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1. INTRODUCTION

{Supply Chain Management (SCM)} is fundamental to global trade, facilitating the movement of goods and services from raw materials to finished products delivered to consumers. Effective SCM ensures efficient resource utilization, timely product delivery, and improved customer satisfaction. However, traditional SCM systems, although vital, encounter several challenges that hinder their effectiveness. These challenges include limited transparency, operational inefficiencies, and vulnerability to fraudulent activities, resulting in significant financial losses and compromised consumer trust.

To address these challenges, blockchain technology has emerged as a promising solution capable of transforming SCM practices. Blockchain is a decentralized, immutable ledger system that records transactions across multiple participants in a secure and transparent manner. By leveraging blockchain, stakeholders can maintain data integrity, ensure secure transactions, and achieve improved traceability and transparency across the supply chain.

Transparency and traceability are essential yet distinct aspects of SCM. Transparency refers to the comprehensive visibility that stakeholders have into the supply chain network. It involves providing real-time, accessible information regarding product status, movement, and associated data, ensuring all parties are informed throughout the supply chain process. Conversely, traceability emphasizes tracking the detailed journey of individual products or components, including their origin, transformation processes, and final delivery. This distinction is critical for enhancing accountability and compliance in complex global supply chains.

Blockchain technology effectively addresses the core concerns of traceability and transparency. Through its decentralized nature and cryptographic security, blockchain ensures that product information is recorded immutably and can be accessed by authorized stakeholders. By integrating digital certificates and employing a Public Key Infrastructure (PKI) for identity verification and data security, blockchain solutions enhance reliability in product tracking and chain of custody management. This approach ensures that product records are accurate, secure, and accessible without compromising sensitive information.

This research proposes a blockchain-based framework designed to enhance SCM traceability and transparency using Ethereum Smart Contracts and PKI-based certificate authentication. The proposed architecture integrates off-chain data storage mechanisms, such as WalliD, to manage digital certificates securely. By adopting a Design Science research methodology, the framework identifies key requirements, designs a robust solution, and validates its effectiveness in real-world scenarios.

The implemented solution is demonstrated through a practical use case in the food supply chain sector. The system ensures comprehensive provenance tracking, improves visibility into product movement, and strengthens consumer trust by verifying product authenticity and ensuring data accuracy. Furthermore, the blockchain-based solution is adaptable

2. BACKGROUND

The integration of blockchain technology into supply chain transparency and traceability systems presents numerous opportunities but also faces several significant challenges. The following points outline key obstacles encountered in this domain:

2.1 Integration with Legacy Systems

A major challenge in blockchain adoption is integrating the technology with existing legacy systems. Many organizations rely on traditional supply chain management software, making blockchain integration complex and resource-intensive. High implementation costs, technical difficulties, and the need for employee training may lead to resistance in adopting blockchain solutions.

2.2 Data Privacy Challenges

Blockchain's inherent transparency can conflict with data privacy requirements, particularly for businesses that handle sensitive or proprietary information. Public blockchains, while highly transparent, may expose confidential business data. Balancing privacy with openness is particularly challenging in sectors like healthcare, pharmaceuticals, and food supply chains, where data security regulations are strict.

2.3 Scalability and Performance Issues

Blockchain networks, particularly public ones, often struggle to handle large volumes of data at high speeds. As supply chains generate substantial real-time data, blockchain networks may face performance bottlenecks that affect transaction speed and system efficiency. Ensuring that blockchain can process data swiftly without compromising security is crucial for achieving effective traceability.

2.4 Lack of Standardization

Blockchain technology lacks universal standards for implementation across industries. Different businesses may adopt distinct blockchain platforms, leading to compatibility and interoperability issues. This fragmentation can hinder seamless collaboration between companies, limiting the potential of blockchain for global supply chain management.

2.5 Data Integrity and Accuracy

Blockchain systems rely heavily on accurate data entry throughout the supply chain process. Errors, inconsistencies, or deliberate manipulation of data at any stage may compromise the blockchain's reliability. Ensuring that stakeholders consistently provide authentic data requires robust verification mechanisms such as oracles and secure data input procedures.

2.6 Implementation Costs

Despite its long-term benefits, blockchain adoption demands significant initial investments. The costs associated with developing infrastructure, providing employee training, and ensuring proper integration can be prohibitive for smaller businesses. As a result, many organizations may hesitate

to adopt blockchain solutions due to budget constraints.

