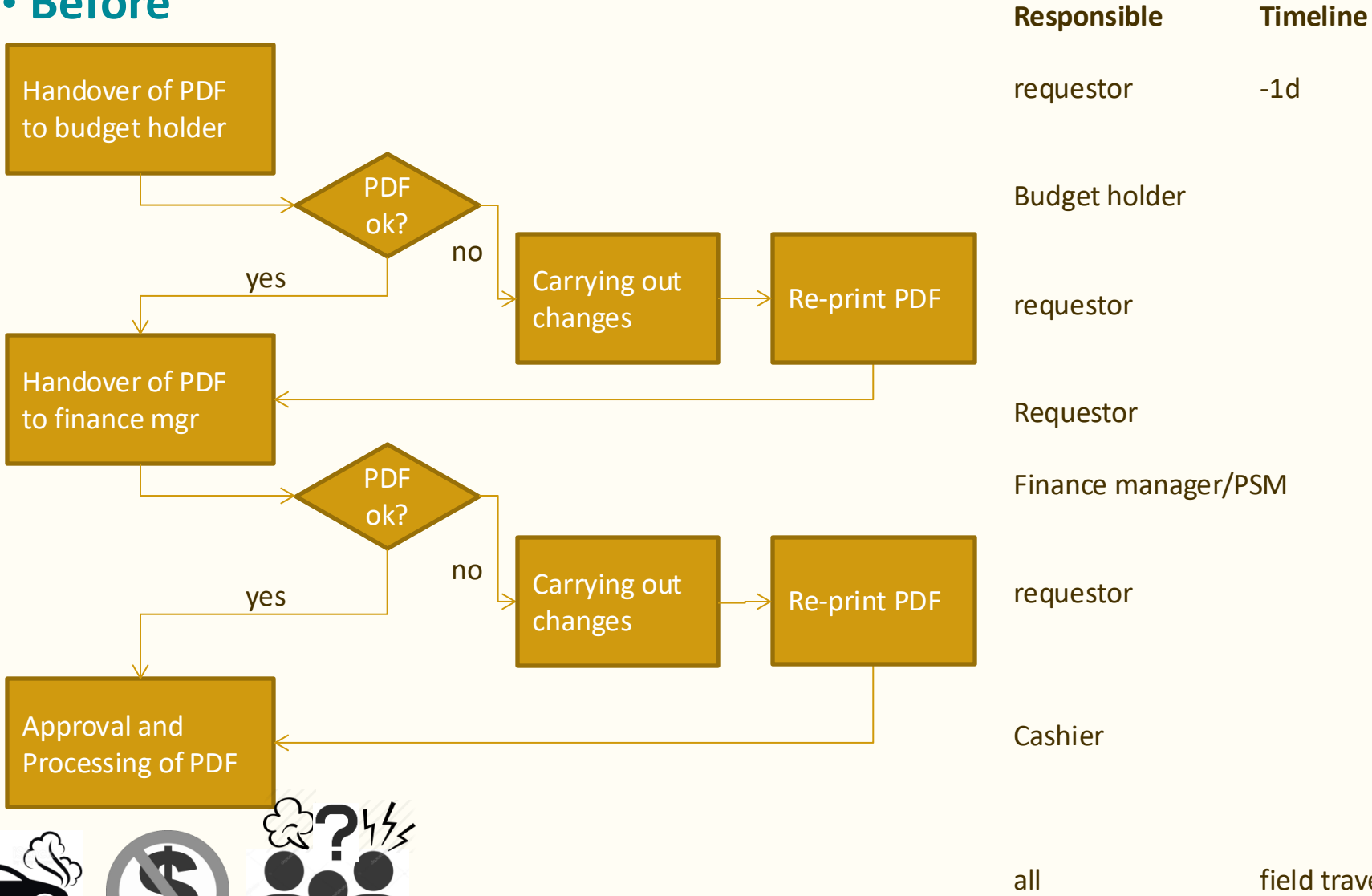


Cash needs handled lean

Names		Date Documented	Location
Jörn Escher, Project manager Central Highlands (AFG)		09.01.2018	Bamiyan, Afghanistan
The problem: 1 • Submitted PDF's are often incorrect (out of budget, not according to project activities, formal errors like wrong account code) and need to be checked, approved and signed by the budget holder+finance. • When project staff want to open new PDFs (get cash) for the coming field period (6 weeks), they submit them the day before heading out to the field. Several change loops are carried out on that day with a lot of manual and paper-based work		The cause: 2 • Little forward planning of short-term expenditures or lack of information sharing leads to low quality and mistakes within PDFs • No or too short notice of cash needs in combination with the plan to leave to the field asap is leading to time pressure, frustration and error susceptibility on the support side	The change: 3 • two weeks before the PDF's shall be opened, it needs to be digitally sent to the budget holder. This has been informally communicated to the base managers, who follow this instruction. A "How to guide" has been created and communicated to process participants.
The impact: 4 • Possible changes can be carried out early • Different ideas/plans for spending can be clarified in advance • The exact amount of cash needed can be allocated in the safe of the respective base (no overstock), no shortage • Less paper printouts • Final version of PDF is available digitally (record keeping, analysis) • No hassle, no confusion on the day of field trips. • More planning, more focus, less process steps, shorter total handling time • Average estimated handling time before: half day for all PDF's of the coming period • Average estimated handling time after: 1h for all PDF's of the coming period			

