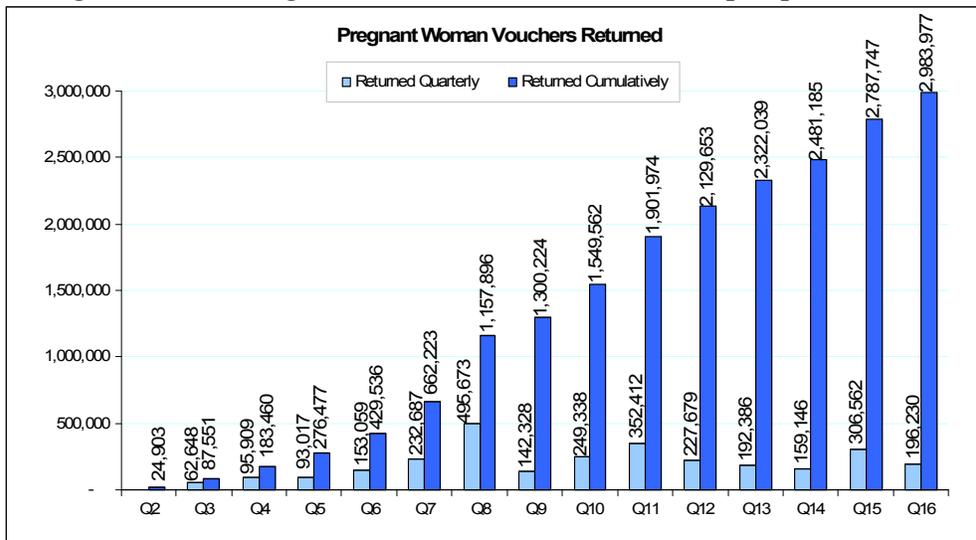
By the end of the reporting period 22,736 IV stub books representing a total of 568,400 vouchers were received. The voucher redeemed subset equaled 368,642, resulting in an effective redemption rate of 65% - the same redemption rate recorded in the previous quarter. The total number of vouchers returned but excluded from the calculation due to outstanding stub books is 253,558 vouchers.

6.3 Vouchers Returned

Pregnant Women Voucher (PWV)

Total vouchers returned during the quarter were 196,230 (62,003 in April, 67,043 in May and 67,184 in June). The average monthly return of the three months in the quarter normalized to 65,410 vouchers compared to 102,187 of previous quarter (due to December office closure). The cumulative total returned PWV since program inception is approaching 3 million (2,983,977 vouchers).

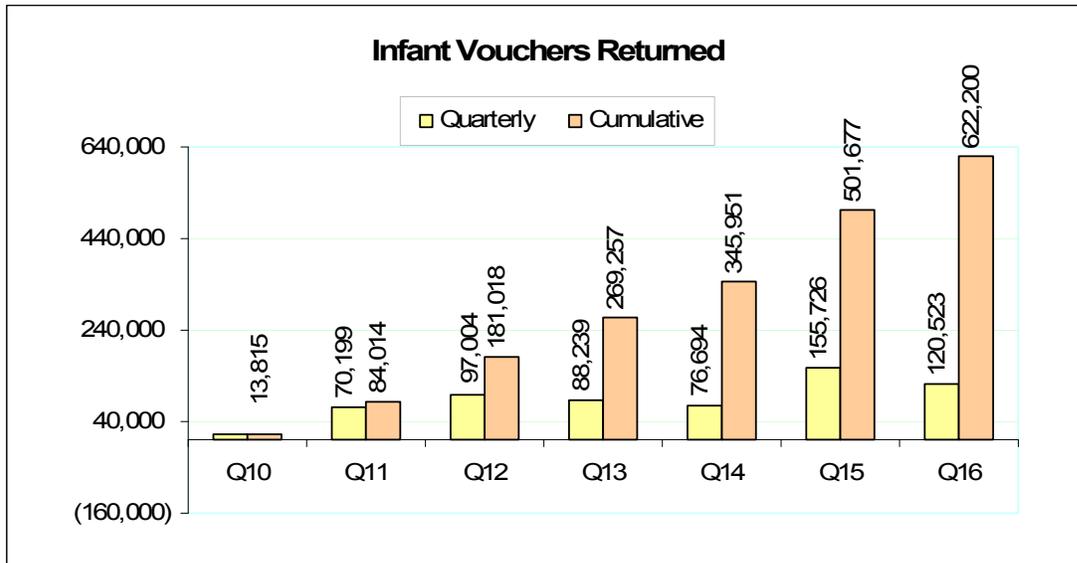
Figure 6: Total Pregnant Woman Vouchers Redeemed per quarter and cumulatively



Infant Voucher (IV)

Total vouchers returned during the quarter were 120,523 (35,202 in April, 43,221 in May and 42,100 in June). The average monthly return this quarter was 42,174 compared to 51,909 in the previous quarter. The cumulative total returned since program start is 622,200.

