



Memorandum

Date August 25, 1987

From Anthony A. Hudgins, M.A.S., Public Health Analyst, Program Evaluation Branch (PEB), Division of Reproductive Health (DRH), Center for Health Promotion and Education (CHPE)

Subject Foreign Trip Report (AID/RSSA): May 25-June 6, 1987, Rio de Janeiro and Sao Paulo, Brazil--Technical Assistance in Logistics Management and Computerized Patient Flow Analysis

To James O. Mason, M.D., Dr.P.H.
Director, CDC
Through: Assistant Director for Science, CHPE *W. A. Mason*

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SUMMARY

From May 25-June 6, 1987, Anthony A. Hudgins traveled to Rio de Janeiro, Brazil to provide technical assistance in logistics management to the Sociedade Civil Bem-Estar Familiar no Brasil (BEMFAM). As a followup to an earlier consultation (October 1986), planning was continued for implementation of a new logistics management system for BEMFAM's network of approximately 2,400 contraceptive distributors and 12 clinics. Plans were developed for a pilot test of the system in two States: Pernambuco, where the postal system will be used for shipping to outlets, and Maranhao, where the supplies will be carried to the field by supervisors. Training for this pilot is planned for September 1987, with the test operating from October, and an evaluation in January/February 1988. After the evaluation, plans for general implementation will be made. This consultation was provided jointly with Christina Barros of Development Associates.

In addition, limited consultation in computerized Patient Flow Analysis was provided to the Association of Brazilian Family Planning Entities (ABEPF), and in clinic management to PRO-PATER, an association providing reproductive health services, including vasectomies, to men in the Sao Paulo area.

I. PLACES, DATES, AND PURPOSE OF TRAVEL

Rio de Janeiro, Brazil, May 25-June 4, 1986, to provide consultation to the Family Welfare Society of Brazil (BEMFAM) in contraceptive logistics management, and Sao Paulo, Brazil, June 5, 1986, to provide assistance in clinic management activities to PRO-PATER. This travel was in accordance with the Resource Support Services Agreement between AID/S&T/POP and CDC/CHPE/DRH.

II. PRINCIPAL CONTACTS

A. USAID/Brazil

1. Howard Hellman, Health and Population Officer (by telephone)

B. Sociedade Civil Bem-Estar Familiar no Brasil (BEMFAM)

1. Marcio Schiavo, Executive Director
2. Mr. Jose Maria Arruda, Deputy Director
3. Mr. Jose Milare, Coordinator, Administration Department
4. Ms Katlin Cser, Coordinator of Programs
5. Ms. Terezinha Rego, Training Coordinator
6. Ms. Ida Angelica Ribeiro

C. Brazilian Association of Family Planning Entities (ABEPF)

1. Ms. Denise Leite Chagas, Executive Director
2. Mr. Mesias Santos, Programmer and PFA Coordinator

D. PRO-PATER

1. Dr. Marcos Paulo P. de Castro, Director
2. Ms. Bernadete Martin de Castro, Project Coordinator

III. LOGISTICS MANAGEMENT CONSULTATION (BEMFAM)

A. Background

In September/October 1986, Anthony Hudgins of CDC and Christina Barros of Development Associates, reviewed the existing BEMFAM contraceptive logistics system (See Trip Report, Hudgins, January 7, 1987). BEMFAM supplies approximately 2,400 health posts in 9 States of Brazil. These posts are in a variety of locations--some in large general clinics or hospitals, and some in locations with very limited health care services, such as neighborhood association headquarters. There are approximately 270,000 documented users served by the system. The majority of clients use oral contraceptives (240,000), while there are about 15,000 reported condom users and 6,500 IUD users. The quantity of condoms reportedly dispensed implies that there are substantially more condom users; however, these may be males who obtain supplies through military sources and group education sessions and are not officially registered as users.

Recommendations, as a result of the review, included formalization of the logistics system, which has largely operated in a varied and informal manner. To do this, a new Requisition/Issue/Report Form (RIR) was proposed to be used at all levels within the system. It was also proposed that the system begin operating on a maximum/minimum basis. The form was designed so that eventual computerization of data processing would be fairly straightforward.

