Supply Chain Operational Capacity and Learning Needs Questionnaire

Results and findings

Prepared by
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Information on the survey

- MOAF, as the coordinating and lead agency of the National Supply Chain and Logistics Preparedness Working Group, in collaboration with participating working group agencies, drafted a supply chain operational capacity and learning needs assessment during the 3rd FBPP workshop in Thimphu on 14-16 Sep 2022.
- MOAF, supported by WFP, subsequently convened a review meeting on 11th Oct 2022 with 6 working group agencies to finalise the design
- Dasho Secretary (MOAF) launched the supply chain operational capacity and learning needs assessment that took place on 16 – 26 Oct 2022.
- The survey consists of 30 questions designed using Google forms considering poor connectivity and ease of distribution / user-friendliness
- 193 responses were received: 190 complete (valid) and 3 incomplete (invalid)

This slide deck reports on the findings / results of the assessment
Survey Demographics
Location of the respondents

- 193 responses received
  - 190 valid
  - 3 invalid
- Respondents location
  - 34% - Thimphu
  - 66% - Field-based with 2/3 of them based in
  - Sarpang
  - Trashigang
  - Mongar
  - Bumthang
  - Paro
Gender

Please indicate your gender
190 responses

- Male: 83.2%
- Female: 15.3%
- Prefer not to say: 1.5%
Age

Please indicate your age range
190 responses

- 38.4% Below 21 years
- 13.7% 21 to 30 years
- 36.3% 31 to 40 years
- 11.6% 41 to 50 years

- **75%** of the respondents are between 31-50 years of age
Education

What is your educational level?
190 responses

- 78% are university graduates combined
- 20% hold diploma/certificate
Are you a differently-able person or persons with special needs?

190 responses

- Yes: 7.9%
- No: 92.1%
Workplace

Where do you currently work?
190 responses

- **65%** work for central-level agencies (Thimphu or field-based)
- **18%** work for local government units
- **5%** work for state-owned enterprises
- **88%** of respondents work for government-related entities
- **4%** work for development partners (UN / CSO)
Professional Categories

Please indicate your level of profession?
190 responses

- Executive and Specialist
- Professional and Management
- Supervisory and Support
- Operational
- Contract employee
- Volunteer
- Service provider,

61.1%
30%
Which best describes your current work function?

190 responses

- 37% work in administration
- 10% work in supply chain (procurement & logistics)
- 10% work in M&E
- 7% work in Planning
- 7% work in HR & Finance
- 5% work in disaster management

Representing $\frac{3}{4}$ of all respondents.
Disaster Management Role

Have you been selected as a member of the Disaster Management Committee (current or in the past)?

190 responses

- Yes: 28.9%
- No: 71.1%
Learning Needs Assessment
Learning requirements in organisations

In your opinion, how would you rate the requirement to learn on below subjects in your dzongkhag / organisation?

Very low  Low  Medium  High  Very high

Planning  Budgeting / Financial  Sourcing and Procurement  Supplier engagement  Contract Management  Warehouse management  Inventory management  Transportation management  Commodity safety & quality assurance  Distribution of commodities / aid

Information management  Customs clearance  Monitoring and reporting  Compliance to operating procedures  Corruption / fraud prevention  Operational Performance management  Emergency stocks prepositioning  Coordination during disasters  Continuous improvement
Supply chain topics – Top 10/18 learning requirements

- Coordination management
- Capacity Planning
- Information management
- Transportation
- Supply Chain Leadership
- HR management
- Procurement
- Corruption/Fraud Prevention
- Supply chain design
- Food value chain
- Strategic sourcing
- Project management
- Supply chain assessment
- Food safety and quality
- Continuous improvement
- Green Logistics
- Supplier negotiation/engagement
- Warehousing & Inventory
- Field drills (MSU)
- Customs clearance
- Pharma supply chain
- Port Management
- Geohazard risk assessment
- Communications
- Service Provider
- Safety related

Top 10 (>50%)

