

Issue 2: NOVEMBER 2017

UMOJA

SUPPLY CHAIN MANAGEMENT

PHASE 1

NEWSLETTER



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— RAMP-UP

1. AS RAMP-UP CONTINUES, MISSIONS ARE ADAPTING TO CHANGE



OSE-SYRIA STAFF

Eight weeks after the Project Go-Live, the ramp-up/stabilization phase continues with identification of future enhancements, transactions revisioning, delivery of training sessions, black-out forms processing and other activities necessary for a successful project completion. In a truly collaborative spirit, everyone has rolled up their sleeves and worked hard making sure the project has successfully reached completion. End users, Hub teams, Umoja process experts, trainers, Umoja support centre – everyone involved – has stepped up to help each other during this challenging time.

NEW WAYS OF THINKING

When implementing a complex project such as GDP, which involves changes in

both process and business practices, it is inevitable for people to have concerns and feel anxious. That feeling, coined as *Umojaphobia*, is still present among many users. But the tide is shifting, as users work with the live system and get accustomed to the new ways of working. The appreciation for what Umoja can do is also growing. Alphonse Muligo, who works in the Log Base Warehouse in Bamako, MINUSMA, shares that “Umoja brings clarity to the management of goods process, and is fast to process transactions.” Users are also suggesting improvements, which are being collected and reviewed by the project team to be addressed in the near future. The number of Umoja transactions correctly performed on a daily basis by missions has been rapidly growing since the beginning

UPDATES —

of September, which indicates a growing user proficiency in the new system. Individual users develop their own strategies on how to become more competent Umoja users. A useful tip was offered by Albert Youness of UNIFIL, “you should forget how you used to do certain processes and start thinking in a new way.” Whether it is a service delivery notification, which is a new concept for missions, or a more rigorous approach to requisitioning, either require a change of behavior. Not focusing too much on the past and embracing the new ways of UN supply chain accelerate the learning process.

“FORGET HOW YOU USED TO DO CERTAIN TRANSACTIONS AND START THINKING IN A NEW WAY.”

ALBERT YOUNESS, UNIFIL



ELENA CARRASCO, TRAINING TEAM



RSCE HUB TEAM

COLLABORATION: THE ROUTE TO SUCCESS

What is the most important factor that helped overcome challenges during the ramp-up period? Hub Managers unanimously suggested that the factor that made the biggest difference was effective collaboration. The work in Hubs was organized in a way that encouraged collaboration not only between users, but also between missions.

Ramp-up rooms in missions served as meeting points, where users could receive additional training, ask questions, request help or raise support tickets. "At times, there would be more than 20 people in a small room, discussing and sharing their experiences with each other," recalls Joseph Napoli and Amarin Ilah, two of the Hub Managers in UNIFIL and RSCE, respectively.

Daily VTCs were organized to facilitate ongoing dialogues between missions. "These sessions were very useful not only for status updates but also for knowledge sharing. Missions that came across an issue would find a solution with the help of a project team," shared Robert Houlden, MINUSMA Hub Manager. These solutions then would be shared with the other missions during VTCs.

"WITHOUT COMMITMENT AND DEDICATION OF ALL PERSONNEL IN DIFFERENT GEOGRAPHIC LOCATIONS, THE SUCCESSFUL IMPLEMENTATION OF THE PROJECT WOULD NOT BE POSSIBLE."

ANNEMARIE VAN DEN BERG, DIRECTOR OF LSD



UNIFIL HUB TEAM



MARICEL CO & MESELU GIRMA OF MINUSMA WITH ANNEMARIE VAN DEN BERG, DIRECTOR OF LSD

HUB BLACKOUT FORMS & TRANSACTIONAL STATISTICS AS OF 27 OCTOBER 2017:

Description	Processed	Not Processed	All BOFs	Percent Processed
Bin to Bin	5	0	5	100%
Equipment Update	1,332	20	1,352	95.52%
Goods Issue	3,074	50	3,124	98.40%
Goods Receipt	921	71	992	92.84%
Return to Stock	118	42	160	73.75
Service Order	1,606	669	2,275	70.59%
Stock Transfer Order	21	0	21	100%
Transfer Voucher Out	204	19	223	91.48%
Totals	7,281	871	8,152	89.32

Outbound Goods		
Stat. Mov. Type	Real Mov. Type	SO with Components
12,590	4	1,484