B. Planning for Pilot Test of New System

In order to test and refine recommendations, a pilot test of the new system has been planned for two States in the BEMFAM program. One State, Pernambuco, was chosen because it has begun resupplying posts using the postal system, as opposed to the traditional method of using supervisors to deliver supplies. The other State, Maranhao, will be using the more traditional delivery method but is a new program within the BEMFAM system, so the numbers will be relatively small and easy to manage. It was picked, in part, because BEMFAM personnel felt that, since training needed to be carried out anyway, it was appropriate to train them in using the new system.

It was planned that training would be carried out in September, at which time Christina Barros and I would return to assist, and the new system would be tested October until December. An evaluation would then be carried out in late January, also with the assistance of Ms. Barros and myself. At this time, decisions would be made on further implementation and computerization of data processing.

To assist BEMFAM personnel in preparation for the pilot test training, a series of written materials was prepared and discussed. These are included as appendices of this report and include (a) a timeline for pilot implementation, including milestones, dates of completion, and persons responsible; (b) an outline of the purpose of the pilot test delineating what we expect to learn through the process; (c) a description of information and commodities flow during the test; (d) a detailed logistics manual outline; and (e) a logistics training outline. Appendices A-E contain additional detailed information about what is planned.

IV. CLINIC MANAGEMENT ACTIVITIES

A. PFA at ABEFF

During the visit of September/October 1986, another task was to establish the Brazilian Association of Family Planning Entities (ABEPP) as a national resource in computerized Patient Flow Analysis (PFA) activities. The PFA programs were installed in the ABEPP microcomputer, and an ABEPP staff member was trained in data collection, processing, and analysis.

During the latest visit, additional assistance was given in data processing and interpretation. Several studies had been done since the last visit, and future activity is planned.

During this visit, I also discussed PFA with BEMFAM personnel as well. They were planning to do a patient satisfaction survey at their major clinic in Rio de Janeiro. I suggested that certain questions be changed to better elicit reasons for any dissatisfaction that may exist. In addition, I suggested that if there were problems with patient waiting time, they should solicit ABEPP's assistance in carrying out a PFA study.

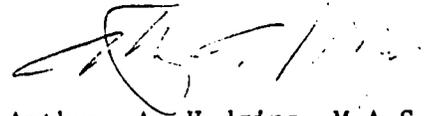
B. Clinic Management Discussions at PRO-PATER

I visited the PRO-PATER headquarters and clinic to discuss the need for doing Patient Flow Analysis there. PRO-PATER is an organization that provides reproductive health services to men, largely vasectomies, infertility services, and treatment for impotence. In general, I found this clinical operation to be

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one of the best I have ever seen. The physical facilities were excellent. They also seemed to make a very strong effort to ensure that there would be no regret associated with the vasectomies which they carried out.

They had also taken measures to insure that the patient flow was good. I was shown a reprint of an article which I had written on family planning clinic management, and noticed that it was heavily underlined and annotated in Portuguese, indicating careful review. In fact, on the day that I visited, they were doing a simple study recording the length of time between arrival of the patients and the beginning of the surgical procedure. The time was averaging about 30 minutes, which I felt was appropriate. I reviewed the appointment system and other aspects of the operation, and no problems seemed evident. I suggested that at this time a PFA study was probably not warranted. However, if problems develop in the future, CDC would be willing to provide assistance. I also reviewed a followup questionnaire that is administered to all vasectomy patients, and suggested that they obtain patient satisfaction information on waiting time and on how they felt they were treated by staff.



Anthony A. Hudgins, M.A.S.

Attachments

TIMEFRAME FOR PILOT TEST OF LOGISTICS SYSTEM

<u>ACTIVITY</u>	<u>WHO</u>	<u>DATE</u>
I. Internal BEMFAM Management process		
A. Approval of General Plan for pilot by Coordinators and Executive Director.	Milare	June 4, 1987
B. Discussion of Plan with Administrators and Coordinators of selected pilot states (Pernambuco, Maranhao).	Ida Milare	June 12
C. Budget developed for workshops.	Milare	June 4
D. Appointment of Task Force to oversee implementation of pilot test.	Ida	June 3
II. Development of field manual		
A. Outline major content areas of manual.	Christina Tony	June 4
B. Prepare draft manual.	Ida Teresinha	June 30
C. Send manual to Task Force, Development Associates and CDC for review.	Ida	June 30
D. Send comments back to Ida for revision of manual.	Task Force Christina Tony	
E. Final manual approved by the Task Force.	Ida	August 13
F. Manual printed.	Ida	August 23
III. Development of Training Design		
A. Outline major topics to be included in training.	Christina Tony	June 4
B. Develop training design for two types of training: state headquarters staff and agents.	Teresinha	June 25