Figure 7: Total Infant Vouchers Redeemed per quarter



7.0 STRATEGY: DESIGN & IMPLEMENT RISK MANAGEMENT SYSTEMS TO MINIMIZE MISUSE & FRAUD

MEDA has established an official Fraud and Investigation unit under the supervision of a Team Leader, Peter Ngowi. The current focus has been on working with local government and police officials to address existing reported cases of misuse or theft and to identify and design strategies to control and mitigate the existing loop holes in the voucher scheme.

There were two reported cases of voucher theft during the quarter. Ten PWV books were stolen from Cardinal Rugambwa, a privately-owned hospital in Dar es Salaam, and 241 IV books went missing from the DMO's office in Misungwi, Mwanza region. Both cases have been lodged with government enforcement agencies and the Fraud and Investigations unit continues to conduct follow-up activities.

8.0 ADDITIONAL COMMENTS

8.1 MEDA Training Unit

MEDA has established a training unit to train new employees on program background and procedure, and to train incumbent staff on new programs and procedures.

This quarter, the Training Unit has been compiling the training manual for the U5CC to be used by its task force.

8.2 Zanzibar ITN Voucher Program

The unfunded extension of Phase One expired on June 1st, 2008.

By the end of May 2008;

- Approximately 100,000 vouchers had been distributed cumulatively to all 10 DHTMs in Pemba and Unguja.
- A total of 18,985 vouchers had been received and scanned into the MEDA database
- A total of 913 stub books representing 22,825 vouchers were redeemed while the voucher subset of stub books that were received equaled 14,322 making the effective redemption rate 63%.
- There were 156 retailers and 6 wholesalers participating in the program serving beneficiaries from a total of 143 RCH clinics.

The main challenge during implementation was that the LLIN supply channel had not been operated solely by the private sector. Instead ZMCP procured LLINs and made them available to wholesalers in a process that defeats the market-driven approach of the program design.

More details of the activities during the unfunded extension are available in the Unfunded Extension Report.

8.3 Issues from Field Activities

- MEDA faced clearance delays for its voucher shipment. As a consequence, several DMOs ran low or out of voucher stock. Discussions with the US Embassy for the best clearance method(s) were initiated to avoid subsequent delays.
- Delayed signing of the RCC contract remains a concern for the implementation of the U5CC. PMI funding was tentatively expected to be made available in the 3rd week of July.
- Unexpected rainfall, which affected clinic and retailer accessibility, disturbed work plans for field teams.
- Voucher redemption in some parts of Muheza, Tanga were affected by the presence of cheaper (TSh 500) ITNs brought in from Kenya, which fared better in competition against the TSh 2,000 top up with a voucher.