Transfer of Stock				
One Step Transfer	Two Step Transfer	STO with Missions	STO Mission to Mission	STR between Missions
255	471	0	12	5

Inbound Goods					
GR Against Converted PO	Physical GR	Virtual GR	Equipment Records	Return to Stock	Additions to Stock
742	1,107	115	13,543	956	4

Warehouse				
To Put Away	To Picking	To Created	To Confirmed	Count Documents
1,594	13,904	15,653	14,724	71

Notifications			
P1-Main. & Equip. Assign	PW: Write-off	ZA: Accident & Incident	ZZ: General
1,594	13,904	15,653	14,724

OVERCOMING CHALLENGES

Within the extended project team, there is plenty of comradeship and creativity that helps to solve even the most complex challenges. One such challenge was the processing of the blackout forms (BOFs). The sheer number of BOFs and the complexity and interdependency of business processes made this a very challenging task. Although the start was slow, by the end of week 7, the project is at 87.84% BOFs completion rate. This tremendous effort has only been possible because of the dedication and hard work

of everyone involved. A significant challenge the project is still facing is about the usage and availability of correct product IDs. The impact of incorrect product IDs is well understood by now. It ranges from a significant impact on inventory management to issues with financial reporting. And above all, the operational impact of receiving and issuing incorrect materials.

The team is working on multiple fronts addressing this challenge through updates of

product IDs, collaboration with procurement, and extensive training on the correct usage of product IDs.

There are other tasks that the project team is managing as well. Among them are creation of virtual receipts for exceptional cases; authorization group updates; and creation of Business Partners (BPs) for equipment assignment and others. A working group was created to monitor and address all pending task items.