C. Final training design approved by Task Force.	Task Force	July 7
D. Draft training materials developed.	Ida Teresinha	August 3
E. Final training materials approved.	Task Force	August 13
F. Training material printed.	Ida	August 29
IV. Presentation of Workshops for state headquarters staff and agents		
A. Conduct workshops in Maranhao in conjunction with regular BEMFAM training		
B. Conduct workshop in Pernambuco for headquarters staff.		September 14
C. Conduct workshop for Pernambuco agents.		
-workshop for 25 agents		September 15
-workshop for 25 agents		September 16
-workshop for 25 agents		September 17
-workshop for 25 agents		September 18
V. Evaluation of Results		
A. Mid-term report from field.	Admin.	November 30
B. Monitoring from central headquarters by telephone.	Ida	Oct 30, Nov 30, Dec 30
C. Evaluation of results begins.	Task Force Christina Tony	January, 1988
D. Evaluation Report with recommendations for the future complete.	Ida Christina Tony	February, 1988

APPENDIX B

PURPOSE OF THE PILOT TEST (What it will measure)

TECHNICAL

- Appropriate maximum and minimum levels for posts and state warehouses.
- How well a system driven by consumption figures (as opposed to supply availability figures) works?
- Does this system reduce maldistribution of supplies (overstock at some sites and stockouts at others)?
- How does the timing of information flow work, i.e., are the forms moving within the system in a timely fashion? Where are there delays?

PERSONNEL

- Agents:

How many of them return the PER?
Timing of receipt of PERs.
Error rate in filling out PER.
Types of errors they make.
Difficulties they report.
Quantity of commodities unaccounted for.

- Evaluation Department

Do they catch agent errors?
Does this extra form burden their workload?

- Warehouse Manager

Is the PER form useful
Does he/she fill out the PER correctly?
Is he/she able to consolidate three PERs into one (Pernambuco)?
Can he/she organize the different PER's he receives?
Does he/she find the PER useful for restocking his own supplies?
Can he/she provide guidance and supervision to supervisors and agents when necessary?
Does he/she need extra help (e.g., an auxiliary) to manage the system smoothly?

- Rio Headquarters Staff

Is logistics information arriving on time and accurately?
How well do managers feel the system is working?

TRAINING

What types of mistakes are being made, and how can future training activities prevent these mistakes?

Duration of training.

Potential of State headquarters conducting their own training activities for their own staff and agents?

APPENDIX C

INFORMATION AND COMMODITIES FLOW DURING PILOT TESTS

The following is an outline of how information will flow up from the health agents to the State headquarters and as well as the consequent flow of supplies down from the State headquarters to the agents. The process for the two pilot States, Pernambuco and Maranhao, is identical except for the medium of transportation used to resupply the posts. In Pernambuco the postal system will be used. In Maranhao, supervisors will collect data and deliver supplies.

PERNAMBUCO

Agents will continue to distribute commodities to clients and record their activity on the Daily Activity Register. This form is the same one currently used by BEMFAM, with the exception that separate columns have been created for the two brands of oral contraceptives.

At the end of each month, as the agent closes out the month's activity, he/she will fill out a PER (Pedido/Envio/Relatorio) form in triplicate copies. He/she will do this by recording the four pieces of data necessary to this form: the quantity of supplies on hand at the beginning of the month, the amount received from the State warehouse through the mail during the month, the amount of each product dispensed to clients, and the quantity of supplies on hand at the end of the month. The amount dispensed to clients will be the same as the sum total of each product from the Daily Activity Register. Note that the most important pieces of information that the agent supplies on the PER is the balance on hand at the post. This is the only information for which the State warehouse does not otherwise have access to.

The agent then mails the two copies of the PER to the state Evaluation Department along with her Daily Activity Registers. The third copy is kept for the agent's files. The Evaluation Department checks over the totals in the Registers and sees that correct numbers were put into the PER. If the error rate tends to be low, the Evaluation Department does not have to check every form but rather random forms or forms from agents who are known to have trouble with reporting. The Evaluation Department sends two copies of the PER to the warehouse manager. The State Evaluation Department keeps the Daily Activity Registers in order to collect the other data needed for reporting purposes.