Top 18 (>30%)
## Supply chain topics – Top 18 learning requirements

<table>
<thead>
<tr>
<th>Category</th>
<th>Subcategories</th>
<th>Related Topics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coordination Management</td>
<td>Coordination during disasters</td>
<td>DDM, HELP Logistics, WFP, HELP Logistics/RUB, HELP Logistics/WFP</td>
</tr>
<tr>
<td>Capacity Planning</td>
<td>Introduction to SCM &amp; Logistics</td>
<td>WFP, HELP Logistics, HELP Logistics/RUB, HELP Logistics/WFP</td>
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<tr>
<td>Information Management</td>
<td>Information Management</td>
<td>WFP, HELP Logistics, HELP Logistics/RUB, HELP Logistics/WFP</td>
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<tr>
<td>Transportation</td>
<td>Transportation Management</td>
<td>WFP, HELP Logistics, HELP Logistics/RUB, HELP Logistics/WFP</td>
</tr>
<tr>
<td>Supply Chain Leadership</td>
<td>“Business on the Move” Game</td>
<td>HELP Logistics, BAFRA, HELP Logistics/RUB, HELP Logistics/WFP</td>
</tr>
<tr>
<td>HR Planning / Mgmt</td>
<td>Narang EQ Case Study</td>
<td>WFP, HELP Logistics, HELP Logistics/RUB, HELP Logistics/WFP</td>
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<tr>
<td>Procurement</td>
<td>Sourcing &amp; Procurement</td>
<td>WFP, HELP Logistics, HELP Logistics/RUB, HELP Logistics/WFP</td>
</tr>
<tr>
<td>Corruption / Fraud Prevention</td>
<td>Fraud Prevention in SC</td>
<td>WFP, HELP Logistics, HELP Logistics/RUB, HELP Logistics/WFP</td>
</tr>
<tr>
<td>Supply Chain Design</td>
<td>Supply Chain Assessment</td>
<td>HELP Logistics, BAFRA, HELP Logistics/RUB, HELP Logistics/WFP</td>
</tr>
<tr>
<td>Food Value Chain</td>
<td>Food Safety and Quality</td>
<td>BAFRA, HELP Logistics, HELP Logistics/RUB, HELP Logistics/WFP</td>
</tr>
<tr>
<td>Strategic Sourcing</td>
<td>Continuous Improvement</td>
<td>WFP, DNP, HELP Logistics, HELP Logistics/WFP</td>
</tr>
<tr>
<td>Project Management</td>
<td>Green Procurement</td>
<td>WFP, HELP Logistics, HELP Logistics/WFP</td>
</tr>
<tr>
<td>Assessment</td>
<td>Supplier Negotiation Exercises</td>
<td>HELP Logistics, HELP Logistics/WFP, WFP</td>
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<tr>
<td>Food Safety and Quality</td>
<td>Warehousing &amp; Inventory</td>
<td>WFP</td>
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<tr>
<td>Continuous Improvement</td>
<td>Food Value Chain</td>
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<tr>
<td>Green Logistics</td>
<td></td>
<td>WFP</td>
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<tr>
<td>Supplier Engagement</td>
<td></td>
<td>WFP</td>
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<tr>
<td>Warehousing &amp; Inventory</td>
<td></td>
<td>WFP</td>
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</table>
Learning methodologies

If you would acquire knowledge on Supply Chain and Logistics Management within the next 6 months, please indicate your preferred three learning methods?
190 responses

Top three methods
1. Field exercise
2. Classroom
3. On-the-job

Bottom three methods
1. Game-based learning (potentially due to lack of exposure)
2. Tabletop simulation
3. Mentoring by senior colleagues
Key learning barriers

What will be the key barriers to your learning process? Please choose those that apply.

190 responses

**Top three barriers**
1. Lack of funding
2. Lack of opportunity
3. Limited career options

**Other observations**
- Good Learning capacity
- Support from supervisors (relatively low restrictions)
- Infrastructure constraints
Learning impacts

In what way the humanitarian supply chain and logistics management training will help you in performing your duties?

190 responses

<table>
<thead>
<tr>
<th>Impact</th>
<th>Percentage</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enhanced capacity to perform tasks</td>
<td>77.9%</td>
<td>148</td>
</tr>
<tr>
<td>Enhanced level of output</td>
<td>48.9%</td>
<td>93</td>
</tr>
<tr>
<td>Improve efficiency and effectiveness</td>
<td>76.3%</td>
<td>145</td>
</tr>
<tr>
<td>Motivated to perform more</td>
<td>54.2%</td>
<td>103</td>
</tr>
<tr>
<td>Be better prepared for disasters</td>
<td>71.1%</td>
<td>135</td>
</tr>
<tr>
<td>Better knowledge on the logistics</td>
<td>62.6%</td>
<td>119</td>
</tr>
<tr>
<td>Better understanding of logistics</td>
<td>58.9%</td>
<td>112</td>
</tr>
<tr>
<td>Logical thinking, better in foresight</td>
<td>0.5%</td>
<td>1</td>
</tr>
<tr>
<td>Become more professional during the training</td>
<td>0.5%</td>
<td>1</td>
</tr>
</tbody>
</table>

Top three learning impacts
1. Enhanced capacity to perform tasks
2. More efficient/effective
3. Higher disaster preparedness
Operational Capacity Assessment
Adequate staffing

Would you consider the current staffing level in your agency adequate to fulfill the required mandate?

190 responses
Supply Chain and Logistics Experience

Have you had any previous work experience in supply chain and logistics related activities (e.g., procurement, transportation, warehousing, handling and distribution of commodities)?

- Yes: 48.9%
- No: 51.1%

How many years of working experience on supply chain and logistics (you can include assignment/volunteering services) do you have?

- No prior experience: 46.8%
- Less than 1 year: 16.8%
- 1 to 3 years: 12.1%
- 4 to 6 years: 9.5%
- 7 to 10 years: 6.3%
- More than 10 years: 8.4%
Disaster-related Experience

Did you have volunteering / professional experience in responding to any types of disasters?

- Yes: 41.1%
- No: 58.9%

How many times have you volunteered or assigned to respond to any types of disasters?

- No prior experience: 38.9%
- Once: 33.7%
- 2 to 5 times: 10.5%
- 6 to 10 times: 8.4%
- More than 10 times: 0.5%
Previous encounters with disasters

Which types of disaster that you have encountered previously?
190 responses

- **Fire**: 66 (34.7%)
- **Flood**: 53 (27.9%)
- **Landslide**: 58 (30.5%)
- **Earthquake**: 85 (44.7%)
- **Storm**: 48 (25.3%)
- **Pandemic**: 131 (68.9%)
- **None**: 20 (10.5%)
Importance of logistics preparedness

Please rate the importance of logistics sector preparedness for you based on the anticipated needs during emergency situations

190 responses

- 61.1% Very important
- 30% Important
- Somewhat important
- Moderately important
- Not important

91% of respondents considered logistics preparedness as crucial and important.
Understanding emergency requirements

Based on your previous answer - in your opinion, is the current process of estimating emergency stock requirements effective?

190 responses

Almost half of respondents do not have knowledge on the effectiveness of emergency requirement estimation and 17% that responded No is a proxy indication of a general lack of prepositioned stocks as part of preparedness effort.
Disaster contingency and coordination structure

Does your agency have an updated disaster contingency plans (less than 12 months old)?
190 responses

- Yes: 44.7%
- No: 27.4%
- Not sure: 27.9%

Does your agency have adequate standard operating procedures (SOPs) to respond to disaster situations?
190 responses

- Yes: 30.5%
- No: 36.3%
- Not sure: 33.2%

Does your agency have a disaster focal person identified?
190 responses

- Yes: 52.0%
- No: 28.9%
- Not sure: 18.4%

How often are official coordination events typically held on disaster preparedness/response related topics at your workplace?
190 responses

- Never: 20.5%
- Every month: 19.5%
- Every quarter: 10.5%
- Every 6 months: 44.2%
- Annually: 4.2%
- Do not know: 0.5%
- As and when required only: 0.5%
Green logistics has the highest aspiration despite of indirect correlation with disaster preparedness, however, two potential themes stand out:

1. Automation of data (digitalisation) → automation in processes;
2. Aid delivery through retail network in Bhutan.
Conclusions and recommendations

• The survey serves as a guide to develop a capacity building package to be delivered in three regional humanitarian supply chain and logistics management workshops to cover 20 dzongkhags within Bhutan.
• The regional workshops will be conducted jointly by MOAF and WFP in collaboration with other stakeholders, such as Department of Disaster Mgmt (DDM), Bhutan Agriculture and Food Regulatory Authority (BAFRA), Royal University of Bhutan through Gedu College of Business Studies (RUB-GCBS) at:
  • Punakha on 7 – 11 November 2022
  • Trashigang on 14 – 18 November 2022
  • Phuenstholing on 5 – 9 December 2022
• The intended participants will be primarily field-based personnel located across 20 dzongkhags that oversee / perform supply chain and disaster management roles as well as first line responders, staff of state-owned enterprises, armed forces, etc.
• An estimate of 105 participants will directly benefit from the conduct of these workshops
End of presentation