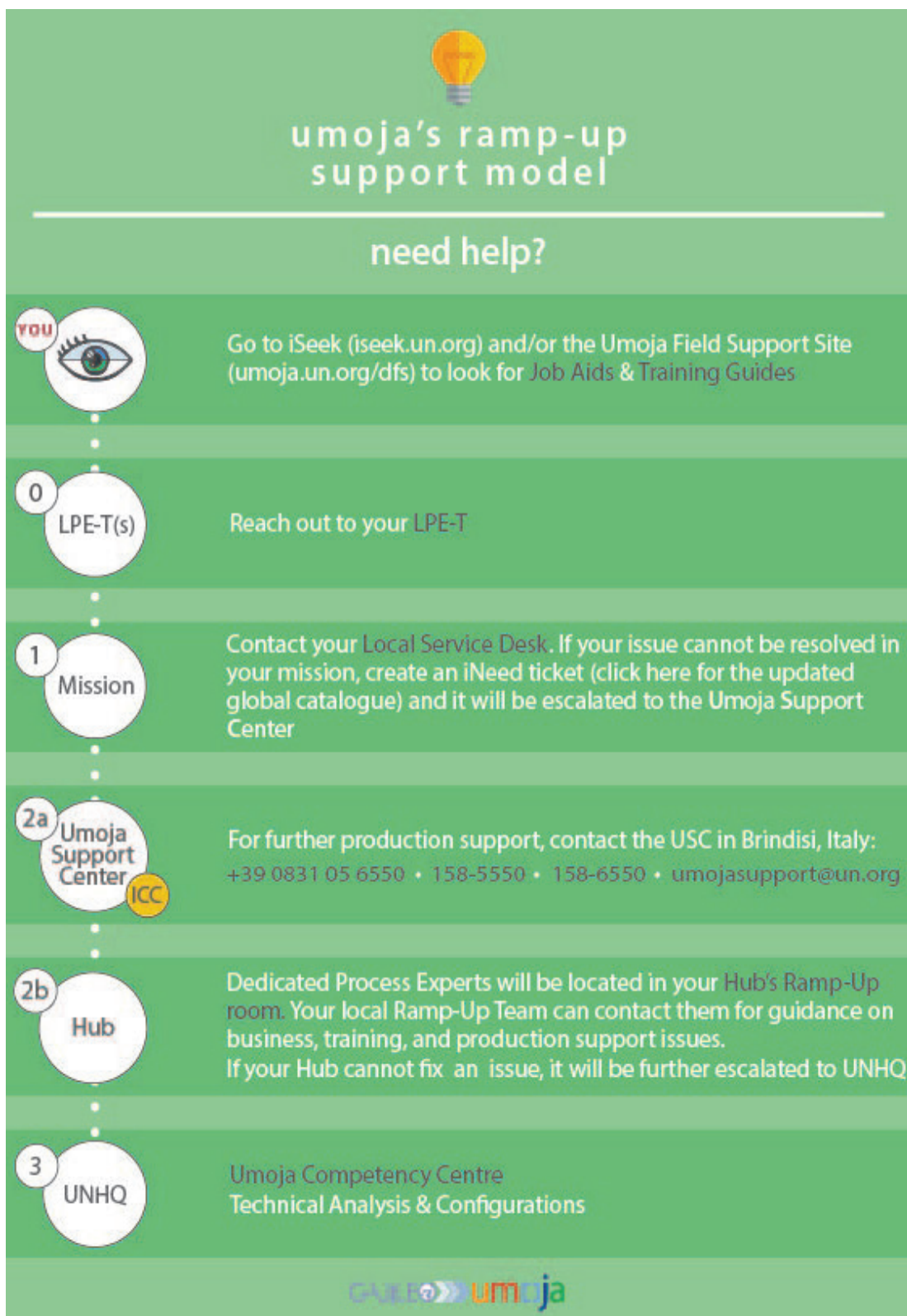


UNAMI RAMP-UP ROOM

CONTINUED SUPPORT

The ramp-up and stabilization phase will continue until the end of November 2017. During this period, missions are requested to follow the project support model for requesting assistance. The project team and Umoja process experts will continue to assist missions to their best capacity.

AnneMarie van den Berg, Director of Logistics Support Division DFS, expressed her gratitude to everyone for their hard work and reflected that “without commitment and dedication of all personnel in different geographical locations, the successful implementation of the project would not be possible. People are truly the most important asset that drives our Organization forward.”

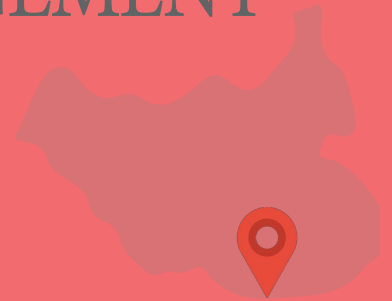


2. INTERVIEW WITH:

MATT CARLTON

CHIEF, SUPPLY CHAIN MANAGEMENT

Matthew Carlton joined UNMISS in July 2012 having spent 25 years as a military logistician in the British Royal Air Force. Initially appointed to the position of Chief Movements Control Officer, he spent two years as OIC Supply Chain Management Service before assuming the role of Chief SCMS on 1 November 2016.



JUBA, UNMISS

1. The UE2-SCM Phase1 project went live across peacekeeping and special political missions at the beginning of September. What does this mean for the supply chain of UNMISS?



MATT CARLTON



From an UNMISS perspective the roll-out of UE2 Phase 1 has two aspects to it: the people and the inventory.

PEOPLE

There is clearly a large change management element to the rollout of UE2 Phase 1. Galileo was a well understood system that staff had worked with for many years and were very comfortable using. The demise of Galileo and the arrival of UMOJA has meant new skills have had to be learnt and new ways of doing business incorporated into daily routines. We are clearly still in the early days of the rollout and staff are currently testing and exploring the new system, finding out what works well, and what not so well and how they and our business processes need to adapt to the new system. It's a classic change initiative, at times exciting and at other times daunting but the team here in UNMISS are responding superbly to the new challenges. I'm exceptionally proud of their performance during GDP and in these early days of UE2

LEFT: UNMISS STAFF
RIGHT: LOG BASE, WAU

Phase 1. From a management perspective, it is important that I offer support to the team delivering the change and provide them with the professional space and understanding they need to explore, experiment and experience UE2.

INVENTORY MANAGEMENT

The other aspect is the area of inventory management, with UE2 Phase 1 offering us greater utility in managing the mission's inventory and allowing us to reap the benefits of inventory optimization. UE2 Phase 1, in conjunction with Phase 2, offers the very exciting opportunity of being able to reach the supply chain nirvana

of reducing inventory while improving stock availability to our clients. It offers us the ability to start analyzing our stocks to understand and identify unbalanced inventory.

