

Issue 1: SEPTEMBER 2017

# UMOJA

## SUPPLY CHAIN MANAGEMENT

### PHASE 1

### NEWSLETTER



# TABLE OF CONTENTS

## OH HELLO:

Welcome to the first edition of the Umoja Extension 2 - Supply Chain Management Phase 1 Newsletter! This will be the source of information for the progress of the Galileo Decommissioning Project and updates on ramp-up activities. Here, you will also find interviews with supply chain champions from different missions, and other useful information. Got story ideas, suggestions, or expert tips? We would love to hear from you. Email us: [gdp@un.org](mailto:gdp@un.org)



1

Field Missions Move to Umoja Supply Chain!

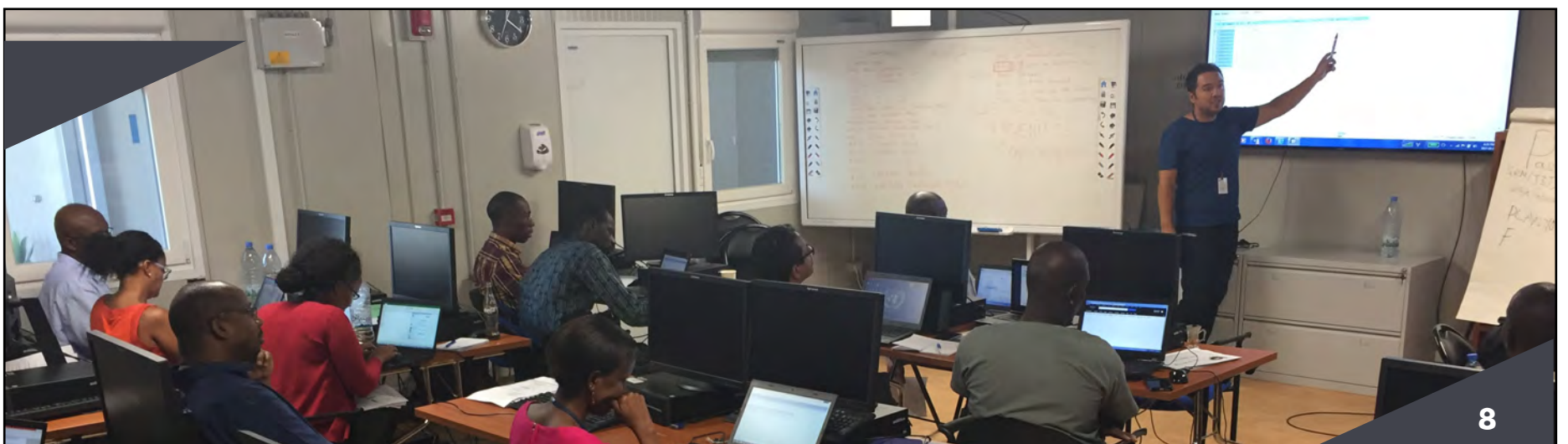


3

A Dialogue with the DMS

## HIGHLIGHT:

Check out page three to read up on MINUSMA's innovative approach to supply chain management. We've interviewed the DMS, Mr. Michael Mulinge-Kitivi, to get his insight on the mission's latest achievements, future plans, as well as the significance of the Go-Live event recently held in Gao, Mali.



8

Ramp-Up Updates: Support.Challenges.Training.



# Field Missions Move to Umoja Supply Chain!

## AU REVOIR Galileo ... BON JOUR Umoja

On 6 September 2017, the UN bid farewell to Galileo and celebrated the migration to Umoja, which includes new functionalities in inventory, property and fleet management. The global event was held in Gao, Mali, in the heart of West Africa, a regional base of MINUSMA.

Staff across the globe tuned-in to the live coverage of the event, where the senior management had a chance to congratulate everyone involved and underline the importance of this milestone for Gao, all missions, and the UN. "The location of Gao recognises the difficult conditions in which the UN often operates," stated Mr. Atul Khare, USG for Field Support, "if we can launch this new way of working here in Gao, then we can deploy it anywhere and we will deploy it everywhere."

