DATE: April 10th, 2018

TO: Invited Parties

FROM: Chipiwa Zimbwa, Associate Director of Finance & HR, CMU-Africa

SUBJECT: RFP: Market Assessment of CMU-Africa

Carnegie Mellon University (CMU) is pleased to announce this Request for Proposals (RFP) for invited firms to conduct a comprehensive market assessment of Carnegie Mellon University Africa’s (CMU-Africa) programs in Rwanda and the region. The overall objective is to assess the demand for current and future programs. The market assessment will inform CMU-Africa’s vision for the next ten years, with emphasis on identifying opportunities for expanding and accelerating impact.

Herein, you will find background information on CMU-Africa, the progress we’ve made over the past six years, and the terms of reference for the RFP. In addition to this, you will find two supporting documents: 1) White Paper on the Collaboration of Carnegie Mellon University and the Government of Rwanda for the Creation of a Regional Center of Excellence and 2) Mid-Project Report on Key Performance Indicators.

We will look forward to receiving your firm’s proposal on or before April 24th, 2018.

Sincerely,

Chipiwa Zimbwa
Associate Director of Finance & HR
CMU-Africa
About Carnegie Mellon University

Since its founding in Pittsburgh, Pennsylvania, in 1900 as a school for the children of steel mill workers, Carnegie Mellon University (CMU) has been dedicated to expanding learning opportunities and creating impact through education and research. Now ranked among the leading research universities of the world, CMU is especially known for its programs in computer science, engineering, business, and policy, as well as its highly regarded schools in the visual and performing arts. The university’s unusual research and learning culture is renowned as cross-disciplinary, collaborative, and entrepreneurial; we spin out more innovative companies per federal research dollar invested than any other university in the United States. Our faculty and alumni include 19 winners of the Nobel Prize, 12 winners of the Turing Award (the world’s leading prize in computer science), and 70 members of America’s national scientific academies. CMU is also among the most globally diverse universities, with undergraduate campuses in Pittsburgh and Doha, Qatar, and graduate degree programs in Silicon Valley and New York City in the U.S., as well as outside the U.S., in Japan, China, Australia, Portugal, and Rwanda. The university’s colleges, departments, and faculty are engaged in hundreds of other research and learning partnerships around the world.

About Carnegie Mellon University Africa

In October 2007, the International Telecommunication Union (ITU) Connect Africa Summit recommended the establishment of five Centers of Excellence in each sub-region of Africa that would support the development of a critical mass of science and technology skills required for the development of Africa. The Government of Rwanda (GoR) spearheaded this initiative for the region declaring its intention of opening a Center of Excellence (CoE) in Information and Communication Technology (ICT). The GoR invited Carnegie Mellon University (CMU) to offer graduate programs as the central component of the Regional ICT Center of Excellence, to catalyze economic development in Rwanda and the region by becoming a knowledge-based economy. With Rwanda widely lauded as the most progressive African country in terms of ICT and business climate, the CMU partnership is clearly aligned with Rwanda’s ambitious development strategy to use ICT as a driver for innovation and growth.

In 2011, CMU signed a ten-year agreement with the GoR to establish a location of the College of Engineering in Kigali to offer two of its existing two-year master’s degrees: the Master of Science in Information Technology (MSIT), which started in 2012; and the Master of Science in Electrical and Computer Engineering (MS ECE), which started in 2014. Under the agreement, the GoR is underwriting the operating costs of the university’s degree programs at Carnegie Mellon University Africa (CMU-Africa). A new building for the CoE, funded by the African Development Bank, is under construction and will open in 2018; it is designed with innovative laboratories, classrooms, and support space to accommodate 300 students.
With faculty members living and working in Kigali, it allows them to research problems that they experience first-hand, develop case studies with African companies, and teach contextually relevant content. Kigali is an ideal test bed for digital innovation because of its well-developed infrastructure that is available to address its developing-world challenges. This combination of a strong local presence combined with globally competitive curricula makes CMU-Africa unlike any other educational program in Africa.

CMU-Africa’s vision is to educate and empower the next generation of African leaders and innovators by delivering a world-class, educational experience, thereby having an impact on the economic transformation of the region.

Our mission is to produce creative and technically strong engineers, who have been trained in the unique context of Africa and are therefore capable of having an impact on the development of the region.

**CMU-Africa: Progress to-date (2011-2017)**

CMU-Africa is now in the mid-term of its ten-year agreement with the GoR, and its graduates have demonstrated they are well prepared to compete on a global level. CMU-Africa students have presented their research at prestigious conferences around the world. They have taken high-profile internships around Africa, the Middle East, and Asia. They have worked on practicum projects with companies as far as the U.S. and Mauritius, as well as local companies in Rwanda. CMU-Africa regularly hosts world leaders in ICT to deliver guest lectures to the students, as well as influential personalities impacting positive change in Africa. Students graduate from CMU-Africa with the ability to approach African challenges and opportunities with a global perspective.