In this way, we can identify what inventory in 'not working' for us and see how to redeploy resources to secure efficiency improvements. By doing this we look to secure improved stock availability whilst reducing the costs of

holding excess or redundant inventory. These two aspects of UE2 Phase 1 are inextricably linked. In aligning our business processes and securing the efficiencies of a well managed supply chain to UMOJA, we need knowledgeable, well-trained, highly motivated and energetic staff who are willing to embrace the new mindset and culture required for the implementation of supply chain management principles.



WAREHOUSE IN WAU, JUBA

2. Advancement of UN supply chain efficiency is one of the priorities across the Organization. What other initiatives are planned or currently being implemented in UNMISS to enable this advancement?

UNMISS is seeking to make supply chain efficiencies on several fronts in order to improve the service we offer to our clients.

SCM BLUEPRINT

We have embarked on a performance management strategy to reinforce the working practices and behaviors required to deliver the SCM blueprint principles. This is being conducted through dashboards for each SCM section and some of the critical units. These dashboards provide data to Section Chiefs that focuses attention on areas that contribute to overall SCM performance. In addition, we are also looking at the feasibility of adopting the



JUBA AIRSTRIP

Supply Chain Operations Reference (SCOR) model KPIs at the mission level. Initial efforts are concentrated on securing the data required to assess the performance attributes of 'responsiveness' and 'reliability,' in an attempt to empirically assess the SCM service we offer in the logistically demanding environment of South Sudan. We hope this work will dovetail into that of the team at UNHQ and that we will at some point in the not too distant future be able to benchmark ourselves against sister missions and identify best practice across those missions.

K-SPAN WAREHOUSES, A NEW AIRSTRIP, AND RFID TRACKING

On the logistics infrastructure side, we have two major projects planned for the upcoming South Sudan dry season

(Dec-May). The first is the construction of a series of K-Span warehouses to allow SCM to move away from a container-based system with all the inherent efficiencies associated with such a system. These warehouses will allow us to overcome the perennial problems of access and visibility of our inventory.

The second is the construction of a C130 compatible airstrip in Bentiu, which is the 'perfect storm' for a logistician. Containing a very large TCC/FPU and civilian staff population, it is home to an IDP population of over 115,000. It is inaccessible by road for 7 months of the year and frequently becomes inaccessible to fixed wing a large rotary wing aircraft in the wet season. The delivery of an all-weather strip will greatly assist in mitigating the SC risk in this highly vulnerable and volatile area.



JUBA AIRSTRIP

NEW SKILLS & CULTURE CHANGE

SCMS is also continuing with a change initiative where we have merged the Warehouse and MovCon operations in some of the sites. The intention is to enhance the skill set of the staff and develop a new era of UN logisticians who have both specialist and generalist SCM skills that can be adapted to any given situation. This will provide a team of highly adaptable and highly employable staff. Finally, we continue at embedding the cultural change required for the new SCM era. It may be a cliché but SCM is truly a team sport and this means working together, not just with the section of SCMS but also with our Service Delivery colleagues. For this reason, we are focused on continually improving our 'relationship management' with SD by building trust, mutual respect and understanding, and avoiding slipping into a blame culture relationship.



JUBA WAREHOUSE

3. In the second phase of UE2-SCM, enhanced capabilities in forecasting, demand-supply planning, and transportation management will be introduced. How will these enhancements help UNMISS in delivering its mandate, in one of the most challenging regions for supply chain management?



EXTERIOR OF JUBA WAREHOUSE

The prospect of improved forecasting, demand planning and transportation management tools is one of the most exciting prospects contained within UE2 Phase 2. The vision of delivering improved availability at reduced overall costs to the supply chain impacts on every aspect of the supply chain from sourcing to product delivery but particularly in the areas of inventory forecasting and demand planning. The driving force of any supply chain needs to be the identification and satisfaction of customer demands. This way, you break the



WAREHOUSE IN WAU

seemingly endless spiral of never having enough of stock you need and always having plenty of stock you don't.

FORECASTING ABILITIES

With UE2 Phase 2 we're looking forward to working with improved forecasting tools that will provide us with mathematical projections of future demands based on previous consumption patterns. These will give the mission a good basis for future demand predictions. However, those predictions will be based on the assumption that consumption will remain consistent over time. Clearly, this is not the case for most peacekeeping operations.