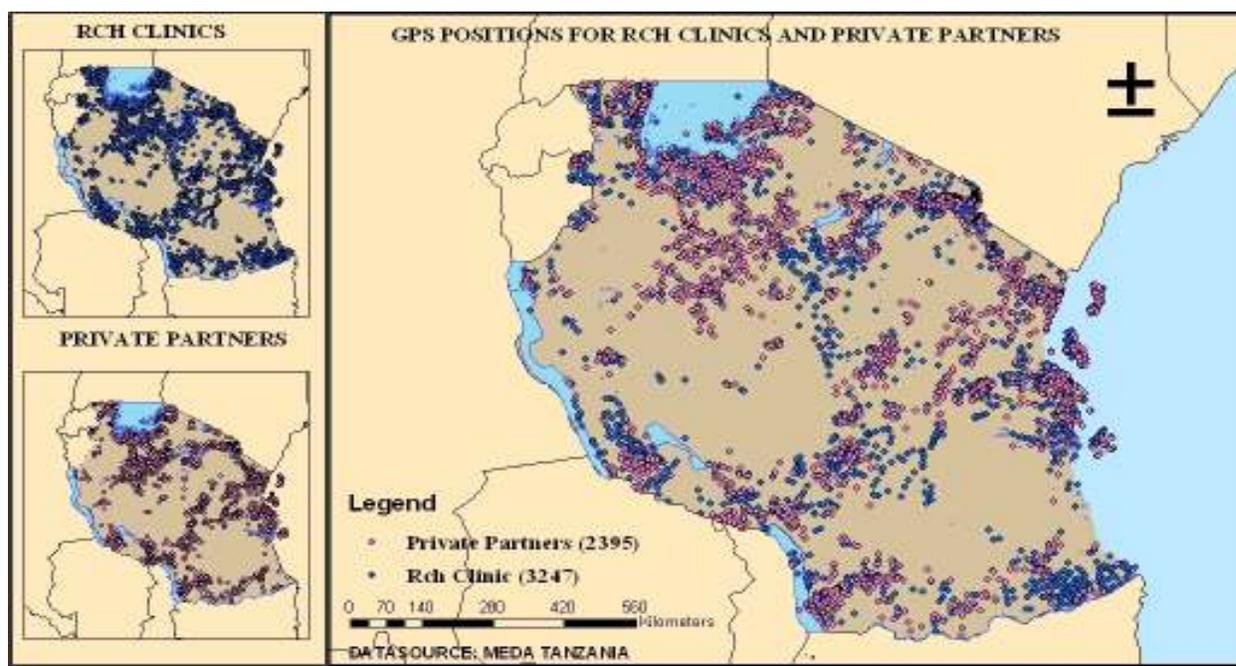
8.4 GPS Mapping / Power Track

GPS Program

Efforts to collect GPS coordinates for RCH clinics, retailers and wholesalers continued this quarter. GPS units were dispatched to 8 regions, followed by field training on their use. MEDA now has GPS units in all regions of the mainland and on Zanzibar.

The number of GPS coordinates in our database increased from 4,874 (3,200 clinics and 1,674 retailers and wholesalers) previous quarter to 5,642 (3,247 clinics and 2,395 retailers and wholesalers) as of June 30; this present an increase of 1% in clinics and 43% in retailers. The proportion of health facilities mapped now stands at 3,247/4379 (74%) while that of retailers and wholesalers stands at 2,395/6,856 (35). A plan is being compiled to ensure that 80% of all sites will be mapped by the end of next quarter.

Figure 6. GPS coordinates at end of quarter



Power Track

MEDA continues to test the different functionalities of the Power Track system. To this end, two coordinators have been assigned the responsibility of adapting and using Power Track to increase efficiency in program operations and general supervision.

The Dodoma and Arusha teams continue to produce GIS mapping information which is sent for database integration on a weekly basis. The data is used to create location points in power Track for RCH clinics, retailers and wholesalers – this exercise is currently being done together with Warrior Security. To date, a total of 66 coordinates have been received.

During the quarter MEDA added two new vehicles to its fleet and installed them with Power Track, making four vehicles in total. The new vehicles have been dispatched to Morogoro and Dar es Salaam regions.

Table 2: Performance Indicators

Milestones and Results		4th Quarter 2004-Q2	1 st Quarter 2005-Q3	2nd Quarter 2005-Q4	3rd Quarter 2005-Q5	4th Quarter 2005-Q6	1st Quarter 2006-Q7	2nd Quarter 2006-Q8	3rd Quarter 2006-Q9	4th Quarter 2006-Q10	1st Quarter 2007-Q11	2nd Quarter 2007-Q12	3rd Quarter 2007-Q13	4th Quarter 2007-Q14	1st Quarter 2008-Q15	2nd Quarter 2008-Q16
Strategy 1: Design and implement systems to ensure effective and efficient transfer of vouchers																
1.1	Vouchers Procured	PWV available for distribution	PWV available for distribution	PWV available for distribution	PWV available for distribution	PWV available for distribution	PWV available for distribution	PWV available for distribution	PWV available for distribution	PWV available for distribution	PWV available for distribution	PWV available for distribution	PWV available for distribution	PWV available for distribution	PWV available for distribution	PWV available for distribution
	Results	Completed	Completed	Completed	Completed	Completed	Completed	Completed	Completed	Completed	Completed	Completed	Completed	Completed	Completed	Completed
1.2a	Regional logistics teams identified and trained to manage distribution of vouchers/IRKS	2 regions operational	5 regions operational	7 regions operational	11 regions operational	17 regions operational	21 regions operational	21 regions operational	21 regions operational	21 PWV regions operational	21 PWV regions operational	21 PWV regions operational	21 PWV regions operational	21 PWV regions operational	21 PWV regions operational	21 PWV regions operational
	Results	5 regions operational	8 regions operational	11 regions operational	15 regions operational	20 regions operational	21 regions operational	21 regions operational	21 regions operational	21 PWV regions operational	21 PWV regions operational	21 PWV regions operational	21 PWV regions operational	21 PWV regions operational	21 PWV regions operational	21 PWV regions operational
1.2 b	IV training and prep								All net manufacturers informed and trained in IV procedures	IV retailers and wholesalers trained and registered in 15 regions	IV retailers and wholesalers trained and registered in 15 regions	IV retailers and wholesalers trained and registered in 15 regions	IV retailers and wholesalers trained and registered in 15 regions	IV retailers and wholesalers trained and registered in 15 regions	IV retailers and wholesalers trained and registered in 15 regions	IV retailers and wholesalers trained and registered in 21 regions
	Results								Completed	Partial	Completed	Completed	Completed	Completed	Completed	Completed
1.3a	Vouchers Distributed (Targets) PWV	22,000	77,000	160,000	300,000	607,000	880,000	1,200,000	1,475,000	N/A	350,000	700,000	Tbd	Tbd	Tbd	Tbd
	Results PWV	232,125	428,227	528,000	947,323	1,271,618	1,788,902	2,424,987	2,646,775	2,999,325	3,357,350	3,439,725	4,156,375	4,315,600	4,497,025	4,783,575
1.3 b	Vouchers Distributed (Targets) IV								0	336,000	672,000	1,008,000	Tbd	Tbd	Tbd	Tbd
	Results IV								90,000	382,900	654,900	872,700	1,159,350	1,311,350	1,640,375	1,836,775

