



ASIAN PRODUCTIVITY ORGANIZATION

PROJECT IMPLEMENTATION PLAN

8 January 2016

1. **Project Code** 14-RP-12-GE-DON-C-05
2. **Project Title** Development of the Center of Excellence
3. **Project Activity** Research on GP for the Base of the Pyramid for Sustainable Development in APO Member Countries
4. **Timing and Duration** May 2016–April 2017 (one year)
Coordination meeting: 3–5 May 2016 (three days) in Taipei, Republic of China
5. **Venue** Participating member countries
6. **Number of Participating Countries** One chief expert and up to six national experts from India, Indonesia, Malaysia, Philippines, Thailand, and Vietnam.
7. **Closing Date for Nomination of National Experts** 21 March 2016
8. **Objectives**
 - a. To explore “base of the pyramid” (BoP) business strategies and approaches to achieve sustainable development in the region;
 - b. To examine the contributions of the BoP business model to environmental protection; and
 - c. To make proposals that will enhance GP integration into the BoP business model strategy.

9. Background

Stuart Hart and C.K. Prahalad (2002) articulated the concept of the “base of the pyramid” (BoP) which segments the market into layers including a substantial base comprising the low-income group in the economic strata. In its broadest sense, the BoP denotes two interrelated concepts: 1) a socioeconomic designation for the 4 billion individuals that live primarily in developing countries and whose annual per capita incomes fall below US\$1,500 in purchasing power parity terms; and 2) an emerging field of business strategy that focuses on products, services, and enterprises to serve people in the base of the world’s income pyramid. Recent studies indicate that the BoP business activities by multinational and local companies could well serve the needs of people at the base of the pyramid that could contribute to poverty reduction and sustainable development while generating profits in the long run. The other contention of this model is that low prices and easy access to products and services will help the poor increase their productivity and purchasing power as well.

The APO has long promoted the adoption of Green Productivity (GP) as an approach to achieve economic prosperity along with sustainable development. In this regard, GP has been regarded as a key strategy to achieve not only productivity increases but also positive contributions to the environmental friendliness. To heighten awareness among organizations, companies, and individuals of the need for continuous improvement and innovative approaches, the COE on GP is undertaking this research to examine possible contributions and opportunities for the BoP-targeted GP activities to improve the quality of life of the people in the BoP while underpinning sustainable development. In particular, it will explore how the BoP approach interacts with issues such as eco-business, renewable energy, recycling industries, eco-agriculture, etc. while serving the interests of the poor. It is envisioned that the output of this research will support overall GP approaches of the APO in spreading environmentally sustainable solutions and development in the region.

10. Scope and Methodology

Scope:

- 1) Coordination Meeting: A coordination meeting of experts will be held 3–5 May 2016 in Taipei, Republic of China. The tentative topics to be covered in the meeting are:
 - a. What are the BoP and BoP framework?;
 - b. Relationships among the BoP, poverty, and development;
 - c. New business strategies under the BoP model; and
 - d. BoP and sustainable development.
- 2) Conducting in-country research: Each national expert will gather primary and secondary data based on the agreed methodology and framework of the research. The experts will be responsible for analyzing the data and preparing a report for review and acceptance by the chief expert. The study will collect the needed inputs/data to be used in the study from stakeholders involved in the BoP business strategy and sustainable development in the country such as companies/multinational corporations, government agencies, and NGOs/community organizations.

Methodology:

The chief expert will draft the overall research framework and methodology for presentation and discussion during the coordination meeting. The report outline and format including contents will also be discussed in the meeting. Upon agreement, the national experts will adopt the agreed framework and methodology to conduct in-country research. The research will employ one chief expert who will lead the team of national experts in performing the study.

The tasks of the chief expert will include:

- a. Developing the research framework proposal containing the background, direction, and methodology for performing the research;
- b. Preparing and presenting the background materials on the subject of the research during the coordination meeting, including giving lectures to enhance the ability of national experts to understand the BoP and sustainable development;
- c. Providing overall coordination and advisory services to national experts in conducting the research in their countries;
- d. Reviewing the initial drafts of national experts' reports to ensure uniformity in the quality and format of the country reports; and
- e. Preparing the integrated analysis and overall conclusion of the research based on the individual national reports and ensuring that the final manuscript is completed and submitted to the APO Secretariat by the deadline of April 2017.

The tasks of national experts will include:

- a. Undertaking the research at the national level following the agreed methodology and guidelines;
- b. Collecting and analyzing the required data for analysis and writing up the findings following the agreed methodology and guidelines; and
- c. Submitting the report to the chief expert within the agreed timeframe.

11. Qualifications of National Experts

The nominated national experts must come either from universities, the Ministry of Environment, or research institutes/organizations that undertake BoP and sustainable development studies. Preference may be given to experienced researchers who have sufficient background in and knowledge of BoP, sustainable development, and development issues and who have access to data/information at the national level. The national experts must meet the following requirements to achieve the desired outcome:

- a. Excellent writing skills and have published articles, books, or substantive reports on the subject of BoP and sustainable development issues;
- b. Sufficient English proficiency to communicate with the APO Secretariat and the chief expert on matters relating to the research and to write a report in English; and
- c. A strong commitment to undertaking and completing the research within the timeframe.

12. Qualifications of the Chief Expert

The APO will appoint a chief expert for this project to guide the group of national experts in undertaking the research. The APO-appointed chief expert must have:

- a. Extensive knowledge of the BoP and sustainable development including an understanding of development issues in the country;
- b. Excellent writing skills and have published articles, books, or reports concerning the BoP and sustainable development, especially from the viewpoint of economic development, in English at the international level since the final integrated report will be written in English; and
- c. Strong commitment to undertaking and completing the research project within the given timeframe and producing the consolidated analysis of all national reports.

13. Financial Arrangements

To be borne by the APO

- a. Honoraria for the chief expert and national experts upon completion of the research;
- b. All assignment costs for the chief expert and national experts including daily subsistence allowances, miscellaneous expenses, and round-trip international airfare by the most direct route between the international airport nearest to the experts' place of work and Taipei for attending the coordination meeting for the research;
- c. Travel insurance coverage against accident and illness for all experts for the entire duration of the coordination meeting and travel; and
- d. Other local implementation costs not covered by the host country.

To be borne by experts or participating countries

- a. Any expenses incurred by the experts for extra stay at the venue before and/or after the official project period due to early arrival, late departure, or any other reason must be borne by the experts attending the coordination meeting; and
- b. All local implementation costs incurred by the national experts when conducting the research and related activities at the national level.

To be borne by the host country of the coordination meeting (Republic of China)

- a. Local implementation costs for the meeting package, room rental, and required equipment.

14. Actions by Member Countries

- a. For the selection of national experts, the member countries to be included in the research are requested to submit appropriate nominations (preferably more than two for consideration) by 21 March 2016.
- b. Each nomination should be accompanied by the candidate's biodata on the standard APO form in duplicate along with a passport-sized photograph. In addition to the standard APO form, nominees should also prepare a list of publications, research, and/or consulting projects they have undertaken in this field. A nomination lacking any of these documents will not be considered.
- c. The selection of national experts will be based strictly upon their professional qualifications and experience, academic background, and commitment to this research.

15. Preparatory Work by National Experts

The selected national experts will be required to gather data and conduct preliminary research on some statistics and data pertaining to the BoP and sustainable development at the country level. Detailed guidelines will be provided later. The preliminary findings will be presented at the coordination meeting in Taipei and will form the basis for further deliberations and development of the research with the guidance of the chief expert.



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