Mr. Koen Davidse, the Acting SRSG in MINUSMA also elaborated, "we serve the peace process in Mali, a country that faces severe logistical challenges and enormous distances. An effective supply chain is key to the effectiveness

of our mission and to delivering on our mandate." For Ms. AnneMarie van den Berg, Director of LSD, who is curating the project, the future of the UN supply chain has started here. She says, "What we are celebrating today really is the start of a new era of supply chain management in the UN, in the way we deliver services to our clients in these difficult conditions."

The event concluded with an exhibition of *takamba* music and dance, native to the Gao region, and continued celebration. Thank you MINUSMA team for hosting the event and to all the missions for participating and providing support!

You can view the recorded video of the event here:

<http://webtv.un.org/internal-communication/watch/umoja-go-live-event-supply-chain-phase-1-galileo-decommissioning-project/5566407004001>



Atul Khare, DFS USG, and AnneMarie van den Berg, LSD Director, with GDP and Umoja staff



# The Go-Live *Event.*



The Master of Ceremonies, Gao



GDP staff, Gao



GDP staff, RSCE



GDP staff, RSCE



UNTSO's Umoja cake!





MINUSMA Operational Base (MOB) - Bamako, Mali

## **Michael Mulinge-Kitivi, DMS of MINUSMA, speaks about innovations in Supply Chain Management.**

**“ AND THE KEY TO OUR SUCCESS IS TEAMWORK  
... we have to work together... ”**

***Mr Mulinge-Kitivi is a Kenya native where he began his career as an accountant and auditor. For the last 17 years, Michael served in some of the most difficult and challenging UN duty stations - Afghanistan, Sierra Leone, Pakistan/India, Western Sahara, and currently, in Mali. When he is not managing the Supply Chain of one of the largest UN missions, he enjoys reading and a good game of tennis or golf.***



# THE INTERVIEW

The launch of Supply Chain Management Phase 1 was just held in Gao last week. Could you please tell us about the event and its significance for the UN and MINUSMA?



Michael Mulinge-Kitivi at MOB

It was a great honor to host the event, particularly in a dangerous and remote location like Gao, the place where we experience all the challenges that make Supply Chain difficult to implement. So together, as a mission, we were happy to be put on the map, and it went a long way. The event raised the moral of the staff in general. The country, as you know, faces many security challenges, so when we were given the chance to step outside the usual setbacks, and be involved in something so positive, it gave us renewed energy. Everyone was excited in the mission – the staff, even the national authorities. It was really a great thing.

The event symbolized the transition from one kind of platform to another. The conditions in the regions are a challenge – and my dream is to provide secure accommodations for all the staff in all the regions, so they can work in an environment that isn't as scary. I want to see a situation where a number of activities are taking place to provide a normal life to the staff, and I think an effective supply chain is key in achieving this. It is extremely hard to do a project in the regions; so if we can host such a positive event in Gao, it means we can deliver materials more effectively and efficiently and can improve the living standards of the staff, military, and police throughout the Malian regions.



Inauguration of the new warehouse in Gao





Are there any other supply chain initiatives MINUSMA is implementing at the moment? How do you realize these innovations?

We are implementing several innovative projects at the moment. One of such initiatives is called “Ostrich.” We took containers that were no longer in use and repurposed them to provide sleeping capsules, or overhead protection accommodations, to our staff in Kidal (to be extended to other locations also). These accommodations can withstand a direct hit from 122 millimeter rockets. In fact, they were recently inaugurated by the senior management delegation, where the SRSB and USG stayed in them overnight.

To implement the project, we have located 5-6 thousand containers throughout the mission, which are being sorted, and material inside consolidated so that the empty ones can be used for this purpose. We are also using this project as an opportunity to clean our inventory records – each and every item in the containers will have a new record in Umoja. Additionally, this project is economically smart. If we purchased brand new containers, it would have costed us an additional 10 million dollars.

We are also developing a new supply route that will go from Cottonou through Niamey to Gao. Our materials used to come from Senegal, but now, with the new warehouse in Gao, we can receive and deliver goods faster through this new supply route. It is shorter by approximately 800 kilometers, so we’re saving millions of dollars. Gao will serve as the hub from where goods will be distributed to the other northern regional offices. There is also a plan to have a forward operating base in Mopti, from where we will be able to consolidate and distribute good throughout the Western region.