Milestones and Results		4th Quarter 2004-Q2	1st Quarter 2005-Q3	2nd Quarter 2005-Q4	3rd Quarter 2005-Q5	4th Quarter 2005-Q6	1st Quarter 2006-Q7	2nd Quarter 2006-Q8	3rd Quarter 2006-Q9	4th Quarter 2006-Q10	1st Quarter 2007-Q11	2nd Quarter 2007-Q12	3rd Quarter 2007-Q13	4th Quarter 2007-Q14	1st Quarter 2008-Q15	2nd Quarter 2008-Q16
Strategy 2: Set up systems for the free distribution of IRK to mothers/caretakers of infants																
2.1	Insecticide Re-treatment Kits procured	IRKs stored and available for distribution	IRKs stored and available for distribution	IRKs stored and available for distribution	IRKs stored and available for distribution	IRKs stored and available for distribution	IRKs stored and available for distribution	IRKs stored and available for distribution	IRKs stored and available for distribution	IRKs stored and available for distribution	IRKs stored and available for distribution	N/A	N/A	N/A	N/A	N/A
	<i>Results</i>	<i>Supplier selected and order placed</i>	<i>200,000 IRKs in storage in DSM</i>	<i>120,000 IRKs in storage in DSM</i>	<i>90,000 IRKs in storage in DSM, 1,000,000 ordered</i>	<i>350,000 ready for distribution in January</i>	<i>18,000 IRKs in stock at MSD, 800,000 on order</i>	<i>800,000 IRKs received and distributed.</i>	<i>No activity</i>	<i>No activity</i>	<i>No activity</i>	<i>No activity</i>	<i>No activity</i>	<i>No activity</i>	<i>No activity</i>	<i>No activity</i>
2.2	Number of RCH facilities distributing IRKs to mothers/caretakers of infants	0	250	500	1,200	3,826	4,160	4,394	4,160	4,270	N/A	N/A	N/A	N/A	N/A	N/A
	<i>Results</i>	<i>0</i>	<i>0</i>	<i>5 regions</i>	<i>11 regions</i>	<i>20 regions</i>	<i>21 regions</i>	<i>21 regions</i>	<i>21 regions</i>	<i>21 regions</i>						
2.3	Number of IRKs distributed (Target)	0	0	40,000	105,000	410,000	815,000	1,005,000	1,205,000	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	<i>Results</i>	<i>0</i>	<i>0</i>	<i>80,000</i>	<i>330,400</i>	<i>450,000</i>	<i>764,000</i>	<i>1,600,000</i>	<i>1,600,000</i>	<i>1,600,000</i>						
Strategy 3: Identify, train and monitor selected retail outlets eligible to receive vouchers																
3.1a	Retailers Accepting Vouchers (Target) PWV	Outlets identified in 2 regions accepting vouchers	Outlets identified in 5 regions accepting vouchers	Outlets identified in 7 regions accepting vouchers	Outlets identified in 11 regions accepting vouchers	2,650 retailers identified in 17 regions accepting voucher	3,000 retailers identified in 21 regions accepting voucher	3,100 retailers identified in 21 regions accepting vouchers	3,210 retailers identified in 21 regions accepting vouchers	N/A	N/A	N/A	N/A	N/A	N/A	
	<i>Results PWV</i>	<i>5 regions operating involving 681 retailers</i>	<i>8 regions operating involving 1022 retailers and 63 wholesalers</i>	<i>12 regions operating involving 1372 retailers and 83 wholesalers</i>	<i>15 regions operating involving 2091 retailers and 1119 wholesalers</i>	<i>20 regions operating involving 2618 retailers and 134 wholesalers</i>	<i>21 regions operating involving 3,773 retailers and 174 wholesalers</i>	<i>21 regions operating involving 3932 retailers and 197 wholesalers</i>	<i>21 regions operating involving 4058 retailers and 206 wholesalers</i>	<i>21 regions operating involving 4,263 retailers and 208 wholesalers</i>	<i>21 regions operating involving 4517 retailers and 226 wholesalers</i>	<i>21 regions operating involving 4814 retailers and 233 wholesalers</i>	<i>21 regions operating involving 6,037 retailers and 241 wholesalers</i>	<i>21 regions operating involving 6,509 retailers and 260 wholesalers</i>	<i>21 regions operating involving 6,543 retailers and 260 wholesalers</i>	<i>21 regions operating involving 6596 retailers and 260 wholesalers</i>
3.1b	Retailers Accepting Vouchers (Target) IV								N/A	N/A	2,860	3,796	N/A	N/A	N/A	
	<i>Results IV</i>								<i>N/A</i>	<i>Retailers 2170 and wholesalers 208</i>	<i>Retailers 3556 and wholesalers 171</i>	<i>Retailers 3,796 and wholesalers 178</i>	<i>15 regions: Retailers 4,586 and 185 whole salers</i>	<i>15 regions: Retailers 4,880 and 195 whole salers</i>	<i>21 regions: Retailers 6,543 and 260 whole salers</i>	<i>21 regions operating involving 6596 retailers and 260 wholesalers</i>