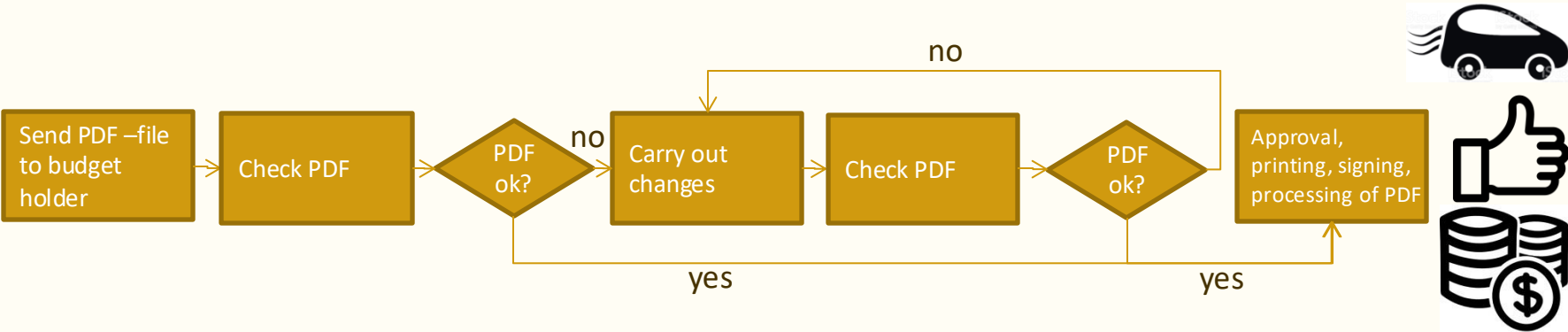
Cash needs handled lean

• Before



Cash needs handled lean

• After



Responsible	requestor	budget holder & finance mgr/PSM		requestor	budget holder & finance mgr/PSM		cashier	all
Timeline	-10d	-8d		-7d	-5d		-1d	field travel day

“Toyota Kata” (by Mike Rother)

1. What is your long term goal (challenge)?

- All PDF's submitted correctly/complete in the first place and 10 days before opening-day.

2. Where are you now?

- Average estimated handling time : 4h for all PDF's of the coming period
- Number of initially submitted PDF's that are incorrect and need to be checked: approx. 20%
- Average amount of change loops of those incorrect ones is: 1.5
- Average amount of time needed per change loop (incl. layover): 0.5 h.
- Number of days the PDF has been submitted before opening the PDF: 1 day

3. What is your next target condition?

- Average estimated handling time : 1h for all PDF's of the coming period
- Number of initially submitted PDF's that are incorrect and need to be checked: < 10%
- Average amount of change loops of those incorrect ones is: 1
- Average amount of time needed per change loop (incl. layover): 0.25 h.
- Number of days the PDF has been submitted before opening the PDF: 10 day

• What obstacles are hindering you?

- Unwillingness of planning expenditures of requestors
- Lack of sharing existing information about expenditures the requestor has already planned

4. What will you do to progress towards the target?

- Inform requestors to submit PDF's for upcoming field period 10 days before the day when the PDF needs to be opened Explain why and create awareness and value of this change

• Did you achieve the expected outcome?

- To be evaluated in April (restart of project activities after winter break)

• If not, what did you learn?

• What will you try next?