The Warehouse Manager verifies the quantities entered into the amount received column of the PER by checking the records of amounts of products that were sent to the different posts. Since resupply will be done quarterly (trimestral-mente) in this system, the warehouse manager waits until the PERs have been received from each post for the quarter (if everything is going well, this will be three PERs per post). In other words, each quarter he/she will consolidate the PERs for the 3 previous months and complete one single PER in triplicate. The beginning balance will be found by looking at the beginning balance entered in the PER of the post for the first of the 3 months. The two middle figures will be calculated by adding the total amount received of each product in the 3 months, and also the total amount distributed to clients in the 3 months. The ending balance will come from the ending balance figure in the most recent PER.

Until now, only the first four columns of the PER have been used. The warehouse manager will fill out the final two columns as well. First, he/she will calculate the number of months of supply on hand at the post using a 3-month average. Since the program policy will be to always resupply a post to bring its balance on hand up to the maximum number of months (5 months), the warehouse manager will calculate how many contraceptives he needs to send by mail to each post. In the fifth column of the form, he/she will indicate the quantity needed to bring the post up to 5 months of supply. In the sixth column, he/she will write the quantity actually sent. Ideally, these two quantities will be the same. Each shipment of commodities that is sent out from the State warehouse to the posts will be accompanied by a packing slip which carries a part that can be mailed back by the agent as a confirmation of receipt. The contraceptives will also be accompanied by three large envelopes, pre-addressed and prestamped, for the agents to use when they send back the Daily Activity Registers and the PERs. The warehouse manager keeps two copies of the quarterly PER for the record and sends the other copy to the Evaluation Department in Rio.

At the end of each quarter, the warehouse manager uses a PER form to order supplies for his own warehouse. He/she fills out the first four columns of the PER: the beginning balance, the amount received during the quarter from the national warehouse and from laboratories, the amount issued to posts, and ending balance. He/she keeps one copy of this form on file and sends the other copy to SECOM to trigger restocking.

It is important to note that the PER is used in two distinct supply cycles. First, there is the monthly interchange between the agent and the warehouse manager. Once every quarter, the warehouse manager consolidates three of these forms and makes one single quarterly form for each post. (In the future, it is hoped that the agents can fill out the quarterly forms themselves and thereby eliminate the monthly forms.) Using these monthly forms, the warehouse manager determines issue quantities for each post. One copy of this quarterly PER is mailed to the national Evaluation Department.

In the second cycle, the warehouse manager fills out a PER to represent stock levels. During this cycle, the State warehouse is resupplied by the central warehouse. A copy of this PER is mailed to SECOM.

MARANHAO

In Maranhao, we will test the system of using supervisors instead of the mail system to gather data and distribute commodities. Here, also, the process begins with the Daily Activity Register. The supervisor will visit each post each month and collect these registers, making sure that a record of beginning balance, amount received, and amount distributed to clients is kept at the post. These Registers are delivered to the State Evaluation Department at the normal monthly meetings that supervisors have at the headquarters.

Every 3 months, the supervisor helps the agent fill out a PER in three copies. One copy stays on file with the agent, and the supervisor takes two copies to the State headquarters. There, she gives them to the Evaluation Department that confirms figures and passes it on to the warehouse manager.

The warehouse manager goes through the same process as in Pernambuco: He/she calculates the number of months on hand at each post based on a 3-month average, and calculates the amount of each commodity need to be sent out to bring each post up to a 5-month supply level. Columns 5 and 6, amount requested and amount sent are completed. The supervisor is given the commodities to resupply the posts. One copy of the PER stays at the warehouse and one is sent to the national Evaluation Department.

Note that the supervisor will visit each post monthly, but will only resupply the posts every 3 months. He/she will carry out her other duties in the intermediate months.

Also the warehouse manager will use a PER to request supplies from the central warehouse every quarter. This process is identical to that used by the warehouse manager in Pernambuco.

RIO HEADQUARTERS

SECOM will attend to resupply requests from each of the State warehouses. It will receive two copies of the PER from the State warehouse. It will complete columns 5 and 6, thereby determining issue quantity. Then SECOM will send one copy of the PER to the central warehouse to initiate resupply of the State warehouses. It will send the other copy to DEAV. Note that once there is a running computer system controlling the warehouse, the data from these PERs will be entered into that computer directly.

DEAV will receive the PERs carrying logistics data for each warehouse from SECOM. It will also receive copies of the PERs containing information about each post from the State evaluation staff. In DEAV, we have combined, for the first time, the various types of data: quantities dispensed to clients, quantities issued to State warehouses, and balances at the different levels of the system. During the pilot test phase, DEAV will not actually use these forms except to get an overview of the test phase. In the future, DEAV will have a microcomputer with special logistics management software developed by CDC designed to monitor logistics data.