Besides the above, we always look for opportunities to improve our warehousing. Right now, we are performing a consolidation of our warehouses in Bamako and Gao. This will make it easier for us to streamline the planning process and will make our services more efficient. So far we have consolidated warehouses for all of our sections, except one.

Additionally, we are renovating the airport runway in GAO. In the near future, the largest cargo aircrafts will be able to land in Gao and deliver more supplies faster. As you see, we have several very important initiatives that will significantly improve supply chain in the region and we capitalize on every opportunity to be more innovative when it comes to supply chain management.



Michael Mulinge-Kitivi speaks in Gao



Atul Khare, DFS USG, Michael Mulinge-Kitivi, DMS, and staff at MOB



## What are the current supply chain challenges in MINUSMA? How do you ensure that the mission's operations run effectively and efficiently?

The first challenge is security. There are frequent attacks on our convoys – whether by direct fire or by improvised explosive devices (IEDs). We had to request from the member states three new combat convoy companies which will provide us more protective security. They will be based in Gao - to provide security in the north, and in Mopti - to provide security throughout the West. This will be in place within the next 6 months and will be something that will go a long way to further protect our supplies and ensure they get to where they need to go throughout the regions.

Our second challenge is our reduced resources. We just went through budget cuts – like any other mission – so we are trying to prioritize and reprioritize to see what is urgent and important, and use our available resources most efficiently.

The third great challenge is our harsh environment, our weather, combined with our lack of infrastructure in the North. Most of our operations are there – so we face sandstorms, immense heat, and no roads – combined with little communication. So we're organizing our supply chain to accommodate these challenges. For example, we move our goods during the day and usually during the dry season.



Supply Chain  
Warehouses in Gao,  
Mali



MINUSMA Troops  
guarding the base in  
Gao, Mali



Right now we are witnessing a very important time for the future of UN supply chain management. As we speak, hundreds of colleagues across the missions are working hard to complete the ramp-up process and stabilize the system. What do you think will be the key for our success?

We have an amazing team and the key to our success is in teamwork. We have to work together because there are so many moving parts that must be coordinated properly in order for us to succeed. Everyone is responsible not only for formulating priorities, but also for the successful implementation of their individual tasks. We make sure that all stakeholders sit together at the round table and truly know what to do. Everyone needs to understand how all tasks relate to the overall goals of the project. Involving everyone is very important, whether it is our finance or HR colleagues, everyone needs to be brought together.

Another important element is commitment. We have a team that is committed to deliver. Partly this is due to the environment we work in. It pushes everyone to do what they have to do – because the challenge is so huge and there is no other choice but to deliver our objectives. We have to prioritize our tasks by urgency and potential impacts. This will help us see which areas we need to focus our energy. That's how we will get great results.

I personally like trying new things, and embracing change. I hope that this is contagious and my colleagues are more inclined to be positive about changes. I spend a lot of time engaging mission staff, at all levels. I want to understand what their needs are and help them to perform their tasks. I must admit, at times, I can be a bit pushy, but I think it is important to set high goals and motivate people to think outside of the box.



MINUSMA staff in the new Gao warehouse



Atul Khare, DFS USG, AnneMarie van den Berg, LSD Director, and Michael Mulinge-Kitivi, MINUSMA DMS, with GDP staff at MOB



