



**ZIMBABWE EZEKIEL GUTI UNIVERSITY**

**FACULTY OF LAW, BUSINESS INTELLIGENCE AND ECONOMICS**

**DEPARTMENT OF ECONOMICS, MARKETING AND ENTREPRENEURSHIP**

**EXAMINATION PAPER**

**COURSE CODE** : CPS 403

**COURSE TITLE** : SUSTAINABLE PROCUREMENT

**SPECIAL REQUIREMENTS** : NO SPECIAL REQUIREMENTS

**DURATION** : 3 Hours

**LEVEL** : 4:1

**DATE** :

13 APR 2023

**INSTRUCTIONS TO CANDIDATES:**

1. No cell phones are allowed in the examination venue.
2. **QUESTION ONE IS COMPULSORY**
3. Answer **QUESTION ONE AND ANY THREE (3)** questions.
4. Begin each question on a new page.
5. The number of marks for each question or part question is shown in brackets [ ]

## SECTION A

### QUESTION ONE

#### **City of Portland's Sustainable Procurement Program**

Despite having a green cleaning product requirement in its custodial service contracts, prior to this project the City's Sustainable Procurement Program Coordinator ("SP Coordinator") witnessed a high variability in the actual use of custodial supplies meeting City sustainability requirements. It was also time consuming to try to get accurate site-specific product usage and cost data, as evidenced during a LEED for Existing Building certification process for one of the City's buildings. As a result, in 2012, the SP Coordinator embarked on an initiative to gain City control over the custodial supplies provided to clean City facilities. Because the lack of consistency in the use of green cleaning products also coincided with a lack of cost and accountability issues, the SP Coordinator saw an opportunity to address multiple concerns in one project. By addressing the numerous accountability and cost control issues while ensuring the supply of custodial products meeting City sustainability requirements, the project achieved multiple goals and broad stakeholder support.

Upon realizing the opportunity to build consistency in the use of green custodial supplies, the City's Sustainable Procurement Coordinator ("SP Coordinator") began a project to switch from custodial supplies provided by the City's custodial service provider to City-provided custodial supplies. First, in 2013, the SP Coordinator solicited and established a "green only" custodial supplies Citywide price agreement.

The product specifications required:

- All cleaners certified against a reputable third party green cleaning standard (e.g. Green Seal);
- All paper products must meet EPA minimum recycled content guidelines;
- All disinfecting and sanitizing products must meet "safer" product requirements based on San Francisco's "Safer Products and Practices for Disinfecting and Sanitizing Surfaces" report;
- Any cleaning products that do not have a reputable green cleaning standard associated with that type of product must meet other sustainability criteria (e.g. low VOC, etc.).

Additional cleaning supplies must support high-performance green cleaning practices (e.g. microfiber cloths, HEPA vacuum bags) The price agreement utilized a "core list" approach,

whereby the City reduces the number of products per cleaning application (e.g. only one general purpose concentrated cleaner), to consolidate volume and get lower pricing. Combined with online ordering, procurement card payment option, and next day delivery, the price agreement provided City departments with a convenient and cost competitive source for its green cleaning supplies.

While there was a good argument for changing the City's approach to sourcing custodial supplies, asking departments to embark on this project was challenging due to staff time constraints and lack of upfront proof that the change would pay off. Eventually, in 2015 the SP Coordinator obtained permission from the City's Parks and Recreation bureau (Portland Parks and Recreation, or PP&R) to pilot test switching from custodial supplies provided by PP&R's custodial service provider to City-provided custodial supplies at two community centres.

**Adapted:** <https://www.portland.gov/sites/default/files/2020-06/gp-case-study-custodial-supplies>.

- a) Discuss how sustainable procurement may reduce business risks? **(10 Marks)**
- b) What is the impact of implementing sustainable procurement in the public sector? **(8 Marks)**
- c) Describe how the city of Portland will address the new requirement of sustainable procurement to its stakeholders. **(7 Marks)**

## **SECTION B**

### **QUESTION TWO**

Discuss the importance of sustainable procurement in the purchasing process. **(25 Marks)**

### **QUESTION THREE**

Explain the barriers to the implementation and successful operation of sustainable procurement practices in Zimbabwe. **(25 Marks)**

#### **QUESTION FOUR**

Explain how an organisation can run their competitive advantage agenda while initiating sustainable procurement. **(25 Marks)**

#### **Question 5**

Explain the following terms in sustainable procurement:

- (a) Total cost of ownership **(5 Marks)**
- (b) Vertical integration **(5 Marks)**
- (c) Green purchasing **(5 Marks)**
- (d) Maverick buying **(5 Marks)**
- (e) Sustainable sourcing **(5 Marks)**

**END**

*o/s Am*