Milestones and Results		4th Quarter 2004-Q2	1st Quarter 2005-Q3	2nd Quarter 2005-Q4	3rd Quarter 2005-Q5	4th Quarter 2005-Q6	1st Quarter 2006-Q7	2nd Quarter 2006-Q8	3rd Quarter 2006-Q9	4th Quarter 2006-Q10	1st Quarter 2007-Q11	2nd Quarter 2007-Q12	3rd Quarter 2007-Q13	4th Quarter 2007-Q14	1st Quarter 2008-Q15	1st Quarter 2008-Q15
Strategy 4: Design and manage voucher redemption system																
4.1	System Design	Design Redemption System	Design PWV and IV Redemption System	Design PWV and IV Redemption System	Design PWV and IV Redemption System	Design PWV and IV Redemption System	Design PWV and IV Redemption System	Design PWV and IV Redemption System	Design PWV and IV Redemption System							
	Results	Completed	Completed	Completed	Completed	Completed	Completed									
4.2a	Redemption Rate (Target) PWV							85%	85%	85%	85%	85%	85%	85%	85%	85%
	Results PWV							83%	83%	83%	82%	81%	80%	79%	78%	77%
4.2b	Redemption Rate (Target) IV							N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	NA
	Results IV							N/A	N/A	N/A	N/A	65%	63%	64%	65%	65%
4.3a	Vouchers Redeemed PWV (Targets)					408,000	591,600	807,500	935,000	N/A	300,000	600,000	Tbd	Tbd	Tbd	Tbd
	Results PWV	33,881	92,264	182,879	279,204	414,878	662,140	1,157,566	1,300,185	1,549,494	1,901,974	2,129,653	2,322,039	2,481,185	2,787,747	2,983,977
4.3b	Vouchers Redeemed IV (Targets)								N/A	N/A	N/A	N/A	Tbd	Tbd	Tbd	Tbd
	Results IV								N/A	13,892	84,014	181,018	269,257	345,951	501,677	622,200
Strategy 5: Design and implement risk management systems to minimize misuse and fraud																
5.1	Risk Management System Development	Record keeping system to document movement of PWVs developed/integrated	Record keeping system to document movement of PWVs developed/integrated	Record keeping system to document movement of PWVs developed/integrated	Record keeping system to document movement of PWVs developed/integrated	Record keeping system to document movement of PWVs developed/integrated	Record keeping system to document movement of PWVs developed/integrated	Record keeping system to document movement of PWVs developed/integrated	Record keeping system to document movement of PWVs developed/integrated	Record keeping system to document movement of PWVs developed/integrated	Record keeping system to document movement of PWVs and IVs developed/integrated	Record keeping system to document movement of PWVs and IVs developed/integrated	Record keeping system to document movement of PWVs and IVs developed/integrated	Record keeping system to document movement of PWVs and IVs developed/integrated	Record keeping system to document movement of PWVs and IVs developed/integrated	Record keeping system to document movement of PWVs and IVs developed/integrated
	Results	Completed	Completed	Completed	Completed	Completed	Completed									