APPENDIX D

LOGISTICS MANUAL OUTLINE

I. OVERVIEW

A. Purpose of Logistics System

1. Assure that contraceptives are available at all locations at all times.
2. Emphasize that the purpose of the system is not to police lost or missing contraceptives but to improve services to clients.

B. Description of PER form

1. The same PER form is used at all levels of the logistics structure--posts, clinics, State warehouses, and the central warehouse.
2. Describe the four columns that are reported and the sources of the data required.
3. Explain that columns 3 and 4 are the most important data used to determine issue quantities; the other two columns make the PER form self-balancing, so that agents and others using the PER form can check the figures for accuracy.
4. If the columns do not balance (columns $1 + 2 - 3 = 4$), there is an error in one of the columns. Check all of the sources of information again. If the columns still do not balance, assume that the final balance is correct and resupply according to the figures.

C. Management of the System

1. The PER form will be completed monthly and/or quarterly for each post and submitted to the State headquarters.
2. The State warehouse will use quarterly distribution figures and the latest supplies on-hand figures from the posts to determine the amounts that need to be sent to each post to bring them up to a maximum stock level in terms of months of supply.
3. The State warehouse will use the same PER form to request supplies from the central warehouse to bring supply levels at the State warehouse up to a maximum stock in terms of months of supply.
4. In the future copies of the PER forms from the various level will be used for data entry into a computerized logistics monitoring system that will be used to monitor and correct imbalances in the system, project future demand, and to estimate active users.

II.FLOW OF INFORMATION AND SUPPLIES

A. Resupply of Posts in Pernambuco

1. Role of Agents

- a. The agent at each post will complete a PER form in triplicate and send it by mail (along with the Daily Registers which are currently being sent) to the state headquarters at the end of each month
- b. The agent will keep one copy of the form.

2. Role of the State Evaluation Coordinator

- a. The evaluation coordinator at the State will verify the distribution totals (using the Daily Registers) and send both copies of the PER form to the warehouse

3. Role of the Warehouse Manager in Resupplying Posts

- a. The warehouse manager will receive the PER forms from the evaluation coordinator.
- b. At the end of each quarter, the warehouse manager will complete a quarterly form for each post. For "beginning balance" he will use the beginning balance from the first monthly report; for "amount received" and "amount dispensed" he will sum the three monthly reports; for the "ending balance" he will use the ending balance on the last monthly report. He will file these monthly PERs without mailing them to the central headquarters.
- c. The warehouse manager will use the data on the quarterly PER to calculate the amount to be issued to the post and pack the supplies and mail them.
- d. The warehouse manager will keep two copies of the quarterly PER in his files and will send one copy to SECOM to resupply his warehouse.

B. Resupply of Posts in Maranhao

1. Role of the Agents

- a. At the end of each month, the agent will complete her Daily Activity Registers.
- b. The agent will give a copy of the form to the supervisor on her regular monthly visit, making sure to keep a record of her beginning balance and totals for amount received and amount dispensed to clients.
- c. At the end of the quarter, the agent will complete a quarterly PER using the information she recorded over the quarter.

- d. The agent will keep a copy of the PER and give two copies to the supervisor.

2. Role of the Supervisors

- a. The supervisor will collect Daily Registers from each post during her regular monthly visits and make sure the agent keeps a record of beginning balance and receipt and use totals.
- b. At the end of each quarter, the supervisor will help the agent complete a form reflecting the activity for the entire quarter. She will leave a copy for the form with the agent and give two copies to the Evaluation Department.
- c. After the warehouse manager has prepared the quarterly shipment of supplies, the supervisor will deliver them to the post.

3. Role of the Evaluation Coordinator

- a. The evaluation coordinator will use the Daily Registers to fulfill their other reporting needs.
- b. The evaluation coordinator will verify the quarterly PER, and then send both copies to the Warehouse.