Not only is there the mission life cycle to consider but also there is the dynamic nature of missions, as security situations change, mandates change and priorities change. All these external factors affect future demand patterns. The demand planning features of UE2 Phase 2 will augment and refine the consumption-based forecasts. The mission will be able to adjust the forecast to account

“The driving force of any supply chain needs to be the identification & satisfaction of customer demands. This way, you break the seemingly endless spiral of never having enough of stock you need and always having plenty of stock you don't.”



JUBA WAREHOUSE

for the external factors adjusting historical demand patterns that will in turn inform the source plans, transport plans and financial and budget plans.

PLANNING

The key to success will be linking ERP demand planning features with a mission wide planning process that captures client demand. UNMISS has already adopted an integrated planning model to recognize and capture client demand. Through an Integrated Planning Team (IPT) we have a mission-wide process of sharing information on future projects and a collective decision-making process that provides a list of Mission Priority Projects (MPP) that in turn form the basis of future demand at the 12-24 month horizon.

As some of the immediate benefits of demand planning, at a local level I envision a better understanding and balance of safety stocks. With long lead times and a fragile line of communication both to and within South Sudan, the mission has to hold safety stock to mitigate the risk of supply

chain disruption. Through an improved forecasting and demand planning capability the mission will be able to adjust and manage these stocks based on predicated demand and delivery plans rather than intuition and 'gut instinct.' It will also allow us to identify and dispose of obsolete equipment more expeditiously. At a more global level, a consolidated demand plan, particularly for items that have long lead times, will allow HQ to send demand forecasts to our systems contractors so they can prime their production lines in anticipation of the collective UN orders.

If I were to sum up the relationship between UE2 Phase 1 and 2, I would say that we are currently 'mastering the present' with UE2 Phase 1, experimenting and exploring with UMOJA and inventory and warehouse management, whereas with Phase 2 we are evolving into a sophisticated and robust means of conducting demand, and source and transport planning. The time between now and September 2018 is being used to bed down new processes and ensure UNMISS is aligned to embrace the new demand planning era.



UNMISS-ROK ARMY CARGO; DESTINATION BOR

3. STAFF CORNER



MAKING A DIFFERENCE

“People are the main asset of our Organization” is a key belief of AnneMarie van den Berg, Director of LSD and Process Owner for Logistics. People who make a difference on a daily basis by protecting civilians, serving in the most difficult duty stations, building institutions that promote peace, and delivering supplies to those who need it most. Among our colleagues, there are plenty of individuals who stand out as early adopters of the UN cause and lead by example. We came across many of such colleagues during the implementation of the Umoja Supply Chain project.

Adopting to the new ways of working is often challenging because it takes users out of their comfort zone. Many of our colleagues not only take ownership of these changes, but also help others during the time of transition. Such initiative requires commitment and passion for the Organization. In this issue of the Umoja Supply Chain Management newsletter, we spoke with several colleagues who are making a difference in their missions.

TELL US ABOUT:



Roy Bou Daher
Property Management Assistant
UNIFIL, Naqoura

In May 2017, I was first introduced to Umoja during my participation in the Product Integration Testing (PIT) in Valencia. During testing, we covered most supply chain management transactions, beginning with source to acquire and finishing with assets retirement. I also had the opportunity to be a facilitator in the User Verification Testing (UVT) that took place during August in UNIFIL. That was the first time I introduced Umoja to my colleagues. With their help, we ran various

testing scenarios and resolved the errors that were identified. Finally, in September, I participated in the project ramp-up activities in UNIFIL, during which we explained processes to colleagues and helped them go through transactions on a step-by-step basis.

I believe that, for myself and other colleagues, the main challenge was to adapt quickly to the new changes, so we could start performing our tasks in the new system. It was very important to leave the old ways of Galileo behind, as Umoja often uses different logic and steps. When my colleagues would refer to Galileo and try to compare the two systems, we would suggest forgetting about the old ways and try to open their minds to the new concepts of Umoja.

After 10 years of service in UNIFIL property management, I am now witnessing and contributing to a major transformation that will have an impact on our supply chain management for many years to come. The challenge is big, but we will be able to adapt and comply with the changes. It is very important to stay open-minded and commit to continuous learning.

1. YOUR EXPERIENCE OF THE UMOJA SUPPLY CHAIN IMPLEMENTATION



2. HOW YOU'VE INTEGRATED NEW WAYS OF WORKING IN UMOJA INTO DAILY ACTIVITIES



Alphonse Muligo
Centralized Warehouse Unit
MINUSMA, Bamako

I use the system on a daily basis to process warehouse and inventory. My daily tasks involve stock movement, goods issue, post inventory transfer and others. During ramp-up, I processed black out forms and helped my colleagues process various transactions in Umoja. I was also involved in role mapping and as a focal point for supply warehouse data conversion.

