**REVISED DATA COLLECTION TOOL**

**Questionnaire**

My name is Jane Kariuki. I am a Ph.D. student at Jomo Kenyatta University of Agriculture and Technology (JKUAT) in the Department of Procurement and logistics management in the School of Business and Entrepreneurship. I am collecting data on sustainability in the horticulture sector in Kenya for my Ph.D. Thesis. The data and information are solely for academic use.

This questionnaire seeks to investigate the relationship between the adoption of sustainable supply chain management and the moderating effect of institutional pressure on the performance of horticulture exporting firms in Kenya.

It encompasses sustainability in the Supply Chain, with particular emphasis on sustainability in procurement, production, logistics, and internal supply chain management.

**Note**

(a) All responses and information will be confidential and for academic use only.

(b) If you would like a copy of the findings, indicate your name and address for receipt of a copy of the findings.

(c) Alternatively, if you would prefer your responses to remain completely anonymous, only include an email address in the address section. Kindly tick (√), where appropriate.

Name:

Address:

**PART A Preliminary information**

Kindly provide the following information regarding your organization.

1. Company name:

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| 2. Indicate the main category of horticulture your firm is engaged in: (Tick (√), where appropriate). (Please make this a multiple-choice question)   |  |  |  |  | | --- | --- | --- | --- | | Category | | Export only | Exporter and producer | | 1. | Flowers |  |  | | 2. | Vegetables |  |  | | 3. | Fruits |  |  | | 4. | Herbs |  |  | | 5 | More than one category |  |  | |  |
|  |  |

When was the firm registered with the Horticulture Crops Directorate (HCD)? (Tick (√), where appropriate).

|  |  |
| --- | --- |
| Between 2019-2023 |  |
| Between 2013-2018 |  |
| Before 2013 |  |

6. Number of employees in the firm. (Tick (√), where appropriate).

|  |  |
| --- | --- |
| 20 and below |  |
| 50 and below |  |
| Over 50 |  |

**PART B:**

**1. SUSTAINABLE PROCUREMENT**

To what extent do you agree with the following statements using the scale; (S.A-Strongly Agree, A-Agree, N-Neutral, D.A-Disagree, S.D-Strongly Disagree) Tick as appropriate

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| |  |  |  |  |  |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | | Statement items | | | SA | | A | | N | | D | | SD | | | **Sustainable Procurement** | | | | | | | | | | | | | |  | Sustainable procurement is well articulated in the firm’s policy statement. |  | |  | |  | |  | |  | | |  | Sustainable procurement considerations form part of the firm's strategic planning. |  | |  | |  | |  | |  | | |  | Compliance with legislation on sustainability during registration of Suppliers is strictly adhered to e.g. (Environment, ethical or fair trade). |  | |  | |  | |  | |  | | |  | During the evaluation/qualification of the bidders, compliance with sustainability regulations/policy forms part of the mandatory (must-have) evaluation process. |  | |  | |  | |  | |  | | |  | Deliveries of goods are inspected before acceptance for use by the firm mainly to ensure compliance with sustainability. |  | |  | |  | |  | |  | | |  | Long-term Supplier relationships are encouraged to ensure the success of sustainability. |  | |  | |  | |  | |  | | |  |

* + - 1. Which Eco attributes do you consider key to ensuring you adhere to sustainability?

**2. SUSTAINABLE PRODUCTION**

To what extent do you agree with the following statements using the scale; (S.A-Strongly Agree, A-Agree, N-Neutral, D.A-Disagree, S.D-Strongly Disagree) Tick as appropriate

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| |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | | Statement items | | SA | A | N | D | SD | | **Sustainable Production** | | | | | | | |  | The Firm’s customers' needs are carefully analyzed and considered during production to ensure the integration of sustainability issues in the produce. |  |  |  |  |  | |  | The firm ensures all inputs procured have a minimal environmental impact during the design/production stage. |  |  |  |  |  | |  | The production process involves close collaboration with suppliers to ensure the integration of sustainable processes. |  |  |  |  |  | |  | Suppliers are strictly required to adhere to the specification set out on the supply of packaging materials in ensuring sustainability. |  |  |  |  |  | |  | Suppliers of packing materials are encouraged to be innovative and work towards standardization, reducing or downsizing packaging. |  |  |  |  |  | |  | The firm ensures the size, shape, and materials for packaging promote efficiency and maintain the quality during storage and transportation to avoid spoilage of produce. |  |  |  |  |  | |  |

1. Give suggestions on how best issues of sustainability can be addressed during design, production, and packaging with the aim of improving the firm performance?

**3. SUSTAINABLE LOGISTICS**

|  |  |
| --- | --- |
| To what extent do you agree with the following statements using the scale; (**S.A**-**Strongly Agree, A-Agree, N-Neutral, D.A-Disagree, S.D-Strongly Disagree) Tick as appropriate** |  |
| |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | | Statement items | | SA | A | N | D | SD | | **Sustainable Logistic** | | | | | | | | 1 | The firm keeps accurate records of fuel and maintenance of all vehicles that are periodically analyzed ensuring environmental efficiency. |  |  |  |  |  | |  | The transport system available is capable of tracing vehicle movement, tracking loading, scheduling, and routing to ensure efficiency. |  |  |  |  |  | |  | A rigorous process is in place to ensure all Logistics firms outsourced are EMS certified. |  |  |  |  |  | |  | All warehouse facilities either rented/owned are periodically inspected before certification as environmentally efficient. |  |  |  |  |  | |  | When designing and constructing a warehouse, we rarely incorporate international accreditation (LEED or BREAM). |  |  |  |  |  | |  | Use of Inventory management system is in place to ensure the scheduling of deliveries and can track end to end inventory process |  |  |  |  |  | |  |

1. Please suggest how the logistic process can be improved to ensure sustainability, therefore, ensuring the process contributes to the performance of our firm.

**INTERNAL SUSTAINABLE SUPPLY CHAIN MANAGEMENT**

To what extent do you agree with the following statements using the scale; (**S.A**-**Strongly Agree, A-Agree, N-Neutral, D.A-Disagree, S.D-Strongly Disagree) Tick as appropriate**

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| |  |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | --- | --- | | Statement items | | SA | A | N | | D | | SD | | **Internal sustainable supply chain management** | | | | | | | | | |  | | | | | | | | | | 1. | Sustainability in the supply is given priority during decision-making by management. |  |  |  |  | |  | | | 2. | Mid-level managers are fully conversant and committed to ensuring the adoption of Sustainability within the supply chain. |  |  |  |  | |  | | | 4 | The Firm trains its staff on the recommended inputs, e.g., fertilizers and pesticides to ensure adherence to sustainability compliance in the supply chain. |  |  |  |  | |  | | | 5 | The monitoring and evaluation system that is in place is highly reliable in ensuring traceability across the supply chain. |  |  |  |  | |  | | | 6 | The auditing system ensures 100% compliance with the traceability of all produce in the supply chain before export. |  |  |  |  | |  | | | 7 | Regular audit of our Suppliers on compliance ensures only fully compliant Suppliers that are EIMS certified are in our database or are ISO 14000, Kenya Gap, **DJSI, etc.** |  |  |  |  | |  | | |  |

1. Does your firm have a sustainability management policy?
2. In ensuring compliance with sustainability, please suggest which is the most important certification that you should consider a must-have.

**INSTITUTIONAL PRESSURE**

Using the scale below, indicate the extent to which the following institutional pressure has influenced your firm to adopt Sustainable Supply Chain (**S.A**-**Strongly Agree, A-Agree, N-Neutral, D.A-Disagree, S.D-Strongly Disagree) Tick as appropriate**

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| |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | | Statement items | | SA | A | N | D | SD | |  | | | | | | | |  | Local export laws and regulations on sustainability  (Adhering to the regulations set out Horticultural Crops Directorate for export) |  |  |  |  |  | |  | Global laws and regulations or agreements/ Global certification bodies e.g., Gap, Industrial, All 2013. |  |  |  |  |  | |  | Global competitors. |  |  |  |  |  | |  | Global retailers /Supermarkets |  |  |  |  |  | |  | Global household consumers |  |  |  |  |  | |  | Suppliers of goods |  |  |  |  |  | |  | Environmental/Sustainability groups or organizations |  |  |  |  |  | |  | Firm Management |  |  |  |  |  | |  |

Is the objective to comply with government regulations a way of avoiding fines, penalties, or bans, and what is your view on the matter, or is it driven by the market?

**1. FIRM PERFORMANCE**

**A. ECONOMIC PERFORMANCE**

To what extent do you agree with the following statement related to the economic performance of the firm (**S.A**-**Strongly Agree, A-Agree, N-Neutral, D.A-Disagree, S.D-Strongly Disagree) Tick as appropriate**

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| |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | | Statement items | | SA | A | N | D | SD | |  | | | | | | | |  | The firm’s sales have increased in Volume (In Units) in the last three years |  |  |  |  |  | |  | The firm's sales increased (KES) in the last three years**.** |  |  |  |  |  | |  |

1. Suggest ways in which economic performance can improve as a result of sustainability.

**B. ENVIRONMENTAL PERFORMANCE**

To what extent do you agree with the following statement related to the environmental performance of the firm (**S.A**-**Strongly Agree, A-Agree, N-Neutral, D.A-Disagree, S.D-Strongly Disagree) Tick as appropriate**

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| |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | | Statement items | | SA | A | N | D | SD | |  | | | | | | | |  | The procurement of environmentally friendly raw materials has resulted in major savings. |  |  |  |  |  | |  | The cost of operation in logistics has been reduced in terms of transportation e.g., by using more fuel-efficient vehicles. |  |  |  |  |  | |  | There is a reduction in wastage during warehouse operations as a result of sustainable practices e.g., control of temperature zones, electricity, and water. |  |  |  |  |  | |  | Sustainability in the supply chain has resulted in a reduction in the cost of production due to energy-saving costs. |  |  |  |  |  | |  | Material recovery through the reuse or recycling of materials in packaging has resulted in savings. |  |  |  |  |  | |  | Certification of products as environmentally friendly has resulted in improved penetration of the market. |  |  |  |  |  | |  |

* + - 1. Suggest ways in which environmental performance can improve as a result of sustainability.

1. **SOCIAL PERFORMANCE**

To what extent do you agree with the following statement related to the social performance of the firm (**S.A**-**Strongly Agree, A-Agree, N-Neutral, D.A-Disagree, S.D-Strongly Disagree) Tick as appropriate**

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| |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | | Statement items | | SA | A | N | D | SD | |  | | | | | | | |  | Health complaints related to the work environment among Staff reduced since the adoption of sustainability. |  |  |  |  |  | |  | The firm is involved in several CSR projects with the community. |  |  |  |  |  | |  | The firm is likely to be rated among the best firms in the horticultural sector in terms of work satisfaction |  |  |  |  |  | |  | Human health issues are given priority and any issues that may affect workers’ well-being are addressed accordingly. |  |  |  |  |  | |  | All workers are provided with safety protective gear in the workplace |  |  |  |  |  | |  |

* + - 1. Suggest ways in which social performance can improve as a result of sustainability.

**Thank you for your patience and the time taken. Your contribution towards the completion of my thesis is highly appreciated**.