4. Role of the Warehouse Manager

- a. The warehouse manager will receive the quarterly PER forms from the evaluation coordinator.
- b. The warehouse manager will use the data on the quarterly PER to calculate the amount to be issued to the post and pack the supplies for transportation by the supervisors. He will complete columns 5 and 6 on the PER from the posts.
- c. The warehouse manager will keep one copy of the quarterly PER, and send one copy to the Evaluation Department at central headquarters

C. Resupply of the State Warehouses (Both States)

1. Role of the State Warehouse Manager

- a. At the end of each quarter, the warehouse manager will complete a copy of the PER form for the warehouse.
- b. He will use the data in the PER to calculate the amount of supplies needed to bring stock levels up to the maximum 5 months of supply specified for the State warehouse. He uses this information to complete the fifth column of the PER.
- c. He will retain one copy of the PER for his records; two copies will be sent to SECOM at central headquarters.

2. If the columns do not balance, first the ending balance should be checked by recounting the stock; then the Daily Registers should be retotaled to check amount dispensed; then shipping documents should be verified to check the amount received.
3. If the columns still do not balance, they should be submitted as is. The warehouse will assume that the amount dispensed and ending balance are correct for the purposes of determining issue quantity.

IV. CALCULATION OF ISSUE QUANTITIES

- A. The State warehouse manager will use the data on quarterly PER forms for each post in order to calculate the amounts that should be issued.
- B. The procedure to calculate the issue quantity is:
 1. Divide the amount issued to clients (Column 3) by 3 to obtain average monthly consumption.
 2. Multiply the average monthly consumption by 5 to obtain the maximum supply needed.
 3. Subtract the stock on hand (Column 4) from the maximum supply needed to obtain the additional stock needed to arrive at maximum supply.
 4. This amount should be rounded up to even lot sizes to arrive at the appropriate issue quantity. This amount should be shipped.
- C. When the warehouse manager completes the PER form for his own warehouse, he will use the data on the form in a similar manner to calculate the amount of supplies he needs to arrive at a 5 month maximum.

This amount is entered in Column 5 before being submitted to the central warehouse.

APPENDIX E

LOGISTICS TRAINING OUTLINE

I. TRAINING FOR HEADQUARTERS STAFF

A. Logistics Theory

1. The Logistics System at BEMFAM
2. The need for safety stock
3. The concept of "months of supply" (pages 4.20-4.40 in Spanish training material--need to simplify).
4. The concept of the max/min system; push/pull.
5. Calculation of issue quantities (pages 3.47-3.61 of Spanish training material--simplify and change to BEMFAM model).
6. Warehouse Management--Inventory Control Cards
7. Warehouse Management--Physical
 - a. Physical requirements (pages 9.10-9.15 of Spanish material)
 - b) Shelf life of contraceptive (pages 9.24-9.27 of Spanish Material

- B. The BEMFAM System--State Headquarters staff need to know all sections of the BEMFAM Logistics Manual. One part, calculation of issue quantities by the warehouse manager, is already covered above.

II. TRAINING FOR AGENTS

- A. How to complete the PER form.

- B. Storage of contraceptives--a simplified version of "Warehouse Management --Physical" described above.

2. Role of the Central Headquarters

- a. Two copies of the State PER will be received. One of these will be retained for data processing, and one will be sent to the central warehouse.
- b. The central warehouse will ship quantities in the quantities requested by the State warehouse.

III. COMPLETION OF THE PER FORM

A. Heading Information

1. State--Self-explanatory
2. Location Name--The reporting site should state its name and location, including whether it is a post, clinic, or warehouse.
3. Location Code--In the future each, location will have its own 6-digit location code. For the pilot project, this space should be left blank.
4. Period Covered by Report--Indicate whether his PER form represents 1 month or a quarter of activity. If it represents 1 month, the month should be entered. If it represents a quarter, the first month and last months of the quarter should be entered.

B. Commodity Data

1. Column 1--For each commodity, enter the balance that was on hand at the beginning of the reporting period (month or quarter).
2. Column 2--Enter the amount that was received from the warehouse during the reporting period.
3. Column 3--Enter the amount given to client (in the case of a post or clinic) or the amount shipped (in the case of a warehouse).
4. Column 4--Enter the amount of stock on hand at the end of the period. In a post, this can be determined by simply counting the supplies. This figure will be the same as column of the following period's report.
5. Column 5--This amount is calculated by the State warehouse manager, and represents the amount necessary to bring the post or warehouse up to a 5-month supply of the commodity.
6. Column 6--When the PER form is used as an issue voucher, this column will represent the amount actually shipped by the warehouse as a result of the requisition.

C. Checking the PER for Errors

1. The first four columns of the form are self-balancing: Column 1 + Column 2 - Column 3 = Column 4.