The GDP & Umoja team in Gao, Mali



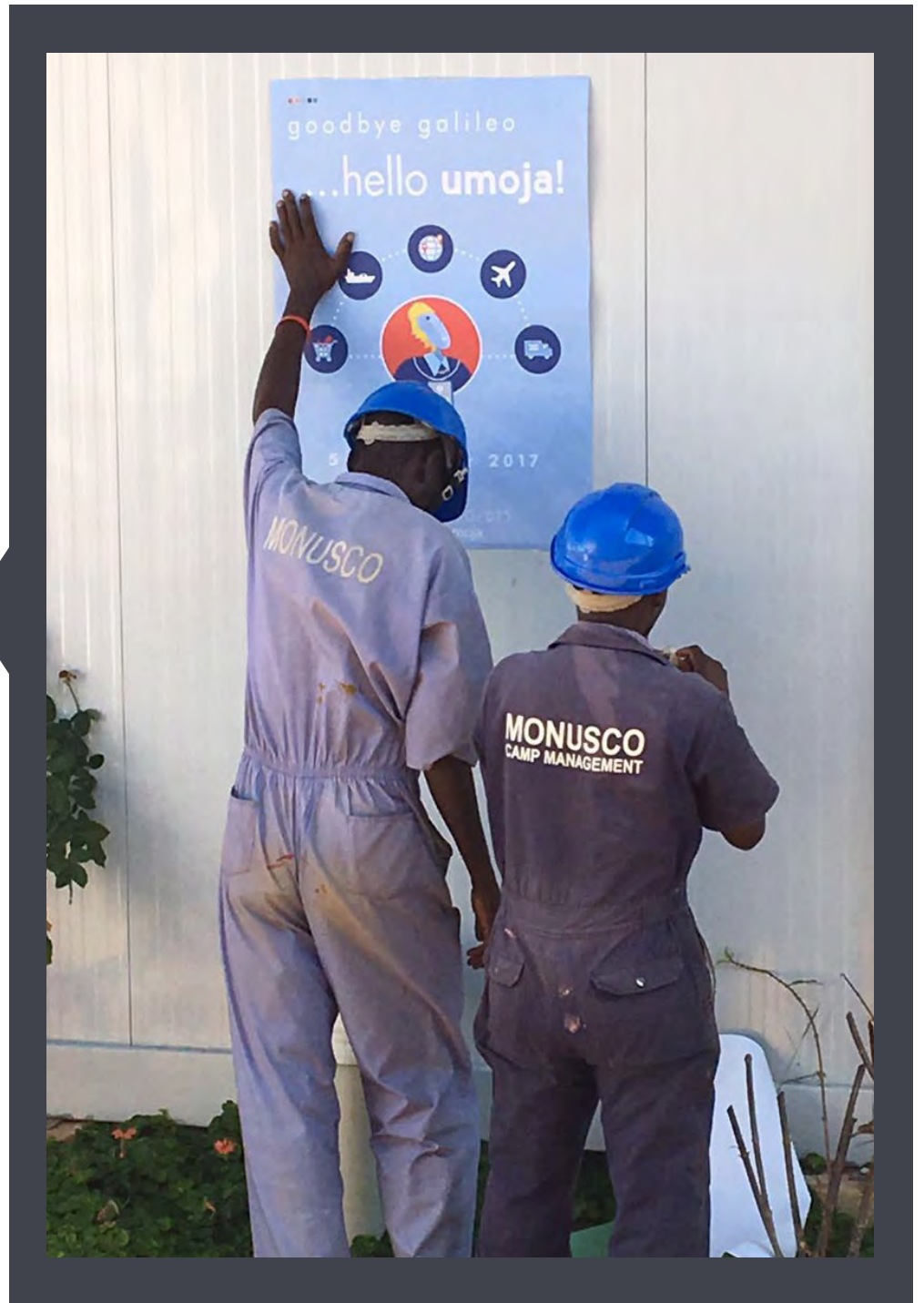
# Ramp-Up Updates

Support. Challenges. Training.

## 1. Support

Just over a week and a half ago, missions officially transitioned Supply Chain Management activities to Umoja. While the go-live event was a significant milestone, the hard work has just begun. During the first week of ramp-up, the project teams across the missions have been busy providing users with refresher trainings, data migration assistance, transactional support in Umoja, and much more. “Situation rooms” have also been established in every mission to provide end users with technical and business support, and focused answers to their questions.

