

**Challenges and opportunities in Africa:
Healthcare and business of Ethiopia
HCMG 890 Syllabus**

Location: Ethiopia

Duration: 4 days

Dates: March 4 - 7, 2019 (Arriving Sunday, March 3, 2019)

Course Instructors

Ezekiel J. Emanuel

Vice Provost for Global Initiatives

Diane v.S. Levy and Robert M. Levy University Professor

Professor of Health Care Management, Wharton School

Chair of the Department and Medical Ethics and Health Policy Medical Ethics, Perelman School of Medicine

Heather Schofield

Assistant Professor

Department of Medical Ethics and Health Policy, Perelman School of Medicine

Operations, Information, and Decisions, The Wharton School

Course Staff

Nicole Schiegg

Global Strategy and Communications Consultant

Teaching Assistants

Alison Noji

Associate Director, Penn Global

Others, TBD

COURSE OVERVIEW

The course will explore the tremendous opportunities and challenges of business, aid, and other activities in Africa by an in-depth examination of the current situation in Ethiopia. Students will appreciate the complex but growing dynamics of the economic, political, and social sectors in Africa.

Ethiopia is both unique and typical of Africa. Unlike every other country in Africa, it has been independent for over 2,000 years except for brief occupation by Italy from 1936 to 1941. It is huge in every way—it is twice the size of Texas with a population of over 105 million people, the second largest in Africa, and a high population growth rate of 2.9% (10th in the world). Only 20.8% of the country is urban and about half the adult population is illiterate.

Ethiopia is a country still steeped in tradition and history, but also aggressively trying to achieve economic prosperity for its people, even as the vast majority still live in poverty as rural farmers and pastoralists. Nevertheless, the Ethiopian economy has been growing at a considerable and significant rate. Its GDP is just USD 76.9 billion (a GDP of approximately USD 830 per capita) and only USD 3 billion in exports. But it has had sustained high growth (10.9% estimated in 2017) for years.

Ethiopia is worth studying as a paradigmatic case of new Africa for several reasons. It is a locus of relative stability, strongly supported by the US government, with highly volatile neighbors that include Somalia, Eritrea, and Sudan. While, historically, its government is authoritarian and can be repressive (like Rwanda), it is strongly committed to development for the benefit of the country's population. Prime Minister Abiy Ahmed, who recently assumed office in April 2018 as the leader of the ruling Ethiopian People's Revolutionary Democratic Front (EPRDF), has launched a series of [drastic, progressive reforms](#) in the short time he's been in the office.

This course will examine efforts to develop predominantly by focusing on three sectors. Through a series of site visits both in the capital and in the Oromia region, we will:

1. **Examine foreign investments** to understand the investment atmosphere and potential.
2. **Explore the agriculture sector**, which employs the majority (72.7%) of Ethiopia's labor force of over 50 million.
3. **Examine the health sector** where Ethiopia has been a pioneer in getting basic healthcare to the largely rural population through the innovative health extension worker program and some market based incentives for hospitals and health care workers.

Through the course, students will also **understand the complex political dynamics of the country** and the region by meeting with Ethiopian government officials, as well as members of the U.S. embassy and aid organizations.

GRADING AND EXPECTATIONS

Students will be asked to read a selection of articles and book chapters covering an array of topics from healthcare to politics. Students will be evaluated on the criteria provided below.

Participation*

Students are expected to participate in all classroom discussions, lectures and site visits. Students should be fully prepared to engage in each activity by reading the course materials and completing the accompanying assignments.

*Please note that attendance at the pre-departure sessions is mandatory. For those who are not able to travel to Philadelphia, we will provide you with the option to join via teleconference (BlueJeans).

Pre-Departure Assignments

Prior to the course trip, students will be asked to complete an assignment (e.g., PowerPoint presentation) as a means to prepare for the meetings, site visits and other activities planned in Ethiopia.

Final Paper

A final paper will be due a couple of weeks after the conclusion of the trip in Ethiopia. An example of the assignment could be:

Write a 3-5 page memo to Prime Minister of Ethiopia outlining the reforms and changes you would recommend to facilitate expansion and efficiency of one or more of the sectors we examined—healthcare, agribusiness, and industrial – from public, private and FDI perspectives. In the memo, students should also define how to measure the success of these recommendations.

EXAMPLE LIST OF ASSIGNMENTS (FROM 2018)

To provide you with an idea of the course, following is the list of reading materials for the [2018 course](#). Students will be contacted in early January (2019) with an updated copy of the syllabus, which will include reading assignments and materials.

Books and Articles

Students will be required to read a selection of articles, op-eds, and books. All materials will be uploaded to the course's Canvas page.

Required Reading for February 2018

Please read the following chapters from Nega Mezlekia's book, *Notes from the Hyena's Belly: An Ethiopian Boyhood* (2000), by the first pre-departure session.