2.7 Regulatory and Compliance Barriers

Blockchain adoption is often hindered by evolving regulatory frameworks. Countries enforce different rules regarding data storage, digital transactions, and blockchain usage in business operations. Ensuring compliance across diverse legal environments is complex for companies operating in global markets.

2.8 Stakeholder Collaboration and Adoption

Successful blockchain deployment requires cooperation among various stakeholders, including suppliers, manufacturers, distributors, and consumers. Convincing all participants to adopt the new system and actively share data is often challenging. Moreover, some stakeholders may resist blockchain adoption if they perceive minimal immediate benefits.

2.9 Environmental Impact

Certain blockchain consensus mechanisms, particularly Proof of Work (PoW), demand substantial computational power, resulting in high energy consumption. Companies pursuing sustainability goals may be reluctant to adopt energy-intensive blockchain solutions, posing additional challenges in industries striving for eco-friendly practices.

2.10 Trust and Market Perception

Although blockchain promises security and reliability, some businesses remain skeptical about its capabilities. Concerns regarding potential system vulnerabilities, fraud risks, or failure to deliver expected results may deter businesses from integrating blockchain solutions.

2.11 Complexity in Smart Contract Management

Smart contracts play a critical role in automating blockchain-based transactions. However, developing, deploying, and managing smart contracts requires technical expertise. Errors in contract logic or improper execution could lead to disruptions in supply chain processes or financial losses. Implementing error-free smart contracts demands meticulous design and rigorous testing to mitigate risks.

3. BLOCKCHAIN BASICS

Blockchain technology has emerged as a powerful solution for addressing the critical challenges in supply chain transparency and traceability. Despite its complexities, blockchain offers enhanced security, accountability, and efficiency in various industries. Understanding the core principles and elements of blockchain is essential to unlocking its potential for improving supply chain management.

3.1 Decentralization

- Blockchain operates on a decentralized architecture where no single authority controls the entire network. Instead, the system relies on distributed nodes that maintain copies of the blockchain ledger, ensuring all data is accessible to authorized participants.
- This decentralized nature reduces the risk of data manipulation or corruption, as any unauthorized change would require compromising the majority of nodes an extremely challenging task. This feature significantly enhances the reliability and trustworthiness of data in the supply chain.

3.2 Immutability

- Immutability ensures that once a record is added to the blockchain, it cannot be altered or erased. Each block is linked to its predecessor using cryptographic hashes, forming a secure chain of records.
- This characteristic plays a crucial role in supply chain management by preserving accurate product histories, minimizing the risk of fraudulent activities, and enhancing consumer trust in product authenticity.

3.3 Smart Contracts

- Smart contracts are programmable agreements that execute automatically when predefined conditions are satisfied. These contracts are written in code and stored directly on the blockchain, eliminating the need for intermediaries.
- In supply chains, smart contracts can automate key processes such as inventory management, payment settlements, and product verification. For instance, when a shipment reaches a designated location, a smart contract can trigger an automatic release of funds to the supplier, ensuring timely and accurate transactions.

3.4 Key Components of Blockchain Technology

- 1. **Blocks:** A block contains data about transactions, timestamps, and references to the previous block's hash. This structure maintains data consistency and prevents tampering.
- 2. **Hashing:** Each block has a unique cryptographic hash that identifies its contents. Any modification to the data will alter the hash, making unauthorized changes instantly detectable.
- 3. **Consensus Mechanisms:** Blockchain networks utilize consensus algorithms to validate transactions. These mechanisms ensure agreement among participants without relying on a centralized authority.
 - Proof of Work (PoW): This method requires participants (miners) to solve complex mathematical puzzles to validate transactions. While secure, PoW systems can be resource-intensive.
 - o **Proof of Stake (PoS):** PoS selects validators based on the number of tokens they own and are willing to "stake." This method is more energy-efficient and is

gaining popularity in blockchain ecosystems.

- 4. **Nodes:** Nodes are individual devices that participate in the blockchain network. Full nodes maintain a complete copy of the blockchain, while lightweight nodes store only essential data. Nodes play a vital role in validating transactions and ensuring data integrity.
- 5. **Cryptographic Keys:** Blockchain relies on public and private keys for secure transactions. Public keys serve as user addresses, while private keys provide exclusive access to authorize transactions. This dual-key system ensures robust security for data and transactions.