Providing continuous support to the missions has been the project’s priority since day one, and following a robust support model is crucial during the ramp-up period especially while the system and processes are undergoing stabilisation. The project support model includes multiple layers of assistance, where all issues are recorded and addressed either by local or global process experts. Missions are provided support via 5 hubs – MINUSMA, UNIFIL, RSCE, GSC, and UNHQ – which allows up to 16 hours of continued support across different time zones. Multiple Video Conferences and targeted process sessions are conducted daily to ensure that all issues are addressed promptly. In anticipation of the significant volume of work, the number of support and project experts across all hubs was increased by 20 percent.



MONUSCO staff prepare for Go-live in RSCE



## 2. Challenges

As expected, new system and business processes are raising plenty of challenges which mission staff and the project team are tackling on a daily basis.

Although a comprehensive analysis was conducted, where missions were requested to map roles to required users, there were still instances where additional mapping was needed. In some cases this was due to missions' realisation that more roles have to be provided to staff to carry out business as usual transactions. Although most of the role issues have been resolved, the User Access Mapping team continues to manage every case that surfaces.

Missions were in a phased blackout period from 15 July until 5 September, and although no transactions were allowed in Umoja, field missions continued their operations, recording all key transactions in blackout forms (BOFs). These forms are being used to transfer those transactions to Umoja.

Missions performed thousands of transactions and, as a result, the number of BOFs across the missions is very significant. For example, in the RSCE Hub, close to 3,000 BOFs were uploaded. In the UNIFIL Hub, the total of uploaded BOFs exceeded 700, with a daily rate of over 100.

According to David Fiorio, MINUSMA Hub Manager, "everyone is working really hard to review and guide mission staff in the processing of the forms, but it requires a lot of effort and a lot of energy to keep all missions engaged and in sync. In the



GDP Staff reviewing blackout Forms

**"Shopping carts need to be absolutely correct before they can be approved. Choosing the right product IDs is one of the key elements of this process. In Galileo, it was possible to change a product ID at a later stage of the process. However, this option is no longer available."**

***—Emma Grant—  
Source to Acquire  
Process Expert***

MINUSMA Hub, the team managed to make significant progress in the review of BOFs and processing close to 90% of BOFs for Good Receipt within the first week, thanks to the hard work of mission staff and coordination across the Hub."

To help missions managing the volume of BOFs, a task force was established to validate the forms and coordinate the process. Based in the UNHQ Hub, the task force reviewed over 1,000 BOFs during the first week of ramp-up and will continue until all BOFs are processed.

Another ramp-up challenge is the shopping cart creation process. In the past, users had to raise shopping carts only for consumption, but now they are required to create them for inventory. It is a behaviour change that users need to adapt to rather quickly.

Requisitioners need to be diligent when raising shopping carts and cognisant about what they are buying. It is important to consider if an item is a fixed asset and needs to be identified correctly for financial reporting. Mistakes in these steps will lead to double work or even to a delivery of the wrong products to the missions.

According to Gianluca Melpignano, Data Conversion Lead and GSC Hub Manager, "The team in Brindisi is making every effort to ensure that the proper product ID is used in converted and new POs in alignment with the converted data. But everyone, across all missions needs to be very cognisant about this."



### 3. Training Refreshers

Prior to go-live, two cycles of training were conducted across the missions. During the first cycle, 947 users (98% forecasted) were trained to perform logistic execution transactions. During the second phase, another 1,474 users (91% forecasted) learned how to perform service delivery and property management processes. More targeted training sessions were delivered for Source to Acquire and Stock Transport Order process users, as well as a training module for local service desk experts. However, the results of the End User Readiness Survey demonstrated that mission staff needed more training to refresh their knowledge prior to, or immediately after, the go-live.

To address this demand, the training team (Trainers and Process Experts) organised and delivered refresher training sessions in missions and in person, via WebExes. From 24 August to 4 September, a total of 1,517 end users participated in refresher sessions. Additionally, 218 users took part in Global Requisitioning WebEx sessions. Special training was also organised for mission section chiefs and senior management. Training will continue to be provided in the areas that require additional attention on an ad hoc basis. For more information on production support, ramp-up, and other useful resources please visit:

<https://umoja.un.org/dfs>



MINUSMA requisitioners review shopping carts



MINUSMA staff review material master information



UNIFIL staff reviewing transactions in Umoja



UNIFIL staff in training