We believe the results of the program to-date speak to its ability to live up to the vision of the program and the impact we wish to have on this region. Of the 100 graduates from CMU-Africa, 86% are employed, most of them in Africa. Notably, one-third of those employed entered immediately into management positions in software and application development in finance, telecom, or government. Several graduates are involved in startup companies, and some are teaching technology courses in African universities. Eight graduates have enrolled in top doctoral programs in the U.S., Scotland and South Korea, where they are all fully funded. These unusually strong placement results are evidence of the program’s effectiveness in preparing students to compete and contribute at the highest level.

Over the last six years, faculty and students have collectively published over 85 research papers in international peer-reviewed journals. One alumnus has filed three patents with IBM Research since leaving CMU-Africa. CMU-Africa has also been instrumental in the establishment of three centers of excellence at the University of Rwanda, where research activity is focused on data science, energy for sustainable development, and Internet of Things.
CMU-Africa’s faculty spearheaded the establishment of the Kigali Collaborative Research Center, which provides an enabling environment for collaborative research and innovation in Africa.

When CMU-Africa was established in 2011, CMU had fewer than 300 alumni who were African nationals. CMU-Africa graduated its 100th student in June 2017, and will likely graduate another 600 over the next six years, which will more than triple the number of African alumni. CMU-Africa is positioned to be one of the most significant initiatives influencing the development and retention of high quality engineering talent in Africa.

Terms of Reference

CMU is pleased to announce this RFP to conduct a market assessment of the demand for current and future programs at CMU-Africa.

The market assessment should address the following dimensions:

- Regional government policies and strategies related to ICT and its application across sectors
- In the case of Rwanda, examining CMU’s potential role in making Rwanda a knowledge hub, including research, development and incubation
- Industry trends in the region and key areas of need for graduates from CMU master’s programs
- Market for additional engineering master’s programs
- Market for PhD programs
- Market for executive education programs
- Market for an incubator or accelerator for CMU graduates and the broader tech community
- Opportunities for collaboration and capacity building with regional universities at the undergraduate and graduate level
- Market for research programs, and possible sources of funding for the commercialization of research
- CMU’s role in fostering the development of master’s level ICT employment opportunities
The engagement will include the following components:

- Definition of the parameters for conducting the market assessment
- Collection of necessary information from all stakeholders
- Data organization and analysis
- Documentation of assumptions, risks, and recommendations
- Preparation and submission of final report

Interested firms should submit proposals that should contain the following:

1. Project approach including proposed research methodology and tools.

2. A detailed scope of work, clearly indicating what components are within the scope of the base project and which are optional components of the project.

3. A detailed timeline with key milestones associated with the proposed work. The final report should be submitted by July 31st, 2018.

4. A detailed budget clearly indicating all project costs. If the respondent includes a provision for reimbursement of expenses, there should be a budget for anticipated expenses e.g. travel, per diem, etc. The respondent should also include a recommendation for cost management and approvals process. Budgets should be presented in United States Dollars.

5. Experience of the firm in relation to the scope of work. Please highlight Africa experience, and experience in the education sector.

6. Contact information for 3-5 clients served by the firm for similar work.

7. Proposed staff assignments, their qualifications and relevant experience, and availability to complete the work in a timely manner.

Please note the market assessment will require a significant portion of work to be performed in Kigali, Rwanda, and other countries in Africa. CMU will avail staff to the selected firm as needed throughout the implementation of the assessment to ensure all necessary information is provided in a timely manner. Please provide an estimate of CMU staff hours that will need to be dedicated to this assessment. CMU will also avail existing data sets to reduce the data collection effort such as student and alumni demographics, job placement data, ongoing longitudinal cohort studies, entry and exit interviews, employer surveys, internship reports, Joint Advisory Board Annual reports, etc. Please provide a preliminary list of data required for analysis, so CMU can determine what already exists, and what needs to be carried out by the firm.

The decision for the selection of the firm to conduct the assessment will be made by CMU. CMU reserves the right to reject any and all proposals.
The successful firm will be required to represent and warrant that, in anticipation of or in connection with such firm’s services contemplated herein, it has not, directly or indirectly, attempted, made or caused to be made, and will not, directly or indirectly, attempt, make, or cause to be made, any offer, promise, or payment to a public official, in contravention of any law, including but not limited to, the U.S. Foreign Corrupt Practices Act (FCPA).

All documents listed above must be completed and submitted by email to chipiwa@africa.cmu.edu by April 24th, 2018 at 11:59 p.m. CAT. Please be sure to include ‘Market Assessment–RFP’ in the subject line. All communication during the application process will be sent via email.

All questions regarding the proposal must be submitted prior to this deadline, and completed proposals must be submitted by the previously stated deadline regardless of questions submitted. All questions can be sent to chipiwa@africa.cmu.edu

The selection of the firm will be communicated to all invited parties on or before May 1st, 2018. The engagement will be documented in the form of a contractual agreement between CMU and the selected firm. Once an agreement has been executed, work may begin immediately.