I dedicated extra hours to practice in Umoja and managed to combine training with my daily tasks. I also made a conscious decision to abandon the Galileo mind-set by not comparing Galileo to Umoja. This helped me to become more proficient in using Umoja quicker. On the practical side, it was important to ensure that all client requests were processed in Umoja before any goods were issued. The job aids and cheat sheets were very useful, as well as the help and support of LPE-Ts, who were on standby to clarify any issues. I always made an effort to share knowledge and lessons learned with my colleagues.



Anvoba Marie-Madeleine Agnui-Nianzou
Property Management Assistant
MINUSCA, Bangui

I was a member of the GDP coordination team and one of the LPE-Ts in the mission. Besides end-user training, my main task was to help colleagues enter all transactions that took place during blackout into Umoja. This was an enormous task and my team had to go the extra mile to complete it. In order to finish the assignments on time, we worked long hours and on weekends. I'm proud of my colleagues and their dedication during this challenging time!

We had mixed feelings saying goodbye to Galileo, a system we have used for a long time. But I'm already seeing colleagues embracing new ways of working in Umoja.

MINUSCA is a young mission and it is easier to modify its logistic processes compared to more established missions, but still, we had plenty of challenges. One of such challenges was the complexity of business processes. Users were quick to point out that some processes in Umoja require more steps, compared to the same processes in Galileo. However, with more training and practice, the

new concepts sink in and users start seeing the benefits of Umoja. One of such benefits is more visibility and accountability, due to a clear segregation of duties between inventory management and warehouse management. This is a very good thing for missions.

"It takes less than 5 minutes to create a reservation in Umoja for material request," exclaimed one of my colleagues, after performing all the required steps in the system. In my opinion, this confirms that Phase 1 of this Project was a success.



Youssef Jabrane
Information Systems Assistant
MINURSO, Laayoune

First, I'd like to acknowledge that the success of the Project in MINURSO would not be possible without the tremendous effort of the local team and Mrs. Zinnah AL-ani in particular. Witnessing Zinnah's work ethics and dedication gave us the courage and strength to overcome the obstacles we faced during the project implementation.

I was entrusted to be Project co-lead in MINURSO, as I had extensive experience working with Galileo as a technical focal point. For some time, I worked in CITS enterprise application support office and utilized my technical skills to improve our inventory and

warehouse management. GDP provided me with such opportunity.

My professional experience as an Information Systems Assistant within CITS and academic background helped a lot. During the last stage of the project, I witnessed both excitement and fear in the eyes of my colleagues, and our main task was to engage people and demonstrate that there is nothing to fear. At the beginning, changes in processes and roles looked intimidating, but as people started processing blackout forms and working in the live system, appreciation started growing as well. Although, some processes are more



Josephine V. Sikat
Supply Assistant
UNAMID, El Fasher

complex, Umoja also brings tangible benefits. For example, the well-defined boundaries between inventory and warehouse management will lead to new and improved ways of supply chain management. There were plenty of challenges, but we tried to focus on solutions. We've made emphasis on engagement and coordination activities; training and knowledge transfer; as well as recognizing the good work of everyone involved in the project. I have a personal lesson learned from the project that I would like to share - never fear the slow pace at the beginning. As William Shakespeare said, "to climb steep hills requires a slow pace at first."

SAP is not a new system to me. Before the UN, in the Philippines, I worked extensively across a wide range of SAP modules ranging from warehouse operations to fixed assets accounting. Similarly, my professional background in logistics and warehouse management was very helpful to apply SAP knowledge to UNAMID realities on the ground. All of the above, allowed me to adapt to Umoja much quicker and support my colleagues as much as possible.

I actively participated in ramp-up activities. One of my main tasks was to help users translate classroom learnings into live system transactions. Another important task was the processing of blackout forms (BOFs). When users faced difficulties with BOFs processing, we worked on finding workarounds together, which helped us to process BOFs quicker.

Users in UNAMID are still learning Umoja and, in my view, the best way to learn is by doing. With time, I expect everyone to adapt to this change, but we also hope to see some modifications in Umoja, which will make the system more user-friendly.