



THE 39 COUNTRY INITIATIVE

<https://www.ivey.uwo.ca/internationalbusiness/39-country-initiative/>

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May 10, 2018

Management education in Africa, particularly in the poorest countries, suffers from the greatest resource constraints of any continent on earth.

Three major challenges exist:

1. Lack of current teaching material
2. Very expensive books/photocopies so insufficient quantity of materials available
3. Too few qualified faculty

The Ivey Business School has established a three-pronged strategy to help improve management education in the world's poorest countries, especially those in Africa. The primary purpose of its approach is poverty reduction. If managers and entrepreneurs can make more sound business decisions, failures will decline and prosperity will increase. The viability of all three elements of the strategy has already been proved in various Ivey initiatives over the past 20 years in different geographies.

Background on Ivey Publishing (IP)...

- Markets and distributes all Ivey-registered cases written by its own faculty and, selectively, from external contributors.
- Second largest producer and distributor of business cases in the world. IP directly distributes cases and technical notes to faculty and students in over 3,200 universities and colleges.
- 6,036 products in total collection. These include:
 - 4,935 cases / 297 technical notes in active collection.
 - 563 Ivey Business Journal (practitioner) articles.
 - 1,763 active Ivey case translations, in 9 languages.
- 99% of cases have teaching notes (for faculty use only).
- Millions of copies of Ivey cases studied per year at over 3,000 organizations in 110 countries

Ivey Case Pricing

- Standard academic price: \$3.75 per case, per student, for an electronic copy.
- Emerging markets price: U.S. \$1.00 per case, per student, for an electronic copy.
- The price in the world's 39 poorest countries (those with per capita income < \$2,000.): ZERO.
- (All institutions and their faculty must be registered with Ivey Publishing though. The cases can only be used in-country, and cannot be electronically distributed.)

Challenge 1: Lack of Current Teaching Material

Ivey provides to universities in the world's 39 poorest countries (those with per capita income less than US\$2000/yr as of mid 2010) a huge volume of management education teaching material AT NO COST. Ivey Publishing's cases, technical notes, and IBJ articles comprise over 50,000 pages of proprietary content. (The cost of developing this content exceeds \$50 million.) Over 2,000 professors from the 39 countries (including over 1300 professors in the 32 eligible countries in Africa) are now registered.

Challenge 2: Expensive Books/Photocopies and Insufficient Quantity of Material Available

How Acute is This Problem? African students in the poorest countries: do not own laptops; they own few, if any, books; they cannot afford to photocopy content.

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They are often required to take turns reading the assigned content at the library. There are not enough printed copies for each person. This is NOT acceptable!

Two solutions to be pursued here:

- (A) Ship Surplus and Used Material to Business Schools in the 39 countries
- (B) Publish a series of Region-Specific Books

Casebooks in China

- Ivey's Asian Management Institute oversaw the publication of over 75 books of cases for the China market since the early 1990s. (China's State Education Commission passed a law that at least 25% of the content of China's MBA programs be made up of case studies.)
- Most of the books (whether in Chinese or English) run about 200 pages and retail for about \$7.00/copy. Same price possible for Africa.
- The owner of China Machine Press, publisher of many of the Ivey faculty edited books in China, expressed strong willingness to support a new books-for-Africa plan.
- Have obtained quotations from China-based publishers about the wholesale prices and print runs needed for a large-scale, low-cost casebook series in Africa. Funding needed.

A Partial Solution to the Lack of Hard Copies at African Universities

- Students at b-schools (or groups of schools in a city or region) collect from (A) their fellow students the cases/readings/course packs/books which they do not plan to keep or re-sell, from (B) the local used book stores, any business-related books which it cannot sell, and from (C) the faculty, the same content as above, plus academic journals.
- Box this content, and ship it, to the business school of their choice. Ivey shipped 9 tons of educational material to Addis Ababa University in Ethiopia in January 2014, 10 tons to Ghana Institute of Management and Public Administration in January 2015, 20 tons to Moi University in Kenya in July 2015 and 10 tons to University of Dar es Salaam in Tanzania in September 2017. University of Queensland shipped 10 tons of texts to Riara University in Kenya in May 2016.

Current and Past Collection Nodes for the 39 Country Initiative

Country	Collection Node
Australia	UQ Business School, University of Queensland, Brisbane
	Australian National University, Canberra
	Bond University, Gold Coast
Canada	School of Business, MacEwan University, Edmonton, Alberta
	Sobey School of Business, Saint Mary's University, Halifax, Nova Scotia
	Ivey Business School, Western University, London, Ontario
	Sauder School of Business, University of British Columbia, Vancouver
	Wilfrid Laurier University, Waterloo, Ontario
	Odette School of Business, University of Windsor, Ontario
Ireland	University College Dublin

Current and Past Collection Nodes for the 39 Country Initiative (cont'd)

Country	Collection Node
Japan	International University of Japan, Niigata
Norway	BI Norwegian Business School, Oslo
UK	University of Ulster, Coleraine, Northern Ireland
USA	Henderson State University, Arkadelphia, Arkansas
	Michigan State University, East Lansing
	North Dakota State University, Fargo
	Bauer College of Business, University of Houston, Texas
	Florida International University, Miami
	College of Staten Island, City University of New York
	Temple University, Philadelphia, Pennsylvania
	Carey School of Business, Arizona State University, Phoenix
	University of San Francisco, California
	Cook School of Business, Saint Louis University, Missouri

A Partial Solution...

- A standard 20 foot shipping container has a capacity of 1172 cubic feet (33 cubic metres). The shipping cost will typically be less than US \$5K. This may require modest local fund raising. The Academy of International Business is willing to fund shipments up to \$5K each, and \$25K per year in total.
- The host school will be responsible for clearing the shipment through customs and for within-Africa transportation.

Challenge 3: Too Few Qualified Faculty

In the poorest business schools in Africa, most faculty do not have PhDs, many do not have master's degrees, salaries are low, and little faculty development is available. What can we do?

- Provide teaching notes to the cases. These illustrate how to teach the case, and how it links to course curricula (Done).
- Provide professor-to-professor case teaching workshops. Experienced case teachers visiting these institutions can offer workshops in an ad-hoc manner. We need funding to provide such workshops on a systematic, country-by-country basis, and in the interim, volunteers to do so. Two have been conducted to date.
- Send out latter-year undergraduate and MBA students to “teach” short introductory business courses. The model has been proved, both outside and inside Africa.

Recent Undertakings

- The Academy of International Business and Ivey's International Business Institute co-sponsored two French-language workshops in December 2017 in:
 - Benin (host school African School of Economics)
 - Haiti (host school Université Caraïbe)
- A recent publication in the Africa Journal of Management titled, "[The 39 Country Initiative and Africa](#)" reviews the history of the 39 Country Initiative to date in relation to Africa, provides some ideas about the way forward, and some personal observations.

The LEADER Project (Leading Education and Development in Emerging Regions)

- A non-profit organization founded by Ivey MBA students in 1991 (with oversight by then Centre for International Business Director, Paul Beamish).
- Has sent over 700 Ivey undergraduate, MBA and PhD students to various emerging markets to teach foundational business skills to university students and entrepreneurs.
- Courses run 2 – 5 weeks. Host institution provides accommodation and meals for the volunteer instructor.
- For details, see www.leaderproject.com

Short Course Teaching in Africa

- Ivey Associate Professor Nicole Haggerty has led LEADER-style service-learning teaching programs for 2-4 weeks each Summer from 2012 to 2017, to Africa. Students from the undergraduate program entering 4th year made up the largest group of teaching volunteers. They worked in six countries (Kenya, Rwanda, Ghana, Uganda, Ethiopia, and Tanzania).

Next Steps

- Continue efforts to locate and register eligible faculty members with Ivey Publishing.
- Encourage other business schools in wealthier countries to collect teaching material to be shipped to one of the 39 countries (to date there are 23 collection nodes).
- Explore partnerships in Africa. Various institutions have already expressed strong interest, including the African Association of Universities.
- Raise funds for Case Teaching Workshops and publication of a series of Introductory Business Books.

Eligible Countries for the 39 Country Initiative

- 32 are in Africa: Benin, Burkina Faso, Burundi, Central African Republic, Chad, Comoros, Democratic Republic of the Congo, Cote d'Ivoire, Eritrea, Ethiopia, The Gambia, Ghana, Guinea, Guinea-Bissau, Kenya, Liberia, Lesotho, Madagascar, Malawi, Mali, Mozambique, Niger, Rwanda, Sao Tome and Principe, Senegal, Sierra Leone, Somalia, Tanzania, Togo, Uganda, Zambia and Zimbabwe.
- The other 7 eligible countries are Afghanistan, Bangladesh, Cambodia, Haiti, Myanmar, Nepal and Tajikistan

Region & Country breakdown: 39 countries in 3 continents (32 Africa; 6 Asia; 1 Americas)

	Country	Population July 2016 (in millions)	Instit found (2016 data)	Total Users (2018 data)
Southern Africa	Comoros	0.8	1	1
	Lesotho	2.2	1	1
	Madagascar	24.9	11	16
	Malawi	18.1	6	18
	Mozambique	28.8	14	10
	Zambia	16.6	13	52
	Zimbabwe	16.2	15	20
Central Africa	Dem Republic of Congo	78.7	52	2
	Central African Republic	4.6	2	0
	Chad	14.5	3	4
	Sao Tome and Principe	0.2	1	1
	Burundi	10.5	5	4
East Africa	Eritrea	5.9	1	2
	Ethiopia	102.4	40	163
	Kenya	48.5	57	232
	Rwanda	11.9	7	76
	Somalia	14.3	20	73
	Sudan	39.6	2	11
	Tanzania	55.6	30	43
	Uganda	41.5	22	30
	West Africa	Benin	10.9	5
Burkina Faso		18.6	3	2
Cote d'Ivoire		23.7	7	7
Gambia, The		2.0	1	2
Ghana		28.2	42	360
Guinea		12.4	1	
Guinea-Bissau		1.8	2	
Liberia		4.6	4	27
Mali		18.0	3	1
Niger		20.7	9	5
Senegal		15.4	5	21
Sierra Leone		7.4	6	25
Togo		7.6	3	
South Asia	Afghanistan	34.7	14	50
	Bangladesh	163.0	66	650
	Nepal	29.0	9	31
E & SE Asia	Cambodia	15.8	32	70
	Myanmar (Burma)	52.9	11	42
Central Asia	Tajikistan	8.7	15	4
Cent Am & Carrib	Haiti	10.8	8	13
Total		1022	549	2081

A Metaphor

- We are offering each university business student in the 39 eligible countries something which exceeds the value of a luxury car (i.e., the Ivey case content). Students first require (A) driving instructors (local faculty who have received case teaching workshops/instruction so they will know how to teach with cases), (B) a series of maps for a long journey (books, course packs, printed cases in sufficient quantity), and (C) a driving license (their university degree). The car will require gas/fuel (experience) and a key (a motivated student).