- The Devil-Tamers (Book Two: Clouds)
- The Exorcists (Book Two: Clouds)
- Window on History (Book Three: Storm)
- The Power Brokers (Book Three: Storm)
- Seven Months of Darkness (Book Three: Storm)
- An Enfeebled Sun (Book Three: Storm)

Additional Required Reading for 2018

- Select chapters from: de Waal, Alex. (2015). *The Real Politics of the Horn of Africa: Money, War, and the Business of Power*.
 - Chapter 2: The Political Marketplace: Politics is Business and Business is Politics
 - Chapter 3: The Horn of Africa: Subcontinental War in Three Acts
 - Chapter 10: Ethiopia: Is State-Building Still Possible?
 - Chapter 11: Transnational Patronage and Dollarization (optional)
 - Chapter 12: Towards a More Perfect Marketplace? (optional)
- Select articles, including:
 - Blattman, Christopher & Dercon, Stefan. (April 2017). Everything we knew about sweatshops was wrong. *The New York Times*. Retrieved from: <https://www.nytimes.com/2017/04/27/opinion/do-sweatshops-lift-workers-out-of-poverty.html>
 - de Freytas-Tamura, Kimiko. (November 2017). 'We are everywhere': How Ethiopia became a land of prying eyes. *The New York Times*. Retrieved from: <https://www.nytimes.com/2017/11/05/world/africa/ethiopia-government-surveillance.html>
 - Gardner, Tom (December 2017). 'Addis has run out of space': Ethiopia's radical redesign. *Guardian Cities*. Retrieved from: <https://www.theguardian.com/cities/2017/dec/04/addis-ababa-ethiopia-redesign-housing-project>
 - Geddes, Linda (January 2016). Meet the young women leading the way in Ethiopia's TB fight. *New Scientist*. Retrieved from: <https://www.newscientist.com/article/dn28737-meet-the-young-women-leading-the-way-in-ethiopias-tb-fight/>
 - Kushkush, Isma'il (March 2015). Ethiopia, Long Mired in Poverty, Rides an Economic Boom. *The New York Times*. Retrieved from:

http://www.nytimes.com/2015/03/04/world/africa/ethiopia-an-african-lion-aspires-to-middle-income-by-2025.html?_r=1

- Mengiste, Maaza (June 2013). The Nile belongs to Ethiopia too. *The Guardian*. Retrieved from: <http://www.theguardian.com/commentisfree/2013/jun/19/nile-belongs-to-ethiopia-too>
- Rosen, Armin (July 2012). The Zenawi Paradox: An Ethiopian Leader's Good and Terrible Legacy. *The Atlantic*. Retrieved from: <http://www.theatlantic.com/international/archive/2012/07/the-zenawi-paradox-an-ethiopian-leaders-good-and-terrible-legacy/260099/>
- Optional - Rosenberg, Anna (February 2016). Sub-Saharan Africa's Most and Least Resilient Economies. *Harvard Business Review*. Retrieved from: <https://hbr.org/2016/02/sub-saharan-africas-most-and-least-resilient-economies>
- Sifferlin, Alexandra (January 2018). Meet the five-year-old boy Bill Gates put on the cover of TIME. *Time*. Retrieved from: <http://time.com/5071035/meet-the-five-year-old-boy-bill-gates-put-on-the-cover-of-time/>
- Additional resources, including:
 - Gabre-Madhin, Eleni. (June 2007). A commodities exchange for Ethiopia. TEDGlobal 2007. Retrieved from: https://www.ted.com/talks/elene_gabre_madhin_on_ethiopian_economics?language=en

COURSE OUTLINE

2019 PRE-DEPARTURE SESSIONS*

Please note that attendance at the pre-departure sessions is mandatory. For those who are not able to travel to Philadelphia, we will provide you with the option to join via teleconference (BlueJeans). For those joining the class in Philadelphia, a light dinner will be available.

**Dates and times of the pre-departure orientation sessions are subject to change. All changes will be posted to Canvas.*

February 12, 2019 **Pre-Departure Lecture #1**
7 - 8:30 PM | TBD, Philadelphia

February 19, 2019 **Pre-Departure Lecture #2**
7 - 8:30 PM | TBD, Philadelphia

February 26, 2019 **Pre-Departure Lecture #3**
7 - 8:00 PM | TBD, Philadelphia

EXAMPLE ITINERARY: 2018 TRIP SCHEDULE

The 2019 trip schedule is under development. For your reference, following is the trip schedule from the [2018 course](#). All meetings and site visits were subject to change.

The dates for the 2019 trip will be March 4 - 7, 2019. Students should plan to arrive in Addis Ababa, Ethiopia by Sunday, March 3, 2019 for the Welcome Dinner.

March 4, 2018 (SUNDAY)

7:00 PM **Welcome Dinner**
Lalibela Room, Radisson Blu Hotel, Addis Ababa

March 5, 2018 (MONDAY)

9:00 AM **Kick-Off Meeting**
Warka Conference Room, Radisson Blu Addis Ababa

10:15 AM **Coffee Break**

10:30 AM **Panel Discussion: Business in Ethiopia**
Warka Conference Room, Radisson Blu Addis Ababa

Panelists:

- Dr. Arega Yirdaw, CEO, Midroc Ethiopia
- Ms. Berhane Demissie, Managing Partner, Cepheus Growth Capital Partners
- Mr. Omer Bomba Mohammed, Managing Partner, Veritas Consulting
- Ato Taye Dibekulu, CEO, United Bank
- Mr. Zemedeneh Negatu, Global Chairman, Fairfax Africa Fund, LLC

12:30 PM **Lunch (Buffet)**
Radisson Blu Addis Ababa

2:00 PM **Visit: Bole Lemi Industrial Park**
Students will have the opportunity to visit an industrial park around Addis Ababa to learn and witness the industrial transformation in Ethiopia.

