

THURSDAY: 24 April 2025. Morning Paper.

Time Allowed: 3 hours.

Answer ALL questions. Marks allocated to each question are shown at the end of the question. Do NOT write anything on this paper.

SECTION A

QUESTION ONE

- (a) Identify **FIVE** sustainable innovations in the supply chain that help reduce environmental impact. (5 marks)
 - (b) Outline **FIVE** challenges of using third-party auditors for sustainable supply chain assessments. (5 marks)
 - (c) List **FIVE** economic factors that influence sustainable supply chain management. (5 marks)
 - (d) Describe **FIVE** key performance indicators (KPIs) used to measure a supplier's social and ethical performance. (5 marks)
- (Total: 20 marks)**

SECTION B

QUESTION TWO

Propose **FIVE** generic supplier evaluation criteria that support sustainable procurement. (10 marks)

QUESTION THREE

Analyse **FIVE** aspects of procurement laws and regulations that promote sustainable procurement. (10 marks)

(Total: 20 marks)

SECTION C

QUESTION FOUR

Read the case study below and answer the questions that follow

MAISHA BEVERAGE & FOOD LIMITED (MBFL)

Maisha Beverage and Food Limited (MBFL) is an organic food and beverage company based in Jinja. In 2015, MBFL began tracking greenhouse gas (GHG) emissions across a limited number of sources, including manufacturing at subcontracted bakeries, office operations, and transportation.

During this process, MBFL realised that many of its suppliers lacked the resources and expertise to conduct GHG assessments, obtain verification and assurance services and implement effective emission reduction strategies. To address this challenge, MBFL partnered with Carbon Management Consulting, covering the costs to provide expert guidance to its suppliers. The consulting firm signed a non-disclosure agreement (NDA) with suppliers, ensuring the confidentiality of sensitive information and preventing it from being shared with competitors.

Demonstrating its commitment to net-zero emissions, MBFL took additional steps, including purchasing carbon offsets to compensate for past emissions and acquiring renewable energy certificates (RECs) to support clean energy initiatives. The company further reinforced its sustainability efforts by opening an energy-efficient baking facility in Kiliwa, designed with ample natural light from windows, solar tubes and other eco-friendly features.

In 2017, MBFL purchased offsets equivalent to 100% of its emissions and by 2018, began publicly reporting its GHG footprint to the Climate Registry. With strong leadership backing, MBFL prioritised supply chain engagement, encouraging sustainability efforts across its entire network.

Recognising its achievements, MBFL was honoured in 2020 as a commercial-sector leader at a Solar Champion Summit. In 2022, the company received two Energy Regulatory Authority (ERA) awards; one for Supply Chain Leadership in Climate Action and another for Excellence in Green Power Use. At the same event, MBFL introduced its ambitious 50/50 by 2025 Program, setting a goal for 50 key supply chain facilities to use at least 50% green power in their operations by 2025.

(Disclaimer: This case study is solely for educational and examination purposes.)

Required:

- (a) Describe **FIVE** internal drivers that led MBFL to adopt a net-zero emissions strategy. (10 marks)
 - (b) Evaluate **FIVE** measures MBFL can implement to enhance sustainability across its supply chain. (10 marks)
 - (c) Recommend **FIVE** data protection measures that Carbon Management Consulting can adopt to safeguard supplier information. (10 marks)
 - (d) Examine **TWO** key approaches MBFL can use to effectively implement its net-zero policy. (10 marks)
 - (e) Assess **FIVE** challenges MBFL may face when implementing its net zero policy. (10 marks)
 - (f) Propose **FIVE** strategic responses to emerging trends and challenges in supply chain sustainability at MBFL. (10 marks)
- (Total: 60 marks)**
-