3.5 Key Benefits of Blockchain Technology

- 1. **Enhanced Security:** Blockchain leverages encryption and consensus mechanisms to secure data, making it highly resistant to hacking, tampering, or data loss.
- 2. **Improved Transparency:** Blockchain maintains a permanent, shared ledger accessible to all participants. This openness ensures accountability, reduces information asymmetry, and fosters trust.
- 3. **Operational Efficiency:** By eliminating intermediaries, blockchain reduces transaction costs and minimizes delays. Smart contracts further enhance efficiency by automating routine processes.
- 4. **Data Resilience:** Due to its decentralized structure, blockchain networks remain operational even if multiple nodes fail, ensuring continuous system availability.

3.6 Real-World Applications of Blockchain

- **Supply Chain Management:** Blockchain enables end-to-end visibility across supply chains, ensuring product authenticity, reducing counterfeiting, and improving traceability.
- **Healthcare:** Blockchain securely manages patient records, facilitating seamless data sharing between healthcare providers while ensuring data privacy and integrity.
- **Voting Systems:** Blockchain-based voting platforms improve election transparency, minimize tampering risks, and enhance voter trust.
- **Financial Services:** Blockchain streamlines cross-border payments, facilitates faster transactions, and enhances fraud detection in banking systems.

Blockchain's robust features position it as a transformative technology for industries seeking secure, transparent, and efficient systems. By integrating blockchain into supply chain management, businesses can achieve improved traceability, reduced fraud risks, and enhanced operational performance.

4. USE CASE OVERVIEW

Supply chain management is vital in ensuring the efficient movement of goods and services. As products pass through various stages—from manufacturers to distributors, retailers, and consumers—managing this complexity becomes increasingly challenging. Traditional systems often lack real-time visibility, creating vulnerabilities such as fraud, errors, and inefficiencies. Blockchain technology offers a promising solution by providing decentralization, immutability, and enhanced security.

This use case explores how blockchain can improve supply chain transparency and traceability, enabling businesses and consumers to track products in real-time throughout their journey.

4.1 Objectives

The primary objectives of leveraging blockchain for supply chain transparency and traceability are:

I. Enhanced Transparency: Providing all stakeholders (manufacturers, suppliers, distributors, retailers, and consumers) with immutable, real-time information about product movements. II. Provenance Tracking: Ensuring accurate documentation of product origins, production methods, certifications, and transport history to confirm authenticity and quality. III. Improved Trust: Blockchain's decentralized nature prevents data manipulation, fostering trust among stakeholders. IV. Fraud and Error Reduction: Recording transactions on the blockchain reduces the risk of counterfeiting, fraud, and inventory errors. V. Transaction Efficiency: Smart contracts automate tasks like payments and compliance checks, improving operational efficiency. VI. Sustainability and Compliance: Blockchain offers clear audit trails that support regulatory and environmental standards.

4.2 Scope

The use case applies to a broad range of industries, though this example focuses on a generic supply chain model involving various stakeholders:

I. Product Lifecycle Documentation: Tracks materials from sourcing to production, transportation, and sale. II. Supply Chain Participants: Includes manufacturers, suppliers, distributors, and retailers. III. Smart Contracts: Automates agreements and actions between participants. IV. Real-Time Tracking: Ensures continuous monitoring of goods throughout the supply chain.

4.3 Stakeholders Involved

I. Suppliers: Provide raw materials or components. II. Manufacturers: Produce finished goods from raw materials. III. Logistics Providers: Manage transportation and storage. IV. Retailers: Sell the products to consumers. V. Consumers: End-users who purchase and use the products. VI. Regulators: Ensure compliance with industry standards and regulations (e.g., FDA, ISO).

4.4 Architecture

The blockchain-based supply chain architecture includes multiple layers and components:

A. Blockchain Layer

Blockchain Network: Permissioned blockchains (e.g., Hyperledger Fabric, Corda) are commonly used for controlled access. II. **Immutability and Transparency:** Each transaction is securely recorded as a block linked to previous entries, ensuring auditability.

B. Data Input Layer

IoT Devices: RFID tags, GPS trackers, and sensors capture real-time data about product location, conditions, and handling. II. **Manual Input:** Staff can log data via secure applications to ensure details like certifications are recorded. III. **Smart Devices for Validation:** Cameras and scanners can confirm product identity and trigger data updates on the blockchain.

C. Smart Contract Layer

Automated Actions: Smart contracts execute predefined actions when conditions are met, such as automatic payments upon delivery. II. **Dispute Resolution:** Smart contracts can enforce resolutions for contract breaches, reducing delays.

D. User Interface Layer

Dashboard: Displays real-time data like product origins, certifications, and location. II. **Mobile Apps:** Allow stakeholders to access data easily; consumers can verify authenticity by scanning QR codes. III. **Notifications:** Alert stakeholders about milestones such as shipments or payment deadlines.

E. Integration with External Systems

ERP Systems: Blockchain can connect with ERP platforms for synchronized processes like inventory and sales. II. **Regulatory Compliance Tools:** Blockchain data can simplify regulatory audits and ensure industry standards are met.

4.5 Security and Privacy

Blockchain ensures data security through:

Encryption: Data is encrypted to restrict unauthorized access. II. **Access Control:** Permissioned blockchains control user access to ensure data confidentiality. III. **Auditability:** All transactions are permanently recorded, creating an immutable audit trail.

4.6 Benefits

I. Enhanced Transparency: Ensures verifiable product data is accessible to stakeholders. II. Fraud Reduction: Immutability reduces risks of counterfeiting and fraud. III. Efficiency: Automation minimizes human errors and improves workflow. IV. Real-Time Tracking: Provides businesses with improved logistics control and inventory management.

5. IMPLEMENTATION

5.1 Define the Supply Chain Workflow:

- Identify stakeholders: Manufacturers, Suppliers, Distributors, Retailers, Consumers.
- Determine what data will be stored: Product ID, Origin, Timestamp, Ownership, Quality Checks.
- Define key operations: Product Registration, Ownership Transfer, Verification.

5.2 Choose the Blockchain Type:

- Private Blockchain (e.g., Hyperledger, Quorum): Faster, controlled access, for internal business use.
- Hybrid Blockchain (e.g., Ethereum, VeChain): Public verification while keeping sensitive data private.
- Public Blockchain (e.g., Ethereum, Polygon): Fully transparent but higher transaction costs.

5.3 Design Smart Contracts for the Supply Chain:

- Product Registration: Manufacturers create immutable records.
- Ownership Transfer: Smart contract verifies authenticity before transfer.
- Condition Tracking: IoT devices can push storage conditions to blockchain.
- Customer Verification: Consumers scan QR codes to verify authenticity.

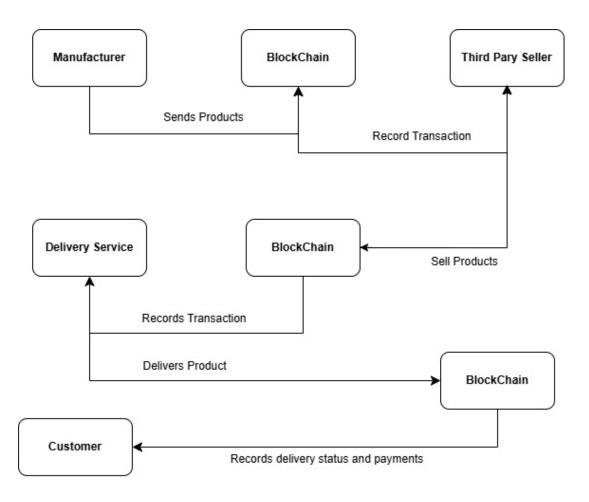
5.4 Develop & Deploy Smart Contracts:

```
// SPDX-License-Identifier: MIT
pragma solidity ^0.8.0;
contract SupplyChain {
  struct Product {
    string name;
    string origin;
    uint timestamp;
    address owner;
  mapping(uint => Product) public products;
  uint public productCount;
  event ProductRegistered(uint productId, string name, string origin, address owner);
  event OwnershipTransferred(uint productId, address oldOwner, address newOwner);
  function registerProduct(string memory _name, string memory _origin) public {
    productCount++;
    products[productCount] = Product(_name, _origin, block.timestamp, msg.sender);
    emit ProductRegistered(productCount, _name, _origin, msg.sender);
  }
```

```
function transferOwnership(uint _productId, address _newOwner) public {
    require(products[_productId].owner == msg.sender, "Only owner can transfer");
    address oldOwner = products[_productId].owner;
    products[_productId].owner = _newOwner;
    emit OwnershipTransferred(_productId, oldOwner, _newOwner);
    }
}
```

5.5 Integrate IoT & QR Code for Real-Time Tracking:

- IoT Sensors: Store temperature, humidity, GPS location on blockchain.
- QR Codes: Consumers scan to verify product authenticity on-chain.



6. ADVANTAGES

Using blockchain for supply chain transparency and traceability offers a range of unique advantages, revolutionizing traditional methods and enhancing overall efficiency:

6.1 Unparalleled Transparency

- **Instant Visibility:** Blockchain empowers stakeholders with real-time insights into product movement, ensuring everyone involved can access synchronized, up-to-date information.
- **Data Integrity:** The immutable nature of blockchain records ensures that once data is logged, it cannot be modified, fostering trust and ensuring data accuracy.

6.2 Advanced Traceability

- Full-Cycle Tracking: Blockchain tracks product journeys from origin to destination, facilitating precise identification of sources, improving accountability, and minimizing supply chain risks.
- Audit-Ready Records: The blockchain's transparent ledger simplifies auditing processes by providing a clear trail of verified transactions, improving traceability and regulatory compliance.

6.3 Robust Security

- Encryption-Driven Protection: Blockchain's cryptographic features secure data against tampering, enhancing privacy and ensuring secure transactions.
- **Decentralized Structure:** By removing centralized control, blockchain eliminates single points of failure, reducing the risk of cyberattacks or data breaches.

6.4 Fraud Mitigation and Counterfeit Prevention

- **Verifiable Product Origin:** Blockchain ensures each participant can trace product authenticity, reducing counterfeit risks and ensuring secure transactions.
- **Immutable Ledger:** With records being permanent and tamper-proof, fraudulent activities and data manipulation become virtually impossible.

6.5 Collaborative Ecosystem

- **Unified Data Sharing:** Blockchain fosters trust and cooperation among supply chain partners by ensuring all participants access the same verified data.
- Automated Agreements: Smart contracts streamline operations by automating critical processes like approvals, payments, and shipment releases, reducing errors and delays.

6.6 Process Optimization

- **Operational Streamlining:** Blockchain eliminates paper-based processes and minimizes intermediaries, accelerating transactions and lowering administrative costs.
- Expedited Workflows: Automated approvals, payments, and data sharing contribute to faster product movement and improved efficiency.

6.7 Enhanced Compliance and Reporting

- Accurate Data Management: Blockchain's detailed transaction records simplify regulatory compliance by ensuring precise data entry for product safety, environmental standards, and ethical sourcing.
- Effortless Auditing: Transparent and immutable records reduce audit complexity, ensuring efficient and accurate compliance reporting.

6.8 Consumer Empowerment and Loyalty

- **Source Verification:** Consumers can access reliable information about product origins, certifications, and ethical practices, strengthening trust in brands.
- Authenticity Assurance: Blockchain's secure verification mechanisms reduce the risk of counterfeit purchases, enhancing customer satisfaction and loyalty.

6.9 Cost Reduction

- Lower Administrative Expenses: Reducing paperwork and manual processes leads to significant cost savings.
- Fraud Prevention Savings: Blockchain's fraud prevention capabilities further reduce losses caused by deceptive activities.

6.10 Sustainability Focus

- Environmental Impact Monitoring: Blockchain enables businesses to track product environmental footprints throughout their lifecycle, empowering sustainable choices.
- **Resource Optimization:** Real-time tracking supports improved demand forecasting, minimizing overproduction and reducing waste.

7. CHALLENGES

While blockchain presents significant advantages for enhancing supply chain transparency and traceability, organizations may encounter several challenges when adopting this technology. These include:

7.1 Scalability Issues

- **Transaction Speed:** Blockchain networks, especially public ones like Ethereum, can experience slow transaction speeds as data volumes and participants increase. This may hinder large-scale supply chains requiring fast data processing.
- **Network Congestion:** As more entities join the blockchain, congestion may arise, delaying information validation and transaction processing.

7.2 High Initial Costs

- **Implementation Expenses:** Establishing a blockchain-powered supply chain system demands substantial investment in infrastructure, software, and expertise, posing challenges for smaller businesses.
- **Integration Challenges:** Integrating blockchain with legacy supply chain systems can be complex and costly, requiring technical expertise and additional resources.

7.3 Data Privacy Concerns

- Sensitive Information Exposure: Blockchain's transparency may risk exposing confidential business data, such as pricing, trade secrets, or supplier details, particularly in public blockchains.
- Access Control: Ensuring appropriate access permissions for sensitive data is crucial and can be complex when dealing with international regulations.

7.4 Adoption and Standardization Challenges

- Lack of Global Standards: The absence of universally accepted blockchain protocols complicates interoperability between different platforms and supply chain participants.
- **Resistance to Change:** Businesses may resist blockchain adoption due to concerns about disruption, knowledge gaps, or stakeholder reluctance.

7.5 Complexity in Data Entry and Maintenance

- **Human Error:** Blockchain relies on accurate data input. Incorrect or incomplete entries can compromise data integrity and reduce system reliability.
- **Data Quality Maintenance:** Ensuring consistent and up-to-date records across all participants demands ongoing effort.

7.6 Regulatory and Legal Challenges

- **Legal Acceptance:** Some jurisdictions may not yet recognize blockchain transactions, adding uncertainty to its legal standing in supply chains.
- Compliance Issues: Blockchain's immutable nature may conflict with data privacy

regulations such as GDPR's "right to be forgotten."

7.7 Energy Consumption

- **Environmental Impact:** Blockchain networks utilizing energy-intensive consensus mechanisms like Proof of Work (PoW) can significantly increase carbon footprints.
- **Sustainability Concerns:** Energy consumption challenges may conflict with companies' environmental goals, particularly in resource-heavy industries.

7.8 Interoperability Issues

- **Diverse Blockchain Platforms:** Ensuring seamless communication between platforms such as Ethereum, Hyperledger, and others presents technical challenges.
- **System Integration:** Aligning blockchain solutions with existing enterprise resource planning (ERP) and supply chain management tools requires specialized expertise.

7.9 Lack of Skills and Expertise

- Shortage of Skilled Workforce: Blockchain implementation demands expertise in both blockchain development and supply chain processes. Finding qualified professionals may be difficult.
- **Training Needs:** Organizations must invest in workforce training to effectively adopt and maintain blockchain systems.

7.10 Privacy in Public vs. Private Blockchains

- Public vs. Private Networks: Public blockchains offer full transparency but may compromise confidentiality, while private blockchains reduce decentralization but offer improved data control.
- **Balancing Privacy and Transparency:** Managing the appropriate level of visibility while protecting sensitive information remains a challenge.

7.11 Network and System Downtime

- **Reliability Issues:** Despite decentralization, blockchain systems are still susceptible to network outages or technical disruptions.
- **Smart Contract Risks:** Coding errors or vulnerabilities in smart contracts may cause unexpected failures, delays, or financial losses.

7.12 Adoption by All Stakeholders

- **Full Network Participation:** For blockchain to deliver maximum value, widespread adoption across all supply chain participants is essential. A lack of engagement from smaller entities can disrupt the system's integrity.
- **Diverse Technical Capabilities:** Supply chains involve stakeholders with varying technical expertise, making consistent implementation and maintenance challenging.

8. CONCLUSION

Blockchain technology presents a transformative opportunity to reshape industries by offering secure, transparent, and efficient transaction management. Its integration into supply chains empowers businesses with enhanced visibility, accountability, and fraud prevention. While challenges such as scalability, integration costs, and regulatory concerns persist, overcoming these obstacles through innovation and collaboration can unlock blockchain's full potential. By fostering trust among stakeholders and streamlining processes, blockchain not only drives operational efficiency but also supports sustainable development goals. Its role in ensuring data integrity, promoting equitable access to resources, and enhancing educational systems underscores its value beyond conventional industries, positioning blockchain as a catalyst for global progress and innovation.

9. SDG's ADDRESSED

Blockchain technology significantly supports key United Nations Sustainable Development Goals (SDGs) by enhancing supply chain transparency, accountability, and sustainability. The most relevant SDGs that blockchain can contribute to include:

1. SDG 8: Decent Work and Economic Growth Justification:

- Blockchain helps enforce fair labor practices by providing traceable records of wages, working conditions, and resource allocation.
- This ensures workers are treated ethically and fairly, reducing exploitation in global supply chains.

2. SDG 9: Industry, Innovation, and Infrastructure Justification:

- By enabling secure data sharing, real-time tracking, and process automation through smart contracts, blockchain enhances supply chain resilience.
- It fosters innovation and strengthens infrastructure by improving efficiency and reducing vulnerabilities.

3. SDG 12: Responsible Consumption and Production Justification:

- Blockchain improves product traceability, enabling companies to adopt sustainable practices by tracking product lifecycles.
- It helps reduce waste, improve resource efficiency, and support circular economy principles.

4. SDG 16: Peace, Justice, and Strong Institutions

Justification:

- Blockchain's transparency and immutability create tamper-proof audit trails, ensuring ethical practices and reducing corruption.
- It enhances accountability in supply chain operations, promoting trust and fairness.

By integrating blockchain solutions aligned with these SDGs, businesses can foster sustainable development, promote ethical practices, and drive global progress.

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11. APPENDIX A

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