Departure from Bole Lemi Industrial Park: 4:30 PM; Return to hotel by 5:00 PM.

7:00 PM **Dinner & Discussion with Special Guest**
Grand Reve Restaurant, Addis Ababa
Special Guest: Mr. Ayesheshim Teka

Students will have the opportunity to meet with a prominent Ethiopian business leader and entrepreneur to learn about him and his personal history and, by

extension, to contextualize the political, economic, and social narratives of Ethiopia.

March 6, 2018 (TUESDAY)

- 6:45 AM** **DEPARTURE**
Meet in the hotel lobby by 6:45 AM. Buses will leave promptly at 7:00 AM.
- A continental breakfast will be provided to us by the hotel, beginning at 6:00 AM.**
- 9:30 AM** **Visit: Health Extension Worker Program**
Students will travel to the Gimbichu district to meet with health office leaders and staff, visit a health post and households, and observe the overall health extension program activities in the Chefe Donsa health center.
- 12:00 PM** **Drive to Bishoftu & Lunch**
- 1:30 PM** **Visit: Bishoftu Hospital**
Students will meet Hospital in-charge and team to learn about the healthcare financing reform program, and visit different departments.
- Departure from Bishoftu Hospital: 4:00pm, Return to Addis Ababa by 6:00pm.*
- 7:00 PM** **Dinner & Discussion: Healthcare in Ethiopia**
Warka Conference Room, Radisson Blu Addis Ababa
Special Guest: Professor Yifru Berhan Mitke, Minister of Health for Ethiopia
- Students will have the opportunity to meet with a leading Ethiopian politician to discuss health and healthcare initiatives in the country.*

March 7, 2018 (WEDNESDAY)

- 5:45 AM** **DEPARTURE**
Meet in the hotel lobby by 5:45 AM. Buses will leave promptly at 6:00 AM.
- A “grab and go” breakfast will be provided to us by the hotel, beginning at 5:00 AM.**
- 9:00 AM** **Visit: Afriflora (Floral Farm)**
Students will examine foreign investments by the flower farm recently bought by the American private equity firm to understand the investment atmosphere and potential. The site visit will include a presentation and tour of the farm. Students will have the opportunity to further discuss the opportunities and challenges of conducting business in Ethiopia, and explore the various Afriflora facilities, including the greenhouses, cold rooms, school, and hospital.

Departure from Afriflora: 2:00 PM, Return to Addis Ababa by 6:00 PM.

6:00 PM

OPEN

Dinner

Students may use the evening to try a restaurant of their choice. Suggestions are provided below:

- Ethiopian/Habesha : Dashen, Kaba, Kategna, Yod Abysinnia
- Italian: Castelli, Gusto, Mamma Mia, Abucci, Giordana's Kitchen , Top view
- Indian: Sangham, Shaheen, Zaika
- Middle Eastern: Aladdin, Al Lebnany, Bait Al Mandi
- American: Sishu Burger, Savor
- Continental: Five loaves, Diplomat, MKs
- Greek: Greek club
- Asian: Four seasons, HangKang, Sichuan

March 8, 2018 (THURSDAY) – International Women’s Day

TBD

DEPARTURE

Morning

Visit: Kana Television

Students will be able to tour the facilities, and engage in a discussion about the role of the private sector in media and the responsibility of informing citizenry.

Visit: Zaaf

Students will be able to tour the workshop and engage in a discussion about the challenges and opportunities of doing business in Ethiopia.

Visit: Ethiopian Commodity Exchange (ECX) (TBC)

The Ethiopia Commodity Exchange (ECX) is an organized marketplace, where buyers and sellers come together to trade, assured of quality, quantity, payment, and delivery. The Exchange is jointly governed by private-public Board of Directors.

12:30 PM

Lunch & Discussion with USAID Mission Director

Warka Conference Room, Radisson Blu Addis Ababa
Special Guest: Ms. Leslie Reed, USAID Mission Director

Students will have an opportunity meet with the USAID Mission Director to learn how U.S. investments have impacted and influenced the development of Ethiopia.

2:00 PM

Panel Discussion: Women’s Role with Health and Development in Ethiopia

Warka Conference Room, Radisson Blu Addis Ababa

Late Afternoon

Meeting with Government Official (TBC)

Warka Conference Room, Radisson Blu Addis Ababa

Students will have the opportunity to meet with a leading Ethiopian politician to address the complex dynamics of the country and the region.

OR

Final Wrap-up Session

Warka Conference Room, Radisson Blu Addis Ababa