Digital Procurement Deployment & Process Ownership Redesign

Names	Date Documented	Location
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The problem: 1
- Procurement and warehouse management systems were outdated and heavily manual
- Teams were unclear on ownership and responsibility for overlapping tasks, leading to confusion and inefficiency

The cause: 2
- Existing roles and responsibilities had not been updated to reflect digital systems and reduced staffing
- Funding crisis forced urgent prioritization, pausing broader improvements and putting pressure on remaining staff
- Lack of clarity across departments about which team owned which process steps

The change: 3
- Deployed a new procurement module across all countries
- Paused further rollouts to focus on redesigning workflows using Lean principles
- Launched a RACI review to clarify task ownership and reduce inefficiencies
- Reassigned or removed non-essential tasks and began aligning roles across teams

The impact: 4
- Procurement module fully operational across all countries—streamlining requests, approvals, and vendor management
- Teams now engage in structured conversations about who does what, reducing duplicated work and missed steps
- Process clarity has improved collaboration and accountability during a time of limited resources
- Lean thinking is shaping a leaner, more resilient logistics function by default—driven by necessity but leading to long-term benefits
- The RACI exercise helps set realistic expectations, reducing friction